Oakdale East Industrial Estate – Project Silverback (SSDA-120888992)

Social and Economic Report

Goodman Property Services (Aust) Pty Ltd

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Basis of Report

This report has been prepared by SLR Consulting Australia Pty Ltd (SLR) with all reasonable skill, care and diligence, and taking account of the timescale and resources allocated to it by agreement with Goodman Property Services (Aust) Pty Ltd (the Client). Information reported herein is based on the interpretation of data collected, which has been accepted in good faith as being accurate and valid. SLR may have used AI in the preparation of this document.

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Executive Summary

This Social and Economic Report has been prepared by SLR Consulting Australia Pty Ltd (SLR) to address the following Development Applications:

- Concept Plan Amendments (Mod 6): Amendments to State Significant Development Application 37486043 (as modified) in accordance with Section 4.24 of the *Environmental Planning & Assessment Act 1979*
- Detailed Application (Proposed Works): State Significant Development Application (SSDA) No. 120888992 based on Industry-Specific Secretary's Environmental Assessment Requirements (SEARs) dated 8 May 2026.

The applications seek approval for amendments to the approved Oakdale East Industrial Estate (OEIE) Concept Plan together with the development of a major logistics and distribution precinct comprising two warehouse and distribution facilities, including an automated mail and parcel processing and sorting facility, substantial internal estate infrastructure, bulk earthworks, retaining walls, stormwater infrastructure, servicing works, subdivision and associated operational infrastructure. The proposal also includes significant fill importation to facilitate site preparation and industrial development across the revised precinct layout.

This report provides a project-specific assessment of the existing social and economic environment, strategic planning context, stakeholder environment, engagement undertaken to date, and the potential social and economic impacts associated with construction and operation of the Project. It also identifies mitigation, management and stakeholder engagement measures intended to minimise potential impacts while supporting ongoing communication throughout the Project lifecycle.

Strategic and regional context

The Project is located within the Western Sydney Employment Area, one of Australia's most significant industrial, freight and logistics precincts. OEIE benefits from direct access to the M4 and M7 Motorways and forms an important component of the broader Western Sydney freight and logistics network. The Project will contribute to the continued development of this strategically important employment precinct by facilitating additional industrial floorspace, logistics infrastructure and employment opportunities that support the growing freight and distribution demands of Greater Sydney.

The strategic planning review undertaken for this assessment indicates that the Project is broadly consistent with State and local planning objectives relating to employment lands, freight movement, industrial development, economic productivity and infrastructure investment. Relevant strategic documents, including the Fairfield City Council Economic Development Strategy 2024, Fairfield City Plan, Local Strategic Planning Statement and Fairfield Employment Lands Strategy, identify the continued development of industrial and logistics land as an important component of Fairfield's future economic growth. The Project is therefore considered to align with the intended strategic function of the site and the broader Western Sydney Employment Area.

Existing social and economic environment

The Project is located within Fairfield Local Government Area, a culturally and linguistically diverse community that accommodates a broad mix of residential, industrial and employment land uses. The immediate locality surrounding the Site is characterised by established industrial development, freight infrastructure, rural-residential properties and ongoing employment land development associated with the broader OEIE precinct.

The demographic profile indicates relatively high levels of workforce participation, strong reliance on private vehicle travel and established working households, while also highlighting the importance of culturally appropriate and accessible stakeholder communication due to the area's significant cultural and linguistic diversity.

Importantly, the Project is proposed within an existing industrial estate rather than introducing industrial development into a previously undeveloped or predominantly residential setting. Surrounding stakeholders are therefore generally familiar with ongoing development activity across OEIE. As a result, community interest is expected to focus primarily on the cumulative impacts of continued estate development, including construction traffic, freight activity and operational changes, rather than the introduction of industrial land use itself.

Stakeholder and engagement context

The Project is situated within an established stakeholder environment associated with the ongoing development of OEIE. Key stakeholders include nearby residents and landowners, surrounding businesses, freight operators, estate tenants, road users, Fairfield City Council, the NSW Department of Planning, Housing and Infrastructure, Transport for NSW, WaterNSW, the NSW Environment Protection Authority, utility providers including Endeavour Energy and Transgrid, emergency services and other government agencies.

