

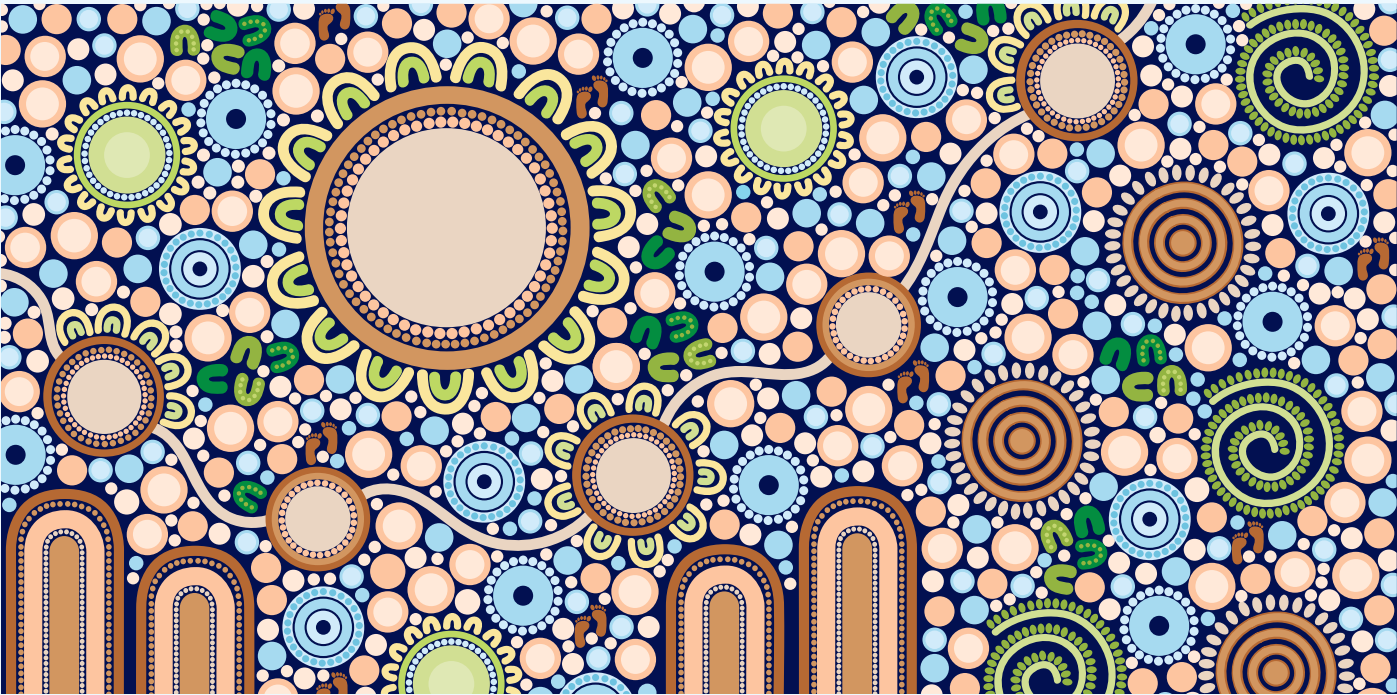
Sustainability Report | FY2025


SQUADRON
ENERGY



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 acknowledge their ongoing cultural and spiritual connection to Country.



Artwork by Keira-Leigh Newman, 2024

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DISCLAIMER

This 2025 Sustainability Report is provided for general information only. The intention is to communicate environmental, social and governance goals, impacts and progress. All content and data included in this report was accurate at the time of publishing (October 2025).

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Foreword

Australia's renewable energy transition is gaining momentum, but the path forward remains complex. Over the past year, Squadron Energy has navigated shifting policy settings, community sentiment, and market pressures – all while staying true to our purpose and values.

As we reflect on 2025, we are proud to present our Sustainability Report, which captures our progress, challenges, and aspirations through the lens of our Sustainability Framework.

Our purpose – to improve the environment for current and future generations by leading Australia's transition to renewable energy – continues to guide our decisions.

This was a year of transformation, growth and learning. We launched a refreshed strategy, reshaped teams and welcomed new talent. We also faced difficult moments, including the tragic loss of a worker at Clarke Creek 1 Wind Farm. The strength, compassion, and professionalism shown by our people in response was a powerful reflection of our values.

Despite external headwinds like policy uncertainty – and challenges with community acceptance – the Squadron team delivered significant project milestones:

- 71 Spicers Creek Wind Farm received NSW and Commonwealth approvals and REZ access rights, and was selected for the Capacity Investment Scheme.
- 71 Clarke Creek 1 installed 72 turbines by mid-year and we're now close to completing all 100. It's already generating clean energy, with commissioning underway at time of writing.
- 71 Ungula Wind Farm has achieved several critical milestones that underscore our commitment to regional development and safety.
- 71 We completed the upgrade of Twelve Mile Road outside of Wellington NSW in May – improving road safety for the entire community – and in Wellington and Dubbo, we've started on two projects to provide temporary accommodation for workers on renewable energy projects.
- 71 Port Kembla Energy Terminal is now fully constructed, marking a major achievement for Australia's energy security.

Our Sustainability Framework is built on five pillars: Empowered Communities, Powering a Resilient Transition, Environmental Stewardship, Safe and Engaged People, and Leading with Integrity. These pillars shape our approach to decision-making for sustainable value creation and will enable us to truly achieve our goals.

- **Powering a Resilient Transition** – We advanced delivery construction in key projects across Queensland and New South Wales, including Clarke Creek, Spicers Creek, and Ungula wind farms. We also strengthened cybersecurity and critical infrastructure protections.
- **Empowered Communities** – In 2025, we invested more than \$1.5 million in community benefit funds and sponsorships, delivered seven community information sessions, and launched a business capability uplift program for First Nations and local suppliers. Our St George Illawarra Dragons Community Blitz program helped deepen local engagement. As the transition accelerates, we have also faced varying levels of community acceptance during consultation, however our teams have continued to demonstrate courage and care, even in difficult circumstances.
- **Environmental Stewardship** – We launched a refreshed Health, Safety and Environment management system, and maintained ISO accreditation for safety, environment, and quality.
- **Safe and Engaged People** – We established a Senior Leadership Team within Squadron Energy to help drive our strategy, and rolled out the Sonder wellbeing app. We rolled out a journey management platform for safety and

journey tracking, supported tailored leadership development, and we continued to grow regional employment opportunities in our project regions.

- **Leading with Integrity** – We established the Audit, Risk and Compliance Committee, embedded our Code of Conduct training, and strengthened governance across the business. Our policies and procedures continue to evolve to meet regulatory expectations and reflect our values.

Looking ahead to 2026, we will continue to align sustainability with all aspects of our strategy and continue to advocate for policy reform that supports a fair, affordable and reliable energy transition to low-carbon energy.

We remain committed to delivering safe, high-performing operations and creating lasting value for communities and stakeholders. Thank you for joining us on this journey towards Energy For Good. Now let's get on with the job.



John Hartman

Chairman



Rob Wheals

Chief Executive Officer

About Squadron

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 we are here for the long term. We have 2 gigawatts (GW) of renewable energy in operation and under construction.

Squadron is working to be the biggest single contributor to helping Australia meet its 2030 target of 82 per cent renewable energy.

