

The background of the slide is an architectural rendering of a modern, multi-story building with a light-colored, modular facade. The building has a stepped roofline with red-tiled sections. A green square logo is visible on one of the upper levels. The building is surrounded by greenery, including trees and a field of wildflowers in the foreground. A dark blue banner is overlaid on the bottom half of the image, containing the title and date.

Project Atlas

Community and Stakeholder Engagement Strategy

February 2026

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1 Introduction

1.1 Project overview

This Community and Stakeholder Engagement Strategy has been prepared by Mecone Pty Ltd (Mecone) on behalf of Goodman Property Services (Aust) Pty Ltd (Goodman) to guide engagement for the proposed demolition, construction and ongoing operation of a data centre facility and associated Offsite Enabling Infrastructure (OEI) at 10 Roberts Road, Eastern Creek, within the Blacktown Local Government Area (LGA).

The proposed development comprises of two data centre buildings of two and three storeys respectively, with a total power capacity of up to 500 MVA, ancillary office space, a substation, diesel storage, hardstand areas, landscaping, and a connection to Transgrid's Sydney West Substation. The proposal also includes associated electricity lead-in infrastructure required to support the operation of the data centre.

The project is classified as State Significant Development (SSD) under the State Environmental Planning Policy (Planning Systems) 2021 and is being assessed under Part 4 of the Environmental Planning and Assessment Act 1979 (EP&A Act). This Engagement Strategy supports the preparation of the Environmental Impact Statement (EIS) for the project and has been prepared in response to the Secretary's Environmental Assessment Requirements (SEARs) issued for SSD-101067971 on 16 January 2026.



1.2 Project context and location

The proposed development is located at 10 Roberts Road, Eastern Creek within the Blacktown local government area (LGA). It is approximately 35 to 40 kilometres west of the Sydney central business district. It forms part of the Eastern Creek Precinct Stage 3 within the Western Sydney Employment Area, a major industrial and logistics hub containing large-format warehouses, freight operations and utility infrastructure.

The land is situated within Goodman's M7 Business Hub, an established industrial estate with direct access to the M4 and M7 motorways via Wallgrove Road. The site contains an existing warehouse and extensive hardstand from its former use as a distribution centre.

The surrounding locality is characterised by industrial and logistics development, including warehousing, commercial premises and significant electricity infrastructure such as the Sydney West 330/132kV substation on Old Wallgrove Road.

The Eastern Creek industrial precinct contains modern industrial and logistics facilities and does not include listed built heritage, conservation items or known archaeologically sensitive areas. The broader locality does contain cultural landscape values associated with the Western Sydney Parklands; however, these do not intersect with the site.

The site is approximately 5 kilometres south of Rooty Hill Train Station and is serviced by bus routes operating along Roberts Road and Old Wallgrove Road, providing connections to Blacktown, Mount Druitt, Rooty Hill and St Marys. This established industrial setting, combined with strong transport access and proximity to utility services, supports the suitability of the site for the proposed data centre development and associated enabling infrastructure.



