Stakeholder Engagement Plan



Ballyrogan Wind Farm

23 December 2025



Revision Control

Revision	Date	Issue	Author	Reviewed	Approved	Signature
[1]		Final/Issued	IC/TB	IB	TM / KE	
[2]	11/9/2025	Final Draft	IC/TB	IB	TM / KE	
[3]	22/12/2025	Final/Issued	ТВ	LJ	TM	

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 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 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 Squadron Energy'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
вом	Bureau of Meteorology
CASA	Civil Aviation Safety Authority
CEC	Clean Energy Council
CCMA	Corangamite Catchment Management Authority
CFA	Country Fire Authority
CHMP	Cultural Heritage Management Plan
DAWE	Department of Agriculture, Water and Environment
DELWP	Department of Environment, Land, Water and Planning
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
EPBC	Environment Protection and Biodiversity Conservation Act 1999
ER	Environment Report
IAP2	International Association for Public Participation
LGA	Local Government Area
RAP	Registered Aboriginal Party
SEP	Stakeholder Engagement Plan
SIA	Social Impact Assessment
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

Squadron Energy'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 Squadron Energy 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. Squadron Energy tracks complaints, enquiries and action items. Our <u>complaints management procedure</u> 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, (September 2007)
- DELWP Community Engagement and Benefit Sharing in Renewable Energy Development in Victoria (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, Squadron Energy 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*. Squadron Energy 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. Squadron Energy's 2024 – 2025 report 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
- 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 (BLWF) is a proposed wind farm development which includes the following key components:

- approximately 114 WTGs, each capable of generating up to 8.0 megawatts (MW)
- each WTG will have a maximum tip height of up to 252m and a blade length of up to 91m
- hardstands at the base of each turbine
- underground reticulation cabling between turbines
- four onsite electrical substations
- a 45 km double circuit 220 kV overhead transmission line, connecting the project at the northeastern onsite substation to a new terminal station on the Western Renewables Link north of Elmhurst
- 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 and temporary laydown areas.

2.2 Project location

BLWF is in the Grampians' Central Highlands Region in Western Victoria, within the Shires of Ararat and Pyrenees, approximately 180 km northwest of Melbourne. The nearest townships to the project are Tatyoon, Maroona, Ararat and Buangor, approximately 3km South, 6 km to the west, 12 km 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, Hammond Road to the east, Grange Road to the south and Tatyoon 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 showing the project's location and preliminary layout is shown in Figure 2 and Figure 3.