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

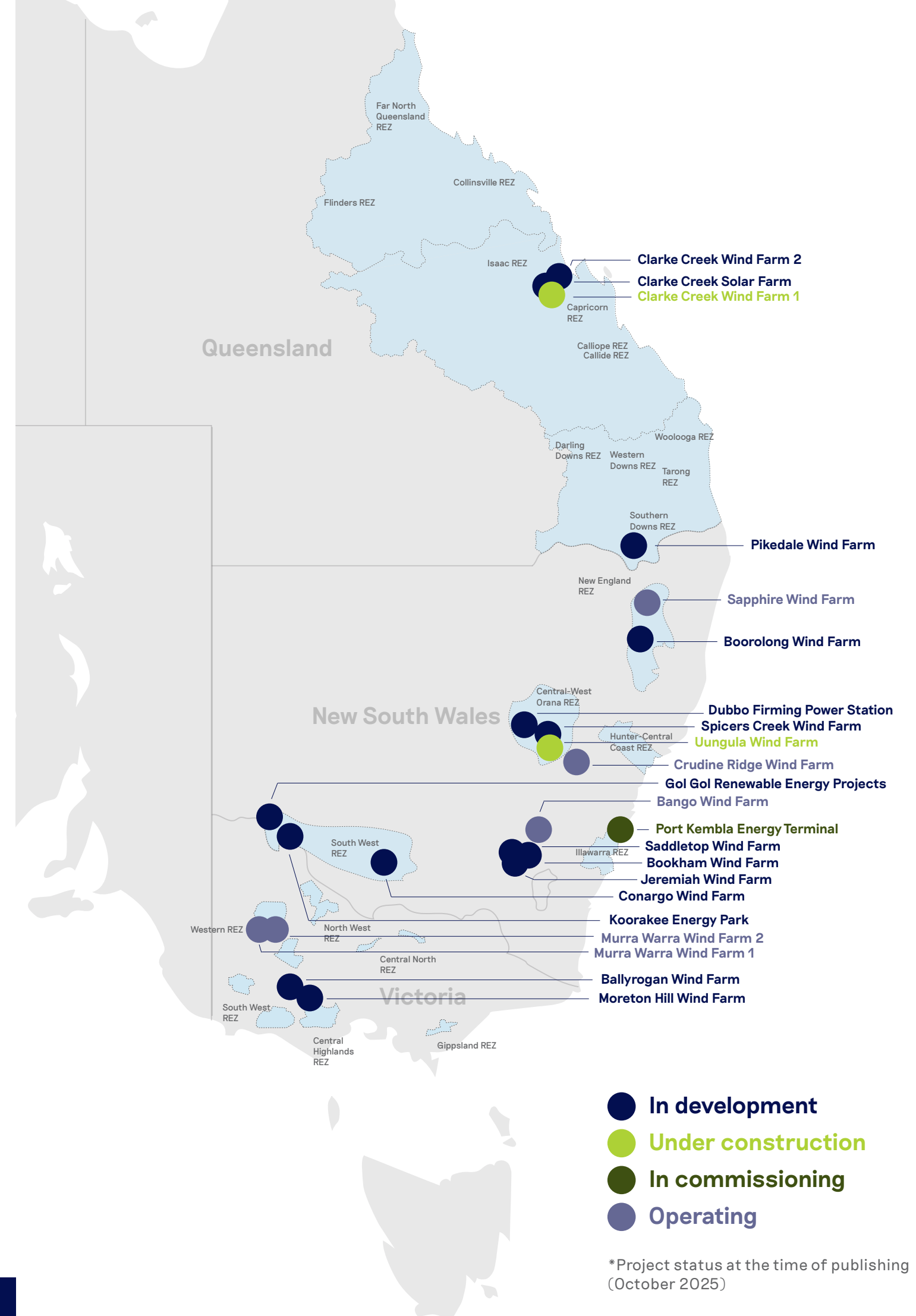


Bango Wind Farm

We also own Australia's first constructed LNG regassification terminal to supply gas to firm renewables and meet the east coast gas shortfall.

To date, Squadron Energy has generated enough renewable electricity to prevent 8 million tonnes of greenhouse gas emissions, while creating 2,100 direct jobs and injecting \$350 million into regional economies.

Through power purchase and other offtake agreements we help corporate and government customers achieve their sustainability and net zero emissions goals.



*Project status at the time of publishing (October 2025)

Sustainability at Squadron

Squadron’s purpose is to improve the environment for current and future generations by leading Australia’s transition to renewable energy. Our sustainability framework enables us to consider the broader and lasting impacts of our decisions, focus on value creation and leave a positive legacy.

The decisions we make impact our communities, our customers, our planet and our people. Our sustainability framework guides our decision making by ensuring we remember the critical role that all aspects of our business play in earning Squadron’s right to operate, which is essential for us to execute on our strategy.

Our purpose Why we exist	To improve the environment for current and future generations by leading Australia’s transition to renewable energy			
Our vision What we aspire to	To be Australia’s leading renewable energy company			
Our ambition Our stretch target	To make the single biggest contribution to Australia’s decarbonisation goals			
Powering a Resilient Transition Our technical capabilities, access to capital, and operational experience are core to maintaining and realising our development pipeline. We will continue to demonstrate the capability and potential for renewables to produce affordable, reliable and low emissions energy.	Empowered Communities We build empowered communities through collaboration and long-term partnerships. We work to understand each region’s unique priorities and identify ways we can share the value we create.	Environmental Stewardship Our ambition is to make the single biggest contribution to Australia’s decarbonisation goals. We will minimise our ecological footprint and promote sustainable resource use to meet our strategic goals and community expectations.	Safe and Engaged People We cultivate a workplace where people are safe, supported, and empowered. We achieve our goals as a direct result of our strong leadership, safety culture, and the skills and experience of our people.	Leading with Integrity We will uphold business integrity through transparent governance, ethical decision-making, and accountability. Our commitment to doing what’s right will guide our actions and build trust.

Creating Sustainable Value

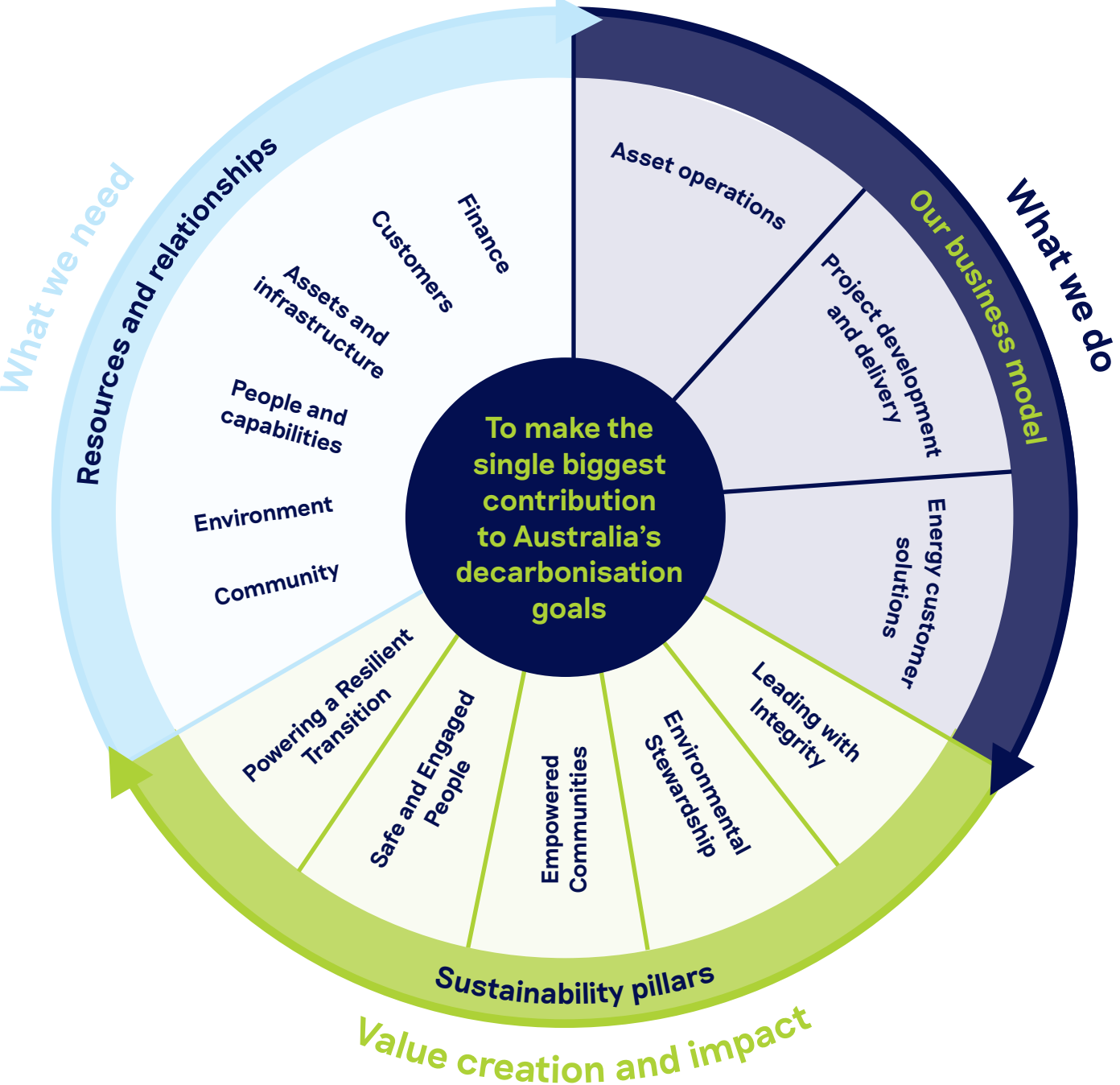
Our approach to sustainability is grounded in the belief that everything we do, every resource we use, every relationship we build, and every decision we make, should contribute to a cycle of shared value.