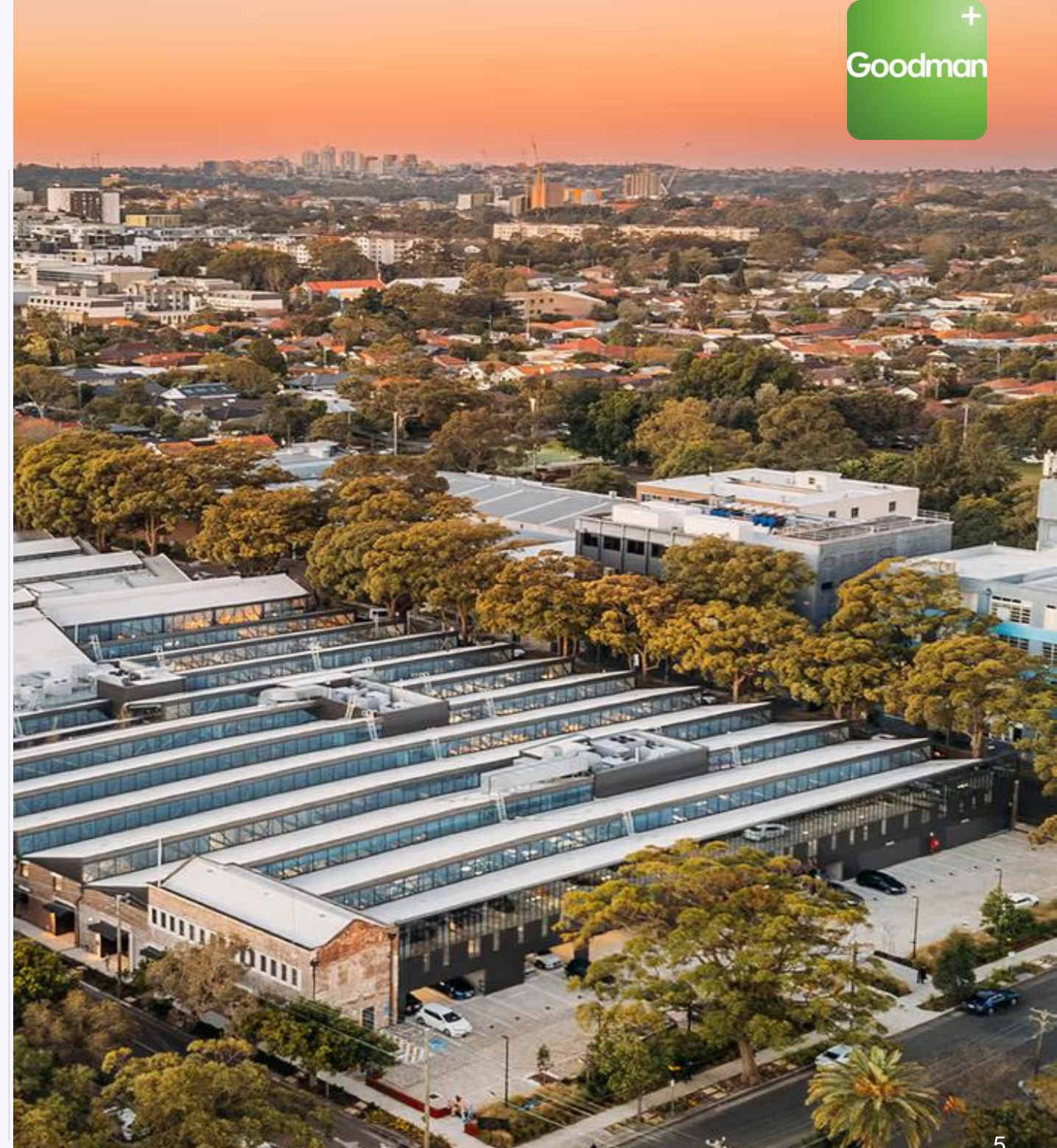
1.3 About Goodman

Goodman is Australia's largest developer and owner of industrial property, with a portfolio strategically located in proximity to major consumer markets in Sydney, Melbourne and Brisbane. Goodman has an expanding data centre portfolio and power bank, reflecting its commitment to delivering essential digital infrastructure in locations where demand is highest.

Goodman works with customers across a diverse range of sectors, including e-commerce, logistics, retail, fast-moving consumer goods, consumer and automotive industries, life sciences and healthcare, food production and technology. From concept through to delivery, Goodman partners closely with customers and investors to design and deliver facilities that respond to specific operational needs while supporting long-term economic and social outcomes.

Sustainability and responsible development are central to Goodman's approach. The company is focused on delivering long-term, sustainable solutions and actively working to meet, and where possible exceed, its environmental, social and governance (ESG) commitments. Goodman's purpose of *making space for greatness* reflects its recognition of stakeholder needs and its commitment to creating environments that enable people, businesses and communities to reach their full potential.

Goodman recognises that cities, industries and communities are constantly evolving. Through an agile and collaborative approach, the company seeks to provide high-quality, well-located and sustainable developments, while engaging constructively with stakeholders and contributing positively to the communities in which it operates.