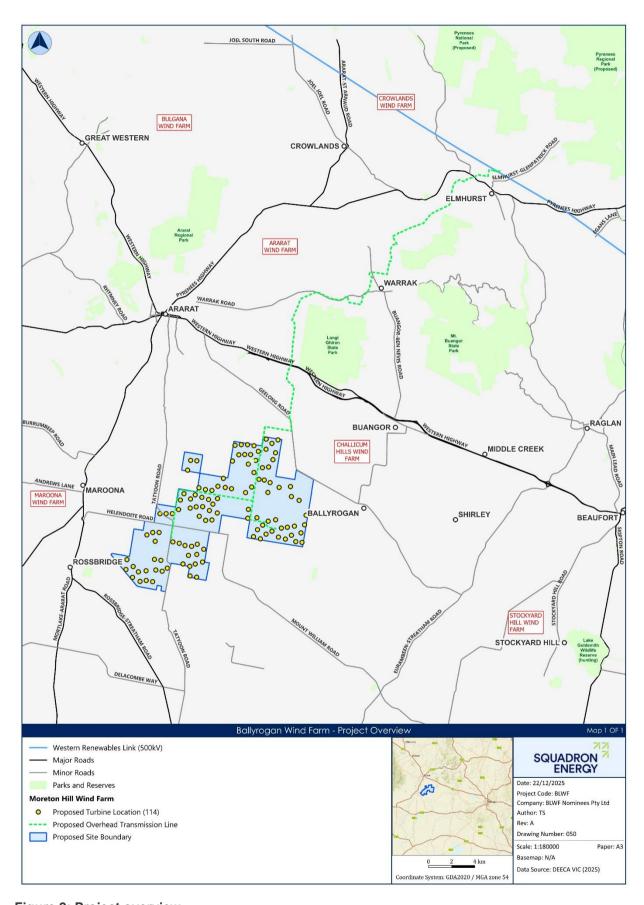


Figure 2: Project overview

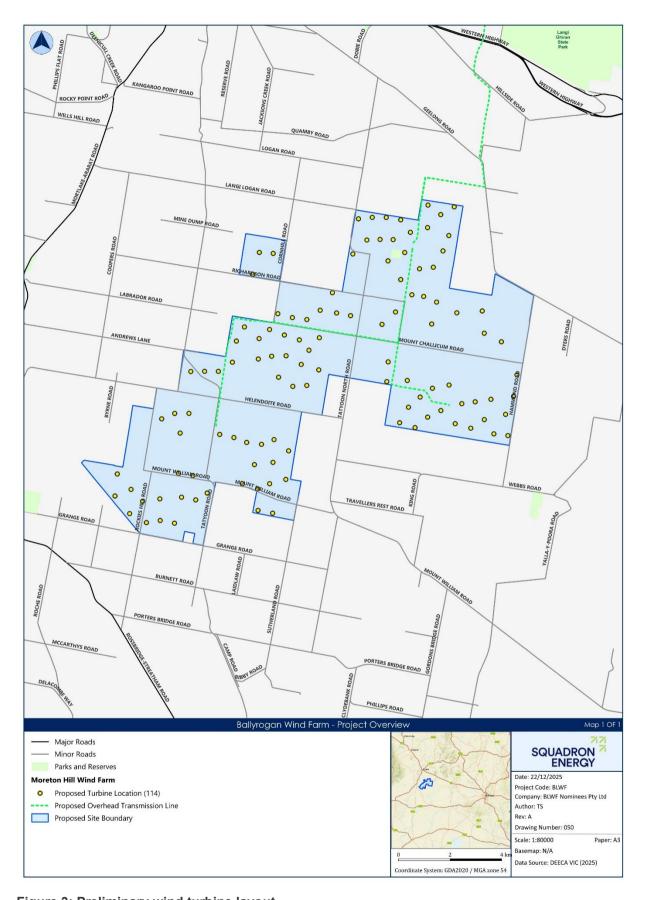


Figure 3: Preliminary wind turbine layout

2.3 Planning process

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. Technical and environmental assessments are underway to support submitting an EES Referral and EPBC Referral in 2026.

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

2.3.1 Indicative project timeline and approval requirements

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



2.4 Community overview

BLWF is situated in western Victoria within two LGAs: Ararat Rural City and Pyrenees Shire. Ararat Rural City has a population of around 11,880 people. Key towns within the region include Ararat, Lake Bolac, Moyston, Pomonal, and Willaura. Pyrenees Shire, situated between Ballarat and the Grampians, has a population of around 7,671, spread across rural communities and townships including Beaufort, Avoca, and Lexton. The nearest townships to BLWF are Tatyoon (approximately 2.5km south) and Maroona (approximately 4km west), with populations of around 130 and 80, respectively. The area is home to various sporting clubs and community groups, reflecting a strong and active local community.

The community surrounding the proposed project is familiar with wind energy, as three wind farms operate within the Ararat Rural City area: Ararat Wind Farm (approximately 12km north), Maroona Wind Farm (approximately 5km west), and Challicum Hills Wind Farm (approximately 3km east). Other operational wind farms in the vicinity include Bulgana Wind Farm (approximately 24km north-west), and Stockyard Hill Wind Farm (approximately 12km east).

3 Stakeholder Identification and Analysis

3.1 Stakeholder identification process

At the outset of the project, we identify all stakeholders who could 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.

Squadron Energy 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	 Local community: Ararat, Ballyrogan Buangor Elmhurst Langi Logan Maroona Tatyoon Warrak Yalla-Y-Poora 	
Government – State	Department of Transport and Planning, DTP (VIC)Crown Lands	

Stakeholder group	Stakeholders
	 Corangamite Catchment Management Authority VicRoads Environment Protection Authority (EPA) Country Fire Authority: Ararat, Beaufort, Cross Roads, Tatyoon, Yall-Y-Poora, Maroona, Langi Logan, Buangor & Middle Creek, Stoneleigh, Warrak
Government - Federal	 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	 Ararat Rural City Council – Mayor Cr Bob Sanders, six (6) Councillors, CEO. Pyrenees Shire Council – Mayor Cr Damian Ferrari, four (4) Councillors, CEO.
Government elected representatives	 Federal Member for Wannon, Shadow Minister for Energy and Emissions Reduction – Dan Tehan Victorian Minister for Planning – Sonya Kilkenny Victorian Minister for Climate Action and Energy and Resources – The Hon Lily D'Ambrosio MP Member for Ripon – Martha Haylett Member for Lowan – Emma Kealy
Community interest groups and community services	 Ararat and District Pony Club Ararat Bowling Club Ararat Clay Target Club Ararat Cricket Club Ararat District Historical Society Ararat Golf Club Ararat Harness Club Ararat Lions Club Ararat Mens' Sheds Ararat Probus Ararat Probus Ararat Racecourse Ararat Tennis Club Beaufort Cricket Club Beaufort Football Netball Club Buangor Cricket and Tennis Club Chalambar Golf Club Elmhurst Gold Club Elmhurst Tennis Club Maroona Recreation Reserve Tatyoon Tennis Club Tatyoon Football Netball Club Tatyoon Football Netball Club