We begin by drawing on the essential resources and relationships that power our business model: our people, financial capital, our investors, our partnerships, our communities, and the environment.

These elements enable us to deliver on our ambition and strategic goals through our business model, before the value we create

flows back into communities and enhances the capabilities of our people, and gives back to the environment and our customers. Whether it’s clean energy, local employment, community benefits or investor returns, it fuels the next cycle of innovation, growth and impact.

Our Sustainability Framework ensures that this cycle is intentional and measurable. It embeds sustainability into our business decisions, aligns with our five key pillars and ensures that we are accountable for both the value we create and the impact we have.



Powering a Resilient Transition

Squadron Energy is driving Australia's renewable energy transition through a diverse development pipeline and a commitment to reliable, affordable and resilient energy generation. By embedding climate risk assessment, supply reliability and sustainable financing into our business, we ensure our assets deliver long-term value

and support Australia's decarbonisation goals.

Active engagement with policymakers and communities further strengthens our ability to lead the sector and deliver positive outcomes for all stakeholders.

Development pipeline

We maintain one of the largest and most diverse pipelines of renewable energy and firming projects across Australia's east coast. Projects are managed under our development system, which covers siting, design, connection, construction and operations.

Our project teams span civil and electrical engineering, environment, safety, contracts, finance, customer markets, delivery, operations and stakeholder and community relations. This holistic approach ensures we plan projects today to be resilient tomorrow. In FY25 we undertook detailed assessments across the pipeline to strengthen outcomes across the triple bottom line while advancing key opportunities.

At the end of FY25, we had:



1,411 MW of operating assets generating clean electricity



640 MW under construction



14+ GW under development across all advanced development stages

Supply reliability

Delivering reliable renewable energy means managing risks such as cyber security and the resilience of critical infrastructure.

All our operating wind farms are defined as critical infrastructure under the *Security of Critical Infrastructure Act 2018* (Cth).

Our Critical Infrastructure Risk Management Program (CIRMP) aligns with our risk framework and addresses four defined hazard categories:

- cyber and information security
- personnel
- physical security and natural hazards
- supply chain hazards

Operational risks, including those covered by the CIRMP, are reviewed regularly as part of our asset management.

Resilient wind planning in a changing climate

Renewable energy is central to reducing Australia's emissions, but climate change itself poses risks such as heatwaves, bushfires and severe storms. To strengthen the resilience of our assets, we reviewed the current scientific knowledge regarding climate impacts on wind energy.

Industry findings

Existing literature suggests a low overall impact on wind resources over the next 30–50 years, but confidence is limited due to regional variability and modelling gaps.

Squadron-commissioned research

We commenced research into potential climate impacts on wind resources across our operational, construction and development sites. This study will inform long-term asset planning and risk assessments.

Further research

We are working with the University of New South Wales and the Centre of Excellence for 21st Century Weather on site-specific modelling and improved projection methodologies. Insights will be applied to siting and design decisions to keep our wind assets resilient in a changing climate.



Access to capital

We enable decarbonisation through strategic investments in renewable and firming assets, while managing sustainability risks that affect our access to capital.

In FY25, Squadron agreed a Green Financing Framework with our financiers to guide the use of green loans. The Framework, aligned with the Green Loan Principles (March 2025) is structured around four pillars:

1. Use of proceeds.
2. Process for project evaluation and selection.
3. Management of proceeds.
4. Reporting.

We regularly review the Framework against updated Green Loan Principles and emerging regulation to ensure it remains robust. This commitment to sustainability, social licence and prudent governance strengthens our ability to lead Australia's transition to renewable energy.



Sapphire Wind Farm

Public policy engagement

We work with policymakers to shape an efficient and effective transition and to lift industry standards. In FY25 our focus areas included:

- design of Renewable Energy Zones and community benefit frameworks in VIC, NSW and QLD
- planning and environmental controls for renewable energy projects
- investment certainty and accelerated decarbonisation pathways
- reforms to the East Coast Gas Market to support reliable and measured supply where it enables the transition
- the National Electricity Market wholesale market settings review.

National Electricity Market (NEM) review

The NEM underpins electricity delivery across northern, eastern and southern Australia – most of our country's populated areas.

The review is examining reforms to the spot market, derivatives market, and long-term investment mechanisms to enable an affordable, reliable and equitable net zero system.

Our priorities in the NEM review are to:

- Preserve the current 'energy-only' spot market to maintain efficient price signals.

- Enhance liquidity in the derivatives market to support risk management and customers.
- Establish clear investment signals for longer-duration dispatchable capacity.
- Provide a transparent schedule for coal plant retirements.

We remain actively engaged in the NEM review and committed to reforms that build resilience and support a rapid transition.



Crudine Ridge Wind Farm

Empowered Communities

Strong, lasting relationships with communities are central to Squadron Energy's success. Our projects are developed and operated in regional Australia, where local people, landholders and businesses experience both the opportunities and the impacts of the energy transition. We take that responsibility seriously.

Our approach brings together two dedicated teams:

- Stakeholder Engagement and Community Relations, who focus

on early engagement, transparent communication, and building trust throughout the project lifecycle.

- Community Investment and Regional Development, which includes our First Nations team, who focus on ensuring lasting social, economic and cultural benefits for the regions where we operate.

Together, these teams ensure that renewable energy projects create genuine, long-term value for the people and places that host them.

Stakeholder engagement

Our approach to engagement is built for the long-term, grounded in respect for people, communities and the environment. Because we own our projects from development through to operations, we build lasting relationships and gain a deep understanding of regional communities.

We begin each project with thorough stakeholder mapping and analysis to

understand who might be affected and how best to involve them. From there, our focus is on listening, sharing information openly, and working together to reduce impacts and create opportunities. Our approach is guided by the Public Participation Spectrum from the International Association of Public Participation, which helps us tailor our engagement to the level of community impact.

Our engagement activities include:

- Working with identified stakeholders to shape inclusive and engagement opportunities for all.
- Seeking feedback from local communities and incorporating it into project planning and design where appropriate.
- Providing clear, timely information about projects, their impacts and their benefits.
- Assessing potential social impacts and taking steps to avoid or mitigate them.
- Equipping project teams to understand local context and community opportunities.

We measure community sentiment at stakeholder meetings and among individuals near our projects. In FY25, sentiment was consistently above our 75% target of neutral or positive views.

As a long-term owner and operator, we share the benefits of our projects by supporting communities over the long term. We work with councils, local groups and residents to tailor benefit programs to each region, aiming to strengthen local capacity and resilience.

During FY25 we participated in Community Consultative Committees for the Ungula, Crudine Ridge, Bango and Clarke Creek wind farms. These forums offer representatives of local communities, councils, and stakeholder groups, opportunities to raise and address community concerns, feedback, and ideas to be considered throughout the development of renewable energy projects.

Community complaints FY25

We received 16 community complaints in FY25 from 10,385 interactions with the community and stakeholders. The most common themes related to land use, traffic and engagement.