1.4 Purpose of this strategy

The purpose of this Community and Stakeholder Engagement Strategy for the proposed data centre at 10 Roberts Road, Eastern Creek is to outline how the project will establish, maintain and manage constructive relationships with the community, government agencies and other stakeholders throughout the planning, assessment, construction and operational phases of the project.

The Strategy guides community and stakeholder engagement activities and provides a framework to ensure engagement is aligned with the Secretary's Environmental Assessment Requirements (SEARs) for SSD-101067971 and the International Association for Public Participation (IAP2) Spectrum and adheres to the Department of Planning and Environment's *Undertaking Engagement Guidelines for State Significant Projects* (2024).

The Strategy outlines a staged approach to engagement, setting out how stakeholders will be informed, consulted and engaged as the project progresses. It is a guide that provides clear, consistent and transparent information about the proposal, support meaningful participation giving stakeholders the opportunity to contribute and provide feedback throughout each stage of the development.



2 Our approach to communications and engagement

2.1 Communication and engagement principles

Community and stakeholder engagement will be guided by the following strategic engagement principles. These principles align with the International Association for Public Participation (IAP2) Public Participation Spectrum and are intended to support transparent, inclusive and proportionate engagement throughout the life of the project and include:

- **Inclusive Participation** - ensure all potentially affected or interested stakeholders, including residents, businesses, community groups, and government agencies, have the opportunity to participate in the engagement process. Proactively identify and engage with groups that may be underrepresented or vulnerable.
- **Transparency and openness** - provide clear, accurate, and accessible information about the project, its objectives, impacts, and benefits. Ensure stakeholders understand how their input will be used and the decision-making process.
- **Early and ongoing engagement** - engage stakeholders early in the planning and design process to allow their feedback to meaningfully influence project outcomes. Maintain ongoing communication throughout the project lifecycle to keep stakeholders informed and involved.
- **Collaboration and empowerment** - encourage two-way dialogue, allowing stakeholders to contribute ideas, raise concerns, and provide solutions. Where appropriate, involve stakeholders in co-design and collaborative decision-making activities to foster ownership and trust.
- **Responsiveness** - actively listen to stakeholder feedback, respond to concerns in a timely and respectful manner, and integrate insights into project planning and decision-making. Ensure feedback is documented and reported back to stakeholders to demonstrate how their input has been considered.
- **Integrity and accountability** - conduct engagement in a professional, ethical, and unbiased manner.
- **Record and report** - all engagement activities, outcomes, and decision-making processes to ensure transparency and accountability tailor engagement methods and communication strategies to the needs of different stakeholders and the evolving project context. Use a flexible approach to respond to emerging issues or community concerns throughout the engagement process.

These principles provide a framework for consistent, quality engagement that aligns with best practice under the IAP2 public participation spectrum, ensuring the development process is inclusive, transparent, and responsive to community and stakeholder needs.

2.2 Our objectives for engagement on this project

The proposed development is guided by the following key objectives:

- Provide clear, consistent and timely information about the proposed data centre development, including its scale, purpose, construction timing, operational characteristics and associated offsite enabling infrastructure, to support informed stakeholder understanding.
- Facilitate early and ongoing engagement with relevant stakeholders, including neighbouring landowners, industrial operators, service providers and government agencies, to identify key issues and concerns related to construction, access, traffic, utilities and cumulative development within the Eastern Creek industrial precinct.
- Support informed participation by explaining potential construction and operational impacts in a clear and accessible manner, including how these impacts will be assessed and managed through the Environmental Impact Statement and supporting technical studies.
- Apply an aligned and targeted engagement approach that reflects the established industrial context of the site and the time-constrained nature of many stakeholders operating within the precinct.
- Provide clear and accessible pathways for enquiries, feedback and issue resolution throughout the planning, construction and operational phases of the project, ensuring two-way communication is maintained.
- Ensure stakeholder feedback is appropriately considered and, where relevant, informs project planning, assessment and mitigation measures, with outcomes communicated transparently.
- Support coordinated engagement with government agencies and infrastructure providers where practicable, acknowledging the broader cumulative development context of the Eastern Creek area.
- Deliver engagement in a manner that meets the Secretary's Environmental Assessment Requirements and aligns with the Department of Planning and Environment's Undertaking Engagement Guidelines for State Significant Projects and the IAP2 Public Participation Spectrum.