Previous consultation undertaken across OEIE has consistently identified stakeholder interest in traffic and road safety, construction noise and vibration, dust and air quality, lighting, stormwater management, construction timing, property cleanliness and the need for proactive communication throughout project delivery.

Project-specific engagement has commenced and includes the distribution of a Project notification letter and supporting email to existing OEIE stakeholders, presentation of the proposal during the May 2026 OEIE Agency and Community Consultation Meetings, and targeted consultation with relevant government agencies, infrastructure providers and utility authorities. Consultation undertaken to date has informed project refinement, environmental assessment, infrastructure coordination and the ongoing stakeholder engagement approach proposed for the Project. Engagement will continue throughout assessment, construction and operation in accordance with the established OEIE engagement framework and the Project Community Communication and Complaints Handling Strategy (CCCHS).

Key social and economic considerations

The construction phase represents the period during which the greatest level of stakeholder interaction is expected due to the scale of bulk earthworks, fill importation, warehouse construction and supporting infrastructure works proposed across the Site. Key considerations include heavy vehicle movements, road safety, construction traffic, dust generation, construction noise and vibration, visual impacts associated with large-scale earthworks and building construction, temporary impacts associated with 24-hour fill importation activities, and the cumulative effects of concurrent development occurring within the broader OEIE precinct.

The assessment concludes that these impacts are generally temporary in nature and are capable of being effectively managed through implementation of appropriate mitigation measures, proactive stakeholder communication, construction traffic management, environmental monitoring and responsive complaints management.

During operation, the Project will accommodate 24-hour logistics, warehousing and automated mail and parcel processing activities within an established industrial environment. Operational considerations include freight and heavy vehicle movements, operational traffic generation, noise, lighting, visual scale, industrial character and cumulative industrial activity

across OEIE. Although these matters are expected to remain of ongoing interest to surrounding stakeholders, the Project's location within an established employment precinct, together with the proposed operational management measures, significantly reduces the potential for adverse social impacts.

Economic and employment benefits

The Project is expected to deliver substantial economic benefits during both construction and operation. Construction activities will generate employment opportunities, stimulate investment and support local businesses and contractors throughout the delivery period. Once operational, the development will provide significant long-term employment opportunities while strengthening Western Sydney's freight, logistics and distribution capability.

The automated parcel processing facility and associated logistics infrastructure will contribute to supply chain efficiency, improve industrial productivity and support continued investment within one of New South Wales's most significant employment precincts. The Project will also facilitate ongoing activation of industrial land identified for employment purposes under State and local strategic planning frameworks.

The proposal incorporates several sustainability initiatives, including rooftop solar infrastructure, electric vehicle charging facilities, battery energy storage systems (BESS), landscaping and water-sensitive urban design measures that are consistent with contemporary industrial development practices and broader sustainability objectives.

Mitigation and management measures

The assessment identifies a comprehensive range of mitigation and management measures to minimise potential social and economic impacts associated with the Project. These include implementation of a Construction Traffic Management Plan, haulage management measures, dust suppression and air quality monitoring, operational noise and lighting controls, environmental management measures, ongoing coordination with government agencies and infrastructure providers, proactive stakeholder communication and notification, operation of an accessible complaints and enquiries management system, and implementation of the Project Community Communication and Complaints Handling Strategy.

These measures build upon the established OEIE stakeholder engagement framework and are intended to support transparent communication, responsive issue resolution and ongoing stakeholder confidence throughout construction and operation.

Conclusion

The assessment concludes that the Project is consistent with the established industrial and logistics function of the Oakdale East Industrial Estate and the broader strategic role of the Western Sydney Employment Area. The proposal aligns with State and local planning objectives relating to employment generation, freight movement, industrial development and economic growth while supporting continued investment in strategically important logistics infrastructure.

Although construction and operation have the potential to generate temporary and ongoing social considerations relating to