Direct community investment initiatives

We invest in real, lasting benefits for the communities where we operate, guided by clear principles and focus areas.

Principles

- **Local first:** we focus on the unique needs of communities closest to our projects.
- **Listening:** we work with local people to shape tailored approaches.
- **Long-term partnerships:** we build strong relationships to create lasting, sustainable impact.
- **Legacy:** we invest in initiatives that leave communities stronger over time.
- **Living our values:** we do what we say and reflect our values in every decision.

We aim to engage openly and honestly, ensuring our investments are transparent and well-governed.

Focus areas

We invest in three key areas to deliver lasting outcomes:

- **Connected communities:** supporting wellbeing and community connection through sport, culture, arts, events and capacity building.
- **Growing regions:** investing in infrastructure, education and economic prosperity.
- **Nature and resilience:** protecting the environment and helping communities adapt to a changing climate.



We deliver investment through local sponsorships, council partnerships, REZ access fees (NSW), community benefit funds, scholarships, and direct investments such as road, telecommunications and community infrastructure upgrades.

In FY25, Squadron contributed more than \$1.5 million in direct community investment. We are also a signatory to the Clean Energy Council's Community Engagement Best Practice Charter for Renewable Energy Developments.

Community Benefit Fund - Clarke Creek Wind Farm

The Clarke Creek Community Fund provides \$200,000 annually for the life of the project to support scholarships, sustainability initiatives, health, wellbeing, recreation and culture.

Funding decisions are made by a Community Consultative Committee with representatives from host

landowners, local residents, Isaac Regional Council, Squadron Energy and an independent Chair and Secretary. The dedicated scholarships component is used to support the costs of attending and undertaking education for students within 50km of the project. Since 2022, 30 scholarships have been awarded.

Disaster Relief: Australia's Big Map

In FY25 Squadron funded Disaster Relief Australia (DRA) to deliver the Big Map exercise, which is a visual tool that can be used by communities to prepare for natural disasters. The Big Map allows community members, emergency services, health providers and government agencies to:

- discuss preparedness strategies for future emergencies
- strengthen community capacity and resilience through shared understanding of local priorities.

Insights from these exercises also help to inform Squadron's benefit-sharing programs.



Regional economic development

Regional communities are at the heart of Australia's renewable energy transition. To date, our projects have created more than 2,000 jobs and invested \$350 million into regional communities across Australia. In FY25, construction at our Clarke Creek 1 and Uungula wind farms created a peak of 839 FTE jobs. Beyond our financial commitment, we also commit time and resources to the local communities where we work.

Squadron has personnel dedicated to Regional Economic Development and First Nations engagement, with employees based in our Dubbo and Wellington offices. They work with local businesses, training and employment services, government agencies, First Nations groups and community leaders to maximise regional opportunities.

Highlights of FY25 included:

Trialling Connectivity Solutions

Trialling fixed wireless networks to improve on-farm internet access, with ag-tech grants to support farming innovation.



Workforce accommodation

Refurbishing a former 32-room nursing home in Wellington through a First Nations contractor, creating jobs and housing for REZ project workers.



Legacy infrastructure

Leasing 10 hectares of Council land at Dubbo's Keswick Estate for temporary worker housing, to be handed back as future community housing.

Advanced Wastewater Treatment Plant in Dubbo, NSW

Contributing \$3.5 million towards a facility capable of treating up to 700 megalitres per year, providing drought resilience. The project was a finalist in the 2025 CEC Awards and broke ground in August 2025.



Wellington Renewable Energy Awareness Career Training (REACT) Centre

Co-funding the business case for a \$13m facility designed to support local training and tourism, now backed by Dubbo Regional Council, and the State Government using contributions made by Squadron Energy.



Spicers Creek Business Capability Uplift

Investing \$100,000 in a practical program to help local and First Nations businesses build compliance, tendering and contract management skills, and connect with major project contractors, which will run from August to October 2025.



First Nations engagement

We aim to build respectful and positive partnerships with First Nations peoples. Our Reflect level Reconciliation Action Plan (RAP) sets out how we:

- **Strengthen engagement** - ensuring Aboriginal and Torres Strait Islander perspectives shape decisions
- **Build understanding and respect** - protect cultural heritage and deepen awareness of, and respect for, First Nations histories and connections to Country.
- **Ensure good governance** - maintain transparency and accountability of our RAP commitments.

We are committed to embedding reconciliation principles across our organisation. Our RAP Working Group, led by team members from various disciplines, drives this effort, with our CEO as our RAP Champion.

In FY25 we:

- Marked Reconciliation Week and NAIDOC Week with company-wide events and cultural awareness training.
- Delivered a First Nations scholarship with the University of Newcastle, supporting a Bachelor of Mechanical Engineering student.
- Appointed dedicated First Nations Lead and Facilitator roles to provide cultural guidance across projects.
- Reached agreement with Traditional Owners/Registered Aboriginal Parties on Cultural Heritage Management Plans (CHMPs) for Clarke Creek Stage 1 and Uungula Wind Farms. Consultation is currently in progress for Spicers Creek Wind Farm's CHMP.
- We also began planning for our Innovate RAP, with a refreshed committee to broaden staff involvement.

Learn more about our RAP on [our website](#).



Artwork by Keira-Leigh Newman, 2024

Cultural heritage management

Cultural Heritage Management Plans guide how Squadron identifies, protects, and manages cultural heritage values across our project sites, including culturally significant sites, artefacts and songlines. They ensure compliance with state legislation, facilitate cultural heritage protection and management and strengthen trust and participation with First Nations communities.

These plans reflect our commitment to ethical and culturally respectful development and ensure renewable energy projects contribute positively to both communities and landscapes.

We thank the following First Nations community groups who engaged with us during the 2025 financial year:

Project / Asset	First Nations Group consulted
Ballyrogan Wind Farm	Eastern Maar Aboriginal Corporation
Bookham Wind Farm	Onewal Local Aboriginal Land Council
Boorolong Wind Farm	Newara Aboriginal Corporation Armidale Local Aboriginal Land Council Coalition of Registered Aboriginal Parties Murawin First Nations Social, Justice, Engagement Consultancy
Clarke Creek 1 & 2 Wind Farm	Bulgan Tara Yanal Aboriginal Corporation RNTBC and the former applicants, on behalf of Barada Kabalbarra Yetimarla (BKY) people
Conargo Wind Farm	Deniliquin Local Aboriginal Land Council Yarkuwa Indigenous Knowledge Centre
Gol Gol Wind Farm	Dareton Local Aboriginal Land Council Mutthi Mutthi Aboriginal Heritage Consultancy (Verna Pappin-Eade)

Jeremiah Wind Farm	Coomealla Health Aboriginal Corporation
Koorakee Energy Park (KEP)	Balranald Local Aboriginal Land Council Maari Ma Aboriginal Health Corporation
Moreton Hill Wind Farm	Wadawurrung Traditional Owners Aboriginal Corporation
Murra Warra Wind Farm + Battery	Barengi Gadjin Land Council
Pikedale Wind Farm	Githabuk Nation Aboriginal Corporation Kambuwai Aboriginal Corporation Maree Aboriginal Corporation Panja (Brigalow) Gambuwal Aboriginal Corporation
Spicers Creek Wind Farm	Wellington Aboriginal Action Panel (WAAP) CWO REZ Aboriginal Working Group Wellington Local Aboriginal Land Council Dubbo Regional Aboriginal Land Council
Uungula Wind Farm	Wellington Aboriginal Action Panel (WAAP) CWO REZ Aboriginal Working Group Dubbo Regional Aboriginal Land Council Wellington Local Aboriginal Land Council



Sapphire Wind Farm

Environmental Stewardship

Our purpose is to improve the environment for current and future generations by leading Australia's transition to renewable energy. With this comes a responsibility to care for the natural environment as we develop, deliver and operate our projects.

We do this by applying a consistent focus on avoiding and minimising ecological impacts, working with landowners and communities, and continually improving our standards so that renewable energy and nature can thrive together.