2.3 Guided by industry standards

Our approach to communications and community engagement has been developed based on two recognised industry frameworks.

The **International Association for Public Participation (IAP2) spectrum** is a key tool for establishing an effective stakeholder engagement strategy. IAP2 is the internationally recognised organisation for advancing public involvement and participation in government programs and services.

For State significant projects in NSW, the **Undertaking Engagement Guidelines** sets out the requirements for engagement and the involvement of stakeholders at various stages of the project. This Strategy is informed by these guidelines which includes the planning approach to engagement, undertaking engagement to inform the development of the proposal and contribute to better planning outcomes, reporting back and demonstrating how engagement has shaped the project being assessed.

Table 1:Community and stakeholder engagement spectrum – goals and commitments across levels of participation

Inform	Consult	Involve	Collaborate
Goal			
To provide the community and stakeholders with balanced and objective information to assist them in understanding the issues, alternatives and opportunities.	To obtain community and stakeholder feedback on options and/or decisions.	To work directly with the community and stakeholders throughout the process to ensure that their concerns and aspirations are consistently understood and considered.	To partner with the community and stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution.
Promise to the community and stakeholders			
We will keep you informed and provide you with tailored information for you to better understand key concepts.	Your voice will be heard. We will keep you informed, listen to and acknowledge your concerns and provide feedback on how stakeholder input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how stakeholder input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice into the decisions to the maximum extent possible.

2.4 How feedback will be used

Feedback will be gathered to inform various stages of the project. Feedback received will be documented, reviewed and considered by the project team throughout the planning and assessment process. Where relevant, feedback will inform the identification of key issues, refinement of project design, and development of mitigation and management measures. Below is a table outlining each stage and how this feedback will inform ach stage.

Table 2: Use of community and stakeholder feedback across project stages

Project stage	How feedback will be used
Planning	Feedback received during the planning stage will inform the assessment of potential social, traffic, amenity and land use interface impacts associated with the proposed data centre. Input from stakeholders will be considered in refining project design, informing mitigation measures and responding to issues identified through the Social Impact Assessment and supporting technical studies (refer to Appendix XX in the EIS)
Early works construction	Feedback during early works will be used to refine construction management measures, particularly in relation to site access, construction vehicle movements, parking behaviour, hours of work and communication protocols. Issues raised will inform the implementation and refinement of the Construction Traffic Management Plan minimise disruption to surrounding industrial land uses (refer Appendix P in the EIS).
Major construction	Feedback received during major construction will be monitored to identify emerging issues related to construction traffic, noise, dust, safety and access. Where feasible, feedback will inform adjustments to construction practices, staging or communication measures to manage impacts and support safe and efficient operation of surrounding road networks and businesses.
Commissioning and transition to operations	Feedback received during commissioning will be used to identify, monitor and respond to any short-term impacts associated with testing, fit-out, energisation and changes in site activity as the project transitions from construction to operation. This feedback will assist in confirming and refining operational arrangements, access and servicing protocols, site management procedures and communication processes. The commissioning stage of the projec will also provide an opportunity to ensure that mitigation measures are functioning as intended and that stakeholders are informed of changes in site activity protocols and procedures before the data centre is fully operational.
Operations and ongoing management	Feedback received during the operational phase of the data centre will be used to inform ongoing site management and support the effective management of potential operational impacts. This includes matters such as traffic generation and servicing arrangements, operational noise, safety and security measures, and the interface with surrounding industrial land uses. Feedback will support continuous improvement in operational practices, procedures will be used to identify issues and resolution and assist in maintaining appropriate ongoing communication and engagement with nearby land users as required.