Stakeholder group	Stakeholders
	Yalla-Y-Poora Tennis Club
Schools	 Ararat College Ararat North Primary School Ararat Primary School Ararat West Primary School Marian College Maroona Primary School St Mary Primary School
First Nations organisations	Victorian Aboriginal Heritage CouncilEastern Maar Aboriginal Corporation
Industry and local business	East Grampians Health Service
Other Stakeholders	 Local media: Ararat Advertiser, Ararat Advocate, Australian Broadcasting Corporation, ACE Radio

3.3 First Nations engagement

Squadron Energy 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.

Squadron Energy 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.

Key principles include:

- detailed stakeholder mapping to understand all representative groups in the region
- engaging 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
- · respect for cultural practices and protocols in engagement methods and timelines
- collaboration to identify opportunities and challenges during project planning and development
- · application of relevant protocols for Aboriginal knowledge and cultural heritage
- acknowledge and assess both tangible and intangible forms of cultural heritage
- allow Aboriginal decision-making processes to function effectively
- · ensuring engagement is conducted by people with appropriate skills and experience

The Squadron Energy team released their Reflect Reconciliation Action Plan in April 2024. The plan includes multiple items that will review and measure Squadron Energy's engagement with First Nations stakeholders. It is available here: https://www.squadronenergy.com/about/our-rap.

3.4 Stakeholder engagement activities

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

Squadron Energy 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 regularly engage with the community through face-to-face meetings, phone calls and emails.

Table 4: Stakeholder engagement activities

Action	When (Q1-Q4 calendar year)	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	Ongoing	Ongoing engagement with Ararat Rural City Council and Pyrenees Shire Council.
AEIC Commissioner	Q2 2025	Update Wind Farm and Renewable Infrastructure commissioner
Key stakeholders	Q2 2025 & ongoing	Briefings to key stakeholder groups/organisations including First Nations
Community newsletter	Q2 2025 & ongoing	Q2 2025 – mail out to all dwellings to 4km Quarterly community newsletters.
Neighbour communication	Q4 2025 & ongoing	Targeted engagement of neighbours out to 4km from a proposed wind turbine, and ongoing consultation.
Squadron Energy site visits	Ongoing	Regular site visits
Broader community engagement	Ongoing	Broader community engagement by phone and in person, as required.
Host landowner communication	Ongoing	Project updates for host landowners in person or by phone, as required and at a minimum every quarter.
Sponsorship program	Ongoing	Identify opportunities & invite proposals for sponsorship
Drop-in sessions	Ongoing	Community events, stalls, media, drop-in sessions

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	 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 	 phone calls face-to-face visits introductory letters gather contact details for future communications 	 potential host landowners potential neighbouring landowners
Project feasibility	 engage with landholders about the proposed project area introduce the wind farm development process identify community values, potential constraints and 	 face-to-face visits one-on-one meetings and visuals tools to help inform discussions email or letter updates 	 potential host landowners potential neighbouring landowners local councils

Project Stage	Engagement Objective opportunities in the project area and inform the design process identify and appropriately respond to community	Engagement Activities	Target Stakeholders • government elected representatives
Planning and Approvals (EES phase)	 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 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 	as above for project feasibility phase, plus: 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
Construction	 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: • 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	 be an active member of the community strengthen collaboration through partnerships build a sense of community pride in a well-run wind farm 	 operational Community Engagement Plan evaluation of engagement and improvements as required 	all stakeholder groups

Project Stage	Engagement Objective	Engagement Activities	Target Stakeholders
Decommissioning	communicate decommissioning and rehabilitation process	host landholder and neighbour briefings	 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 typical project issues that are considered in the Environment Effects Statement as part of other technical assessments (e.g. noise, air quality).

As part of the environmental approval process, a Social Impact Assessment will be undertaken by an independent, qualified sociologist. The project will aim to minimise potential negative social impacts and enhance social benefits for the community. Further mitigation and management measures will be considered and implemented as the project progresses.

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, Squadron Energy 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. See: <u>Community Investment | Squadron Energy</u>.

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.

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

Benefit type	Description
Community sponsorship program	Each of our projects has a community sponsorship program which provides funds or inkind 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 Squadron Energy's website: https://squadronenergy.com/community/communitysponsorship
Community Benefit funds	Community Benefit Funds have been established for several Squadron Energy'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 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	Squadron Energy 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

Squadron Energy 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.