Minimising ecological impacts in development

Over FY25, we strengthened the way ecological outcomes are built into every stage of development. Our 'Environment in Design' approach embeds biodiversity considerations alongside engineering, community and commercial inputs, so that impacts are avoided or minimised upfront rather than managed later.

Key focus areas and outcomes in FY25 included:

- **Advancing ecological research** – filled knowledge gaps on bats as ecological indicator species, using findings to shortlist prospect sites, refine turbine micro-siting and develop sustainable management measures.
- **Integrating ecology into design** – reviewed infrastructure footprints and specifications earlier in planning to optimise layouts, avoid impacts wherever possible, and identify effective offsets where needed.
- **Shaping policy and regulation** – contributed to legislation and policy reform through submissions, workshops and reference groups, helping secure practical reforms that protect biodiversity earlier in the project lifecycle.
- **Applying lessons learnt** – captured insights and challenges from current approvals processes to adjust our work systems and reduce ecological, delivery and operational risks.

Case Study: Bookham Wind Farm

The development of Bookham Wind Farm in the Yass Valley of NSW has applied our Environment in Design approach in practice. Two detailed reviews during FY25 tracked how the project addressed each stage of the Mitigation Hierarchy, which resulted in substantial ecological and community outcomes.

Key changes included:

- Modified layouts to:
 - increase buffers to key habitat areas, including Burrinjuck Nature Reserve and bat foraging areas
 - address visual amenity and noise concerns raised by neighbours
 - avoid other sensitive areas raised during community feedback
- Micro-siting roads and laydown areas to avoid mature trees and native vegetation.
- Micro-siting eight turbines to avoid sensitive vegetation patches.
- Protecting amenity through landholder and neighbour discussions
- Avoiding biodiversity hotspots such as bird and bat habitat on forested slopes and vegetation corridors
- Protecting waterways by avoiding riparian areas and habitat fragmentation
- Ensuring asset performance through setbacks from Humelink
- Minimising disturbance by co-locating with existing access tracks
- Addressing constructability issues from steep terrain and powerlines.

These refinements avoided a further 129ha of native vegetation, 18ha of TECs, two watercourse crossings and one road crossing.



Project operations - managing bird and bat interactions

To address impacts to birds and bats, each operating site has a Bird and Bat Adaptive Management Plan (BBAMP) that:

- Identifies at-risk species and their population sensitivities
- Monitors habitat use and strike rates across the wind farm site
- Implements mitigation measures to avoid and minimise strike risk.



BBAMPs are active at Squadron operational sites including Bango, Crudine Ridge, Sapphire, Murra Warra and Clarke Creek 1.

Ecological research – advancing bat knowledge

To close key knowledge gaps and improve project design, we advanced Australia’s understanding of bat ecology through targeted research. This work has:

- Formed an internal ‘Sky Guardians’ team to lead research and monitoring.
- Commissioned an independent literature review to benchmark global science and set higher standards.
- Developed a Bat Assessment Guide to standardise site assessments and mitigate risk.

- Targeted research on collision vulnerability to strengthen ecological risk assessments.
- Piloted new monitoring technology to test practical solutions for mitigation. This work is already shaping how biodiversity is assessed and approvals are set across the industry.

Key challenges and lessons learnt

Learning from experience is central to improving project design and operations.

In FY25, we completed lessons-learnt on projects under construction, resulting in changes to how ecological risks are assessed earlier in the project lifecycle.

Looking ahead, our focus areas include:

- Seeking fit-for-purpose approvals with the right design detail to streamline decisions.
- Shaping environmental reform so requirements remain practical, effective and risk-based.
- Refining systems of work to showcase expertise, live our values and enable us to adapt quickly to meet new standards.

Leading the clean energy transition

In FY25, our five operational wind farms and Clarke Creek 1 Wind Farm together generated more than 2,800 GWh of

renewable electricity - enough to power over 500,000 average Australian households.

Facility	Generation capacity (MW)	FY25 Net Generation (GWh)
Sapphire Wind Farm	270	750
Crudine Ridge Wind Farm	138	315
Bango Wind Farm	244	578
Murra Warra Wind Farm 1	226	442
Murra Warra Wind Farm 2	209	527
Clarke Creek 1 Wind Farm	450*	190
Total	1,537	2,802

* As at end June 2025, a total of 72 x 4.5 MW wind turbines had been installed and completed hold-point testing at Clarke Creek Wind Farm. Total capacity of the wind farm is projected to be 450 MW at completion of construction (expected during FY26). Totals may not sum to 100% due to rounding.

Our projects are designed to accelerate decarbonisation of the electricity grid while maintaining reliability. Alongside our renewable portfolio, we are developing firming assets such as batteries and peaking plants to provide power when wind or solar are not available.

This firming role allows coal to exit the system faster, with gas acting as a short-term bridge.

Our Port Kembla Energy Terminal strengthens that bridge. Unlike new gas fields, which require 30+ years of continuous production and customer contracts, LNG terminals are flexible.

They supply gas only when needed and can scale down as renewables and storage expand. In practice, this means:

- Gas enables coal to exit sooner, by ensuring reliability during the transition.
- LNG terminals enable gas to exit sooner, by avoiding the lock-in of new fields and creating a pathway to reduce gas demand over time.

We report annually to the Clean Energy Regulator under the *National Greenhouse and Energy Reporting Act 2007* (NGER Act).



Port Kembla Energy Terminal

In FY25, Scope 1 emissions across our portfolio of owned assets decreased by 42% compared to FY24, mainly due to ramping down of heavy construction activities at Clarke Creek 1 Wind Farm. Scope 2 emissions increased by 33% since FY24, as Clarke Creek 1 Wind Farm began consuming energy once connected to the grid from October 2024.

This overall increase in year-on-year Scope 2 emissions was dwarfed by the total GHG emissions avoided across our portfolio of wind farms, which grew 7% to more than 1.9 million tonnes during FY25.

FY2025 emissions

Facility	Scope 1 Emissions (tCO2-e)	Scope 2 Emissions (tCO2-e)	TOTAL Scope 1 & 2 (tCO2-e)	Avoided Emissions (tCO2-e)
Wind farms				
Sapphire Wind Farm	182	2,064	2,246	495,216
Crudine Ridge Wind Farm	71	302	373	207,838
Bango Wind Farm	131	1,404	1,535	381,336
Murra Warra Wind Farm 1	308	753	1,062	340,358
Murra Warra Wind Farm 2	90	1,342	1,432	405,511
Clarke Creek Wind Farm 1	5,995	2,118	8,113	134,902
Uungula Wind Farm	2,138	0	2,138	0
Other assets				
Port Kembla Energy Terminal	250	34	284	n/a
Offices	99	136	236	n/a
TOTAL	9,264	8,154	17,418	1,965,161

- Note:
- Scope 1 GHG emissions are direct emissions from sources owned/leased by Squadron Energy.
 - Scope 2 GHG emissions are indirect emissions from purchased electricity.
 - Scope 3 GHG emissions are indirect emissions in Squadron's value chain. Squadron Energy will disclose details of our Scope 3 emissions in due course.
 - Avoided emissions are calculated using NGER state-based emissions factors and relate to Scope 2 GHG emissions avoided at wind farms only.
 - Totals may not sum to 100% due to rounding.

Environmental Management

Managing environmental risk is a core part of how we protect biodiversity and uphold our social licence.

Our Environmental Management System (EMS), certified to ISO14001, applies across all stages of development, construction and operations. It sets out how we identify, monitor and manage environmental risks and compliance obligations.

In FY25 we:

- Updated environmental objectives and targets to strengthen risk management.
- Applied the EMS consistently across development, construction and operational projects.
- Integrated the EMS into our broader risk framework, ensuring environmental considerations are addressed alongside commercial, technical and social risks.

Compliance

We foster a proactive culture across our workforce and contractors, ensuring environmental obligations are met.

- No non-compliances were recorded at our operational wind farms.

In FY25:

- No penalty infringement notices were received by Squadron Energy or its contractors.
- No significant environmental incidents occurred.