2.5 Engagement tools and methods

Communication methods have been selected to reflect the industrial nature of the site locality and the operational nature of surrounding land uses. The communication tools chosen for this project are varied due to the different project stages and targets engagement methods needed. Some are often time-constrained due to the availability of nearby businesses, workers and stakeholders, and will be adapted as the project progresses to ensure information remains clear, timely and responsive to stakeholder needs.

Table 3: Communication and engagement tools

Tool	Description
Website	Project information will be made available via Goodmans existing website through a project notice or update page, where feasible. This will allow for information to be easily accessible with project information, key updates and contact details, supporting transparency and awareness without requiring a dedicated project website.
Social media	Social media platforms may be used to share project updates, key milestones and information about engagement opportunities, directing stakeholders and community members to the website for further project details. This communication tool supports live updated communication and a wide reach across the local community.
Printed material	Printed materials, such as project information sheets or project notices, will be used to communicate key project information to surrounding land users and stakeholders. Printed materials provide an accessible, non-digital option to support awareness of the project, and accessible information about upcoming planning stages and opportunities to provide feedback..
Maps and visual aids	Visual aids including maps, plans and infographics will be used to clearly communicate the location, scale and context of the proposed development and associated activities. Visual materials support understanding of the project and assist stakeholders in identifying potential interfaces and impacts relevant to their interests.
Newsletters and newspaper media releases	Project information may be present in an email, newsletter format or media releases to provide broader updates on the project and key milestones, including lodgment, and major construction stages. This supports wider awareness of the project.
Online survey	An online survey may be used to provide stakeholders with an opportunity to provide structured feedback on the project during targeted engagement. Survey responses will assist in identifying key issues, concerns and themes to inform impact assessment, mitigation measures and ongoing engagement of the project.

Tool	Description
Project contact email	A project contact email will be provided for stakeholders to make enquiries, provide feedback, and raise issues during the construction and operational stages of the project. Feedback received will inform various aspects of the project and project feasibility.
Distribution of project information material	Project information sheets will be distributed to surrounding land users and stakeholders to communicate key project information, project timelines, opportunities to provide feedback, and support project awareness to identify early issues, barriers and concerns.
Online feedback and submissions	During targeted engagement periods, including statutory exhibition. Feedback received will inform impact assessment, mitigation measures and response to concerns and issues raised.
Targeted stakeholder consultation	Targeted consultation may be undertaken with key stakeholders, such as nearby businesses, relevant authorities and service providers, where specific interests or potential impacts are identified. This enables focused discussion on project-specific matters.
Information sessions (as required)	Information sessions may be implemented where there is a clear need to explain project stages, construction activities or operational matters, or to respond to issues raised by stakeholders. Sessions will be aligned to the industrial context of the site.
Site visits or walking tours (if appropriate)	Site visits or walking tours may be offered on a targeted basis to relevant stakeholders where this would assist understanding of site operations, interfaces or management measures, subject to safety, security and operational requirements.
Ongoing operational engagement	Engagement during operation will focus on maintaining a clear avenue for enquiries and resolutions to concerns and issues raised, with feedback informing ongoing site management and continuous improvement in communication practices, as required.
Construction and operational updates	Updates may be provided at key project milestones, including commencement of construction, major construction stages, commissioning and transition to operation, to support ongoing awareness and clarity around project activities.
Issue management and follow-up	Issues and concerns raised through engagement activities will be recorded, monitored and responded to promptly. Where appropriate, feedback will inform refinements to management measures, procedures and engagement approaches
Ongoing operational engagement	Engagement during operation will focus on maintaining a clear avenue for enquiries and resolutions to concerns and issues raised, with feedback informing ongoing site management and continuous improvement in communication practices, as required.

3 Understanding our stakeholders

3.1 Identifying stakeholders

Identifying and understanding all relevant stakeholders is a critical first step in ensuring that engagement efforts are inclusive, transparent, and responsive to the needs and interests of the community. A stakeholder is identified by assessing individuals, groups, or organisations that are affected by, have an interest in, or have the potential to influence the outcomes of a project or decision.

A stakeholder identification process was undertaken for the project to support the planning and delivery of targeted community and stakeholder engagement. This process involved identifying stakeholders within five factors of impact analysis: Interest analysis, diversity analysis, access analysis, and frequency analysis. Identified stakeholders are listed in the table below.

Table 4: Stakeholder group matrix

Stakeholder	Level of engagement	Key topics of interest	Engagement methods
Blacktown City Council	Inform / Consult	Compliance with planning conditions, operational traffic and servicing processes, accessibility	Direct communication as required.
Transgrid	Inform / Consult	Electricity supply and transmission interface, operational reliability, coordination of any planned works or outages affecting the site, where relevant.	Direct communication as required.
Sydney Water	Inform / Consult	Water servicing arrangements, system capacity and operational interface, including coordination of any planned works, where relevant.	Direct communication as required.
Emergency services (e.g. Fire and Rescue NSW)	Inform / Consult	Operational access, emergency response procedures, site management arrangements and coordination in the event of an incident.	Direct communication as required.
Deerubbin Local Aboriginal Land Council and relevant Aboriginal stakeholders (as required)	Inform / Consult	Cultural heritage considerations relevant to ongoing site management, and culturally appropriate communication pathways where matters arise.	Targeted consultation as required.
Nearby residents and businesses	Inform / Consult	Day-to-day operational matters including site access, servicing movements, operational noise, safety and security arrangements, and management of any unplanned or temporary activities.	Project contact email. Targeted notifications as required.
Adjacent major industrial operators (including nearby data centres)	Inform / Consult	Interface issues such as access, servicing movements, cumulative local activity and coordination of atypical or temporary operational activities, where relevant.	Project contact email and targeted notifications as required.

3.2 Minimising community impacts during construction

To improve community outcomes and the experience of residents living close to construction, we will focus on identifying, managing and mitigating community and stakeholder issues and impacts.

Key to this approach will be ensuring we are aware of the issues that cause disruption to the local communities and residents where we are undertaking works.

We will work closely with construction team to mitigate impacts where possible and where impacts are unavoidable, we will ensure those who are potentially affected are given plenty of notice.

3.3 Potential social concerns

Social concerns have been identified from the scale and operational characteristics of data centre developments within established industrial precincts, as well as feedback typically raised in relation to cumulative industrial and infrastructure development. Site-specific project risks have also been identified through early engagement and project scoping. These concerns will be monitored and addressed through ongoing consultation as the project progresses.

Table 5: Social concerns

Risk	Overview
Cumulative industrial development	The project may generate concern in the context of ongoing and future industrial and infrastructure development within the Eastern Creek precinct, with stakeholders experiencing or expressing concern about the cumulative intensity of development over time.
Traffic and access impacts	Temporary changes to access arrangements during construction may affect surrounding businesses that rely on consistent vehicle access for operations, deliveries and logistics.
Construction impacts	Concerns about temporary disruption during construction, including noise, dust, vibration, construction duration and the potential overlap with other projects occurring within the precinct.
Offsite enabling infrastructure	Electricity and utility connections required to support data centre operations may interface with public roads or adjoining properties, raising concerns about disruption, coordination and cumulative infrastructure impacts.
Operational noise and amenity	Concerns about noise from plant and equipment associated with continuous data centre operations, including cooling systems and backup generation, and potential impacts on nearby land uses.
Visual and built form impacts	Concerns that the scale and built form of the data centre may alter the visual character of the industrial precinct or contribute to perceptions of industrial dominance.
Perceived community benefit	Concerns regarding the balance between the scale of development and perceived local benefits, including the relatively low on-site employment associated with data centre operations.
Consultation and engagement fatigue	Concerns that repeated consultation for multiple developments within the area may result in reduced stakeholder capacity or willingness to engage if engagement is not targeted, coordinated and aligned.

3.4 Vulnerable population groups

The project team will work closely with Blacktown City Council and other relevant stakeholders to help ensure that engagement approaches are appropriate and accessible to all population groups. Relevant agencies will work alongside the project team to assist in identifying potentially vulnerable groups and to inform the most suitable and effective approaches to engagement, where required.