Two minor non-compliances were identified on delivery projects, however, these non-compliances were administrative in nature, did not result in any environmental impacts and were notified to the relevant State regulatory department. No further action was taken by the department.



Crudine Ridge Wind Farm



Bango Wind Farm

Safe and Engaged People

Strong leadership, a deep commitment to safety, and the depth of talent within our teams are critical to achieving our goals. Our employee value proposition helps us attract

and retain top talent, build renewable energy expertise and create meaningful career pathways, all underpinned by a culture of care and accountability.

Health, safety and wellbeing

We believe every individual has the right to return home safe and well at the end of each day. Safety is not just a priority, but a core value, and it is a shared responsibility

requiring ongoing dedication from all employees, leaders, and contracting partners.



Strategy and systems

Our Health and Safety Strategy is built around three focus areas:

People - capability, engagement and leadership. In FY25, we partnered with Southpac to deliver Safety Leadership training to leaders through workshops and eight months of coaching.

Systems - our Health, Safety and Management System (HSEMS) is accredited to ISO 45001 and ISO 14001 and guides our risk management.

In FY25, we updated legacy procedures, embedded subject matter expertise, and launched our Golden Rules and Safety Foundation as a practical tool for managing significant risks.

Performance - our safety team monitors compliance with critical risk controls and develops targeted plans where gaps are found.

Squadron Energy’s 10 Golden Rules and HSE Foundations

Top 10 Golden Rules				
Driving	Temporary Works	Line of Fire	Confined Spaces	Trenching and Excavating
I always follow safe driving rules  - Wear a seatbelt - Do not exceed the speed limit, reduce speed for road conditions and follow a Journey Management Plan - Do not use hand held phones or operate devices while driving	I always plan temporary works and control the work area  - Ensure temporary works are assessed and approved by a qualified person - Do not exceed specified working load limits - Establish maintenance / inspection programs - Protect temporary works from accidental impact	I always keep myself and others out of the line of fire  - Position to avoid: - moving objects - vehicles - pressure releases - dropped objects - Establish and obey barriers and exclusion zones - Take action to secure loose objects	I always obtain authorisation before entering a confined space  - Confirm energy sources are isolated - Confirm the atmosphere has been tested and is continually monitored - Confirm there is an attendant standing by and a rescue plan is in place - Ensure access and egress are established	I always obtain authorisation before breaking ground  - Identify and isolate underground or overhead services - Keep zone of influence clear of spoil and equipment, with exclusion zones in place - Bench, batter and shore for all excavations deeper than 1.5m - Barricade excavations to prevent unauthorised entry and have a rescue plan in place
Safe Mechanical Lifting	Working at Heights	Working with Energy Sources	Work Authorisation	Bypassing Safety Controls
I always plan lifting operations and control the area  - Confirm that the equipment and load have been inspected and are fit for purpose - Only operate equipment qualified to use - Establish and obey barriers and exclusion zones - Never walk under a suspended load	I always protect myself against a fall when working at heights  - Have fall protection in place and checked - Tie off to approved anchor points when outside protected areas - Secure tools and work materials to prevent dropped objects - Ensure exclusion zones / drop zones are in place and rescue plan is in place	I always verify zero energy before work begins  - Confirm all energy sources identified and all hazardous energy sources are isolated, locked, and tagged - Check there is zero energy and test for residual or stored energy	I always work with a valid permit when required  - Confirm if a permit is required - Obtain authorisation to perform the work - Understand the permit - Confirm the hazards are controlled and it's safe to start - Stop and reassess if conditions change	I always obtain authorisation before overriding or disabling safety controls  - Understand and use safety critical equipment and procedures which apply to my task - Obtain authorisation before: - disabling or overriding safety equipment - deviating from procedures - crossing a barrier
HSE Foundations – Starting work is not the first step				
Stop Work Authority in place and supported	PPE available, fit for purpose and utilised	Risk assessments completed	People trained, competent and fit for work	
Tools and equipment – available and in working order	Activities planned and communicated with supervision in place before work begins	Management of change is used for alterations to work scope	Procedures and work instructions available and followed	
Workplace is psychosocially safe - risks identified and managed				

FY25 performance

In FY25 we strengthened communication on safety performance and expectations, including targets for all employees to undertake health and safety observations and interactions. In FY25, our people recorded:

1,172 safety observations

1,864 safety interactions

This supported a 38 per cent reduction in our Total Recordable Injury Frequency Rate (TRIFR) from **10.44 to 6.49**.

We acknowledge the fatality that occurred on the Clarke Creek 1 Wind Farm site during construction on 2 July 2025. An investigation into this tragic incident is ongoing.

Looking ahead, our focus is on embedding the HSEMS across the business, strengthening risk management and contractor safety processes, applying a ‘Three Lines of Defence’ assurance model, and expanding safety leadership training.



Employee engagement

Delivering on our purpose requires a high performing, engaged workforce united behind Squadron’s purpose, vision and values.

We approach employee engagement by promoting a supportive, empowered and values-led working culture.

Employee survey insights

In February 2025, 91 per cent of employees responded to our engagement survey.

Strengths included:

- supportive peer and leader relationships
- clear employee goal setting that links individual work to organisational priorities
- demonstrating our values within teams and strong role modelling of the values by leaders
- leading health and wellbeing benefits.

Areas we remain focused on include work prioritisation, career growth and development, and building leadership capabilities.

Employee Survey highlights:

+54

“I understand how my work supports the team.”

+39

“I know what I am expected to contribute.”

+23

“My manager actively supports my development.”

+54

“My manager communicates openly and honestly with me.”

+58

“People from all backgrounds are treated fairly.”

Achieving an Employee Net Promoter Score (eNPS) of +10 is considered a healthy result scores above +50 are regarded as exceptional.

Learning and development

We continue to invest in leadership and capability through:

- Partnerships with the Australian Institute of Management and other speciality leadership providers.
- Access to LinkedIn Learning for all employees.
- Launch of a new Leadership Capability Framework, setting clear leadership behaviour expectations and supporting development at all levels.



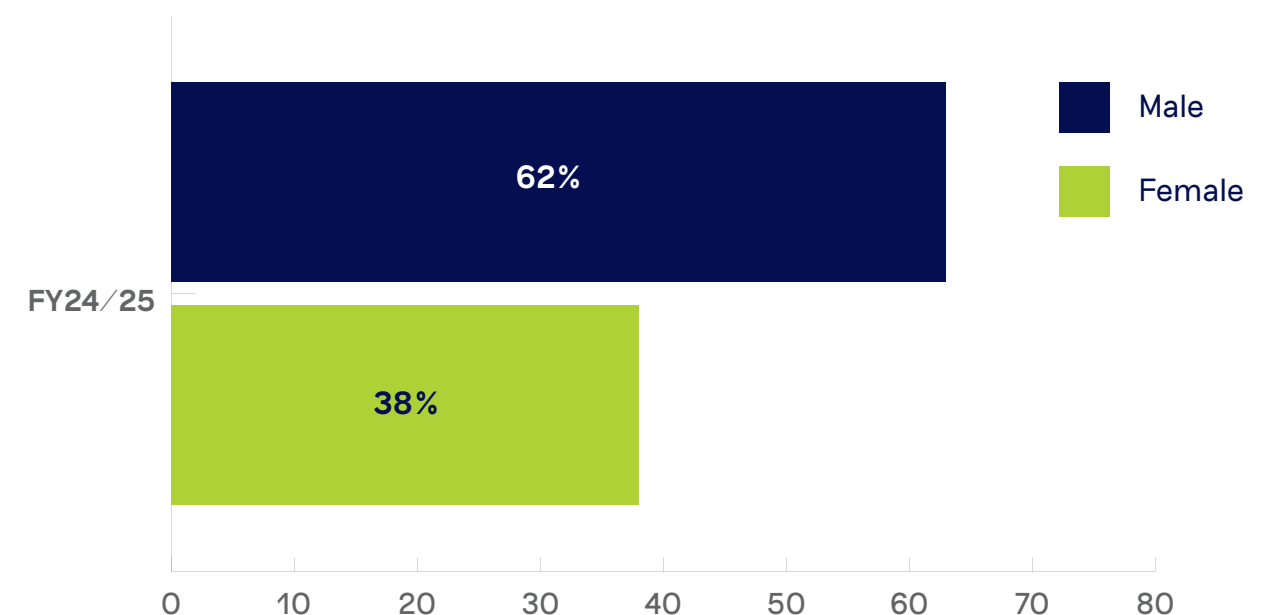
Diversity, equity and inclusion

We foster a culture where diversity is celebrated, equity is embedded, and inclusion is actively practiced.

Our focus areas in FY25:

- **Gender equality:** first WGEA Gender Pay Gap report submitted in May 2025, showing a gap of 18.4 per cent, better than the industry average of 23.9 per cent. Since then, 50 per cent of new hires have been women, half in leadership roles, improving the gender split by 3 per cent in Q1 FY26.
- **Reconciliation Action Plan:** delivering on commitments to improve outcomes for Aboriginal and Torres Strait Islander peoples (see Empowered Communities section).
- **Parents and carers:** equal paid parental leave for all genders, supported by flexible leave and care arrangements.
- **Recruitment practices:** continued bias-reduction measures, including training for interviewers, standardised questions, diverse panels, and inclusive position descriptions.

Employee gender composition



Leading with Integrity

Strong governance and ethical business practices are essential to leading Australia's transition to renewable energy. At Squadron Energy, integrity underpins how we make decisions, manage risks, and engage with our people, communities and partners.

Business Conduct

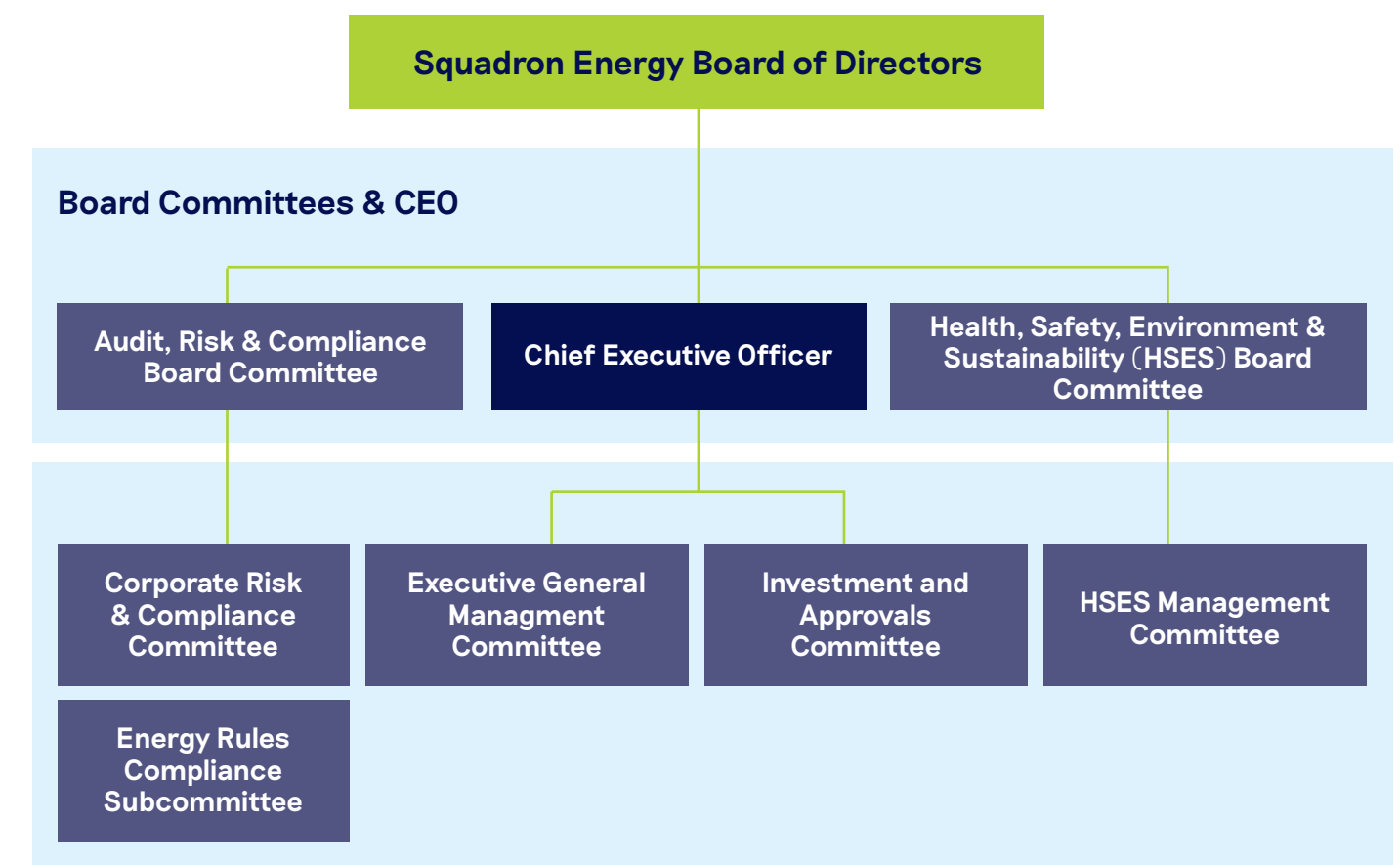
Board and Board Committees

Squadron Energy's Board oversees governance across the organisation, supported by two Board Committees:

- Audit, Risk & Compliance Committee - overseeing financial reporting, risk and compliance.
- Health, Safety, Environment & Sustainability Committee - monitoring safety, environmental performance and sustainability practices.

These committees are informed by management committees comprising the Executive Leadership Team and relevant Senior Managers.

Our systems of governance, compliance and assurance ensure we deliver on our strategy transparently and responsibly.



Committee structure in FY25

Integrity - Code of Conduct

Our Code of Conduct translates our values into everyday actions. It sets expectations for:

- ethical business practices;
- our people and culture;
- our communities;
- our environment.

All employees and contractors must complete Code of Conduct training within their first week. Training includes a mandatory acknowledgment and an interactive module with a knowledge quiz.

We provide multiple ways for employees, community and other external stakeholders to raise concerns, including:

- managers or our People Team
- community or site offices, or via our website
- an independent, confidential Whistleblower Hotline for employees, contractors, suppliers and community members.