3.5 Benefits of involvement

Meaningful engagement is important as it enables stakeholders to contribute their local knowledge and perspectives, helping to improve decision-making, build trust, and identify issues early to support better project outcomes. IAP2 recognises that effective engagement supports informed and transparent decision-making as meaningful engagement builds trust, strengthens relationships, improves project outcomes and helps identify and manage risks early, contributing to more efficient and sustainable delivery over time.

Benefits of involvement include:

- Providing feedback on operational aspects of the facility
- Assisting in planning appropriate programs and mitigation measures
- Clarifying issues early to reduce misunderstandings and manage risk.



3.6 Understanding cumulative impacts

Within the broader location of Eastern Creek and Blacktown LGA there are multiple projects being planned or delivered concurrently, each with the potential to contribute to collective social, traffic, servicing and infrastructure impacts over time.

Proponents of individual projects within the precinct are required to consider the potential cumulative effects of development, on the assumption that several projects may proceed. This approach to cumulative impact management supports robust project assessment and assists in informing best practice approaches to impact mitigation, coordination and long-term management at a precinct and regional scale.

The approach to how community and stakeholder engagement is undertaken is also an important consideration in managing cumulative impacts. Stakeholders may experience or perceive impacts not in isolation, but as part of an ongoing pattern of development activity. Engagement for this project therefore will acknowledge the broader development context and seek to understand concerns related to cumulative traffic and freight movements.

While the detailed assessment of cumulative impacts is addressed within the Environmental Impact Statement, this Strategy recognises that cumulative effects may shape stakeholder concerns, expectations and engagement responses. Understanding this broader context is important in ensuring engagement is informed, responsive and aligned to stakeholder experience over time.



4 Program and procedures

4.1 Engagement program

The engagement program has been developed considering the industrial context of the site and the scale and nature of the proposed development. The engagement activities will be undertaken at key stages of the project, including planning, construction, commissioning and operation, to provide timely information, enable feedback and support issue identification and resolution. The program will remain flexible and responsive, with engagement activities refined as the project progresses to reflect stakeholder interest, project risks and operational requirements.

Table 6: Engagement program

January- June 2026	July– December 2026	January 2027- June 2027	July 2027-December 2027
Planning and pre-lodgement engagement • Build awareness of the project and next steps • Provide early information on site context, and planning timeline • Identify key stakeholder issues and concerns relevant to the industrial context • Support preparation of the SIA and technical studies • Provide opportunities for project feasibility Activities • Project information material • Project contact email • Targeted agency and Council consultation • Online feedback opportunities	Assessment and early construction • Communicate project progress and assessment milestones • Respond to community and stakeholder concerns and issues raised • Prepare stakeholders for early works activities • Provide information on how feedback is being used Activities • Direct communication with agencies and Council • Responses to submissions (where applicable) • Targeted engagement and notification of project progress • Project contact email	Construction and commissioning transition • Continue to provide consultation opportunities • Communicate major construction activities and key milestones • Manage construction-related feedback and enquiries • Identify stakeholders for commissioning and transition to operations Activities • Construction updates and notifications • Targeted engagement with nearby businesses • Issue management and follow-up • Direct communication as required	Operations and ongoing management • Maintain ongoing communication channels during operation • Respond to operational enquiries or concerns • Provide updates on any ongoing or temporary operational activities • Develop ongoing enquires and complaints procedure • Involve stakeholders in mitigation discussions Activities • Ongoing project contact email • Targeted notifications if required • Direct communication with Council, agencies and nearby land users as needed • Site visit

4.2 Enquiries and complaints procedure

Goodman is committed to managing enquiries and complaints in a timely, transparent and respectful manner. It is recognised that community members and stakeholders may have questions or concerns at different stages of the project, including during construction and operation. Enquiries and complaints received will be acknowledged, recorded and responded to in accordance with established project procedures. Where relevant, issues raised will be reviewed to identify appropriate responses or management measures, and to inform ongoing communication and continuous improvement in project management and engagement practices.

We take a three-tiered approach to complaint handling, as follows:	Each enquiry or complaint entry might typically include the following information:	Methods for making enquiries and complaints are available on the Project Website and can be made via:
• Frontline resolution: frontline staff receive the complaint, assess it, and resolve it immediately, if possible. • Investigation, if required: if frontline staff cannot resolve the complaint, they will refer it to an officer for investigation. • Internal review, if required: if the complainant is not satisfied with the process or outcome of the frontline resolution and/or investigation, they can request an internal review.	• Event type: Enquiry or Complaint • Event date: the date/time the enquiry/complaint was received • Origination: where the enquiry/complaint was received • Stakeholder comments: details of the enquiry/complaint • Response: details of any actions undertaken or proposed Records, comments and other information stored in the stakeholder management system will not be publicly available without the written consent of the individuals concerned. Goodman and contractor teams will take reasonable steps to make sure individuals' personal information is accurate, complete and up to date. The enquiries and complaints The procedure will be monitored and reviewed on an ongoing basis for effectiveness and amended as appropriate.	• Website enquiry: https://au.goodman.com/about-goodman/contact-us • Direct mail: The Hayesbery 1-11 Hayes Rd Rosebery, NSW, 2018 GPO Box 4703 Sydney NSW 2001, Australia • Contact our call centre on 02 9230 7400 • For people who are deaf or have a hearing or speech impairment, accessibility services are available through National Relay Service on 1800 555 630

5 Evaluation and monitoring

Performance will be measured against the engagement objectives set out in this Strategy to assess whether engagement activities are achieving their intended outcomes.

Evaluation will consider both quantitative and qualitative measures, including the quantity of feedback received, the quality and relevance of concerns and issues raised, the context in which feedback is provided, stakeholder responsiveness across different project stages, the timeliness of responses, the effectiveness of communication methods, and the extent to which feedback informs project decision-making and management responses.

Evaluation and monitoring will be guided by a structured process that identifies engagement design, delivery and outcomes, and acknowledges that each stage of engagement builds on the information, and feedback from the early stages of engagement.

Engagement activities are intended to provide opportunities for stakeholder input to identify potential benefits and issues of the project, and inform project design, mitigation measures and management responses. The outcomes of monitoring and evaluation will be used to reflect on engagement effectiveness, identify areas for improvement, and refine engagement approaches over time, supporting continuous improvement throughout the life of the project.



5 Evaluation and monitoring (cont.)

Table 8: Evaluation and monitoring matrix

Evaluation domain	Evaluation purpose	Key evaluation questions	Performance measures / evidence indicators	Data sources and methods
Appropriateness	Assess whether engagement approaches are suitable for the industrial context and stakeholder needs.	Were the engagement methods appropriate for the site context and stakeholders?	Stakeholder feedback on accessibility and clarity of information; alignment of engagement methods with stakeholder type and project stage.	Feedback forms; stakeholder correspondence; engagement records.
Implementation	Assess whether engagement activities were delivered as planned and in a timely manner.	Were engagement activities implemented as outlined in the strategy?	Delivery of planned activities; timeliness of communications; responsiveness to enquiries and complaints.	Engagement logs; enquiry and complaints register; internal project records.
Reach	Assess the extent to which relevant stakeholders were informed and able to participate.	To what extent were relevant stakeholders reached?	Number and type of stakeholders engaged; diversity of stakeholder groups participating; geographic relevance of participants.	Distribution records; feedback submissions; engagement database.
Effectiveness	Assess whether engagement informed stakeholders and supported project outcomes.	Did engagement provide useful information and meaningfully inform the project?	Quality and relevance of issues raised; evidence of feedback influencing mitigation measures or management responses.	Issue tracking records; response to feedback summaries; project documentation.
Responsiveness	Assess how effectively feedback and issues were addressed.	Were enquiries and issues responded to in a timely and appropriate manner?	Response timeframes; resolution outcomes; stakeholder satisfaction where feedback is provided.	Enquiry and complaints register; follow-up correspondence.
Continuous improvement	Identify opportunities to refine engagement over time.	What lessons can be applied to improve future engagement activities?	Changes made to engagement approaches; internal reflection on engagement outcomes.	Project team reviews; evaluation summaries.