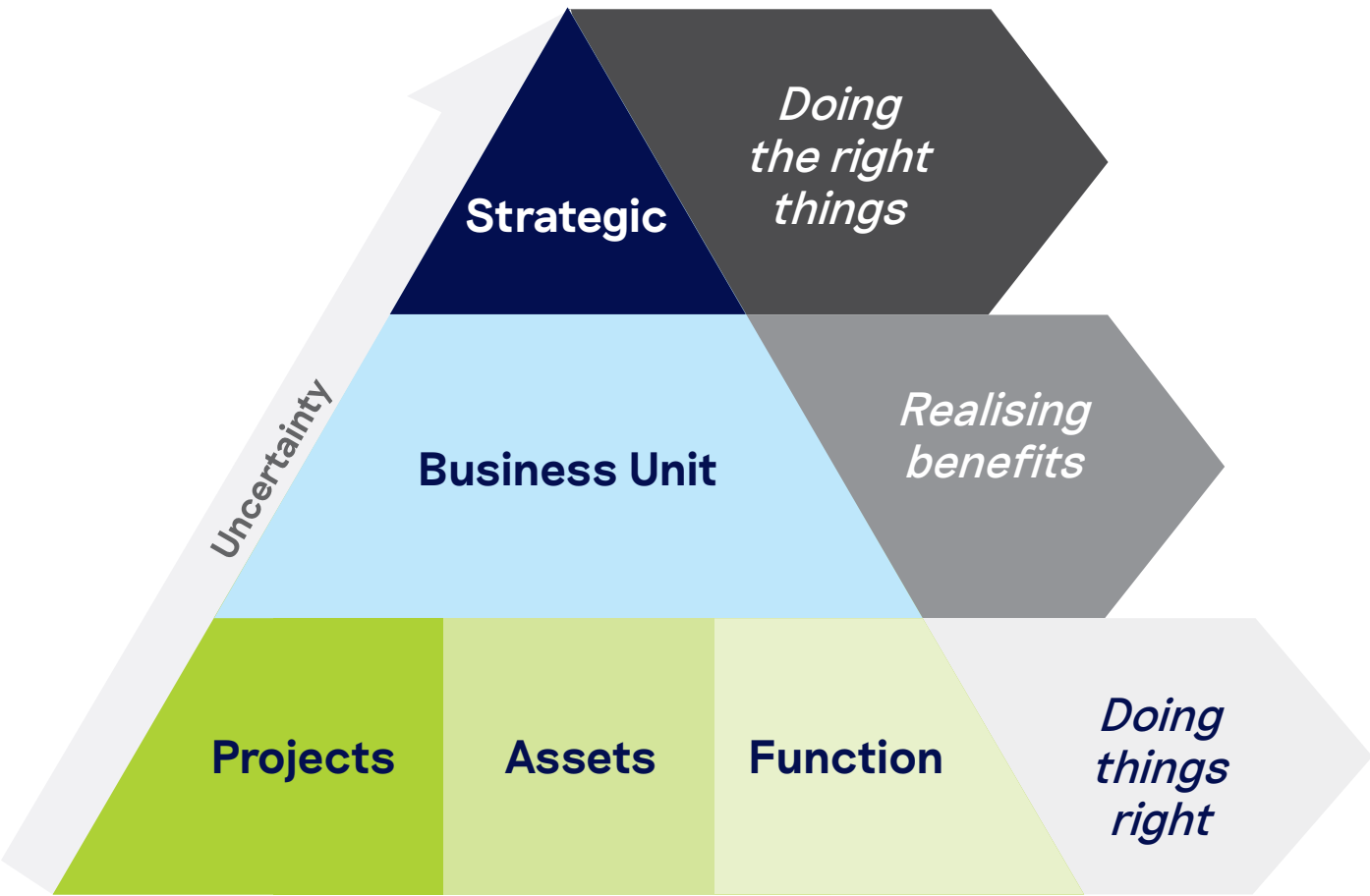
Risk Management

We maintain a comprehensive, integrated framework for recognising and addressing risks across our operations. This ensures the Board, CEO and Executive team have a consistent view of risks and opportunities.

Risk management includes:

- Monthly reviews by the Executive Leadership Team and Risk Champions.
- Periodic reporting of material risks and indicators to the Board.

- A Risk Management Framework comprising a Risk Policy, Opportunity Management Process, Likelihood and Consequence Matrices, and Risk Appetite Statements.
- Targeted protocols for domains such as critical infrastructure, psychosocial health and asset management.



Risk Hierarchy / Levels of Risk

Risk-based approach to sustainability

Our Internal Audit function provides independent assurance of our systems and processes.

In FY25, audits identified improvement opportunities and verified compliance with regulatory requirements and internal standards to drive continual improvement.

Squadron Energy is certified to the latest ISO standards:

ISO 9001:2015 - Quality Management

ISO 14001:2015 - Environmental Management

ISO 45001:2018 - Occupational Health and Safety

Regulatory Compliance

We operate an enterprise-wide compliance framework that integrates with our existing risk management and assurance processes.

The framework includes an annual compliance cycle for identifying obligations, analysing risks, and monitoring legislative change.

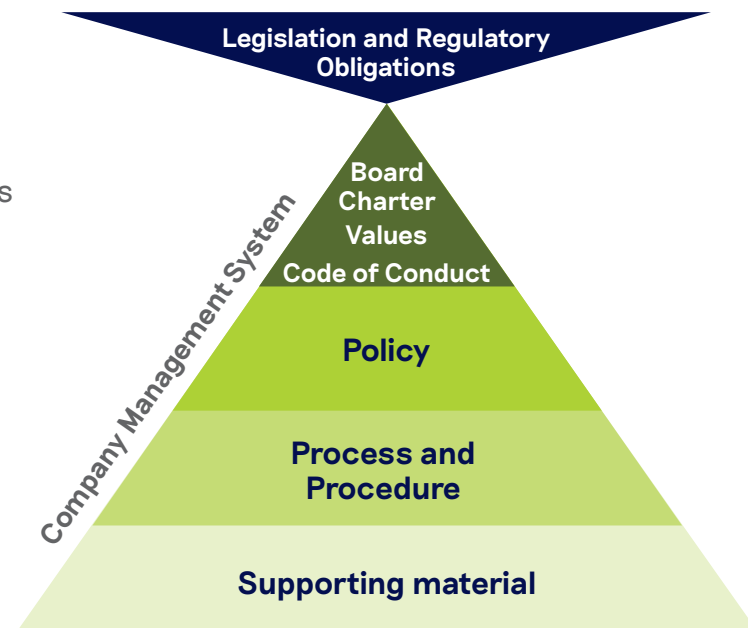
Phase 1 Establish and confirm context	Phase 2 Compliance planning	Phase 3 Compliance management	Phase 4 Evaluation and improvement
Review the risk profile and context for each compliance obligation, and assign an executive owner to ensure an appropriate system of internal control is in place.	Issue the attestation for high-risk compliance obligations to Owners, to assess the maturity and confirm actions over the next 12 months to strengthen and improve controls (compliance Action Plans).	Implementation of Compliance Action Plans, identifying and reporting non-compliance and remediation.	Evaluating the implementation of Compliance Action Plans.

Annual Compliance Cycle Phases

Policies

Our Code of Conduct is supported by policies and processes covering areas such as:

- Anti-Bribery and Corruption/Anti-Money Laundering
- Conflicts of Interest
- Cyber Security
- Human Rights and Modern Slavery
- Privacy
- Workplace Health and Safety.



Anti-bribery and corruption/anti-money laundering

We take a zero-tolerance approach to bribery, corruption and money-laundering. Employees must acknowledge the policy, and confidential reporting channels are in place.

Privacy

We protect personal information in line with the *Privacy Act 1988* (Cth). During FY25, 96 per cent of our employees had completed this mandatory training

Competition Law

We comply with the *Competition and Consumer Act 2010* (Cth) and the Australian Consumer Law. Key personnel undertake competition law training supported by a detailed internal guide. In FY25, 95 per cent of our employees had completed this training.



Ethical supply chains

Our suppliers

We work with more than 780 direct suppliers, 97 per cent of which are Australian-based. Through domestic and global supply chain networks, suppliers who provide us with the plant and equipment that is core to our business, through to the support services that enable our broader business activities.

Responsible supply chain management reduces financial and delivery risks, protects business continuity and safeguards our reputation. We also use our influence to promote better ethical practices. Our Supplier Code of Conduct sets clear expectations for health, safety, environmental, social and governance performance.

Modern Slavery

We respect human rights across our workforce, communities and supply chains, and are committed to ensuring there is no modern slavery in or connected to our operations.

Our Modern Slavery Policy sets out our commitment to ending modern slavery, underpinned international human rights principles and standards, and we comply with the United Nation's Universal Declaration of Human Rights and the *Modern Slavery Act 2018* (Cth) while working with our suppliers to do the same.

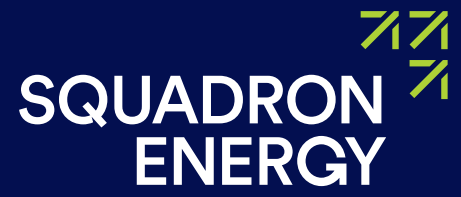
In FY25 we:

- Published our inaugural Modern Slavery Statement, as required under the Act.
- Established a Modern Slavery Working Group to drive continual improvement.
- Enhanced supplier risk screening to strengthen due diligence.

- Delivered modern slavery training across the business.
- Improved reporting to management and the Board on modern slavery risks and performance.

We will report detailed performance metrics in our 2025 Modern Slavery Statement in December 2025.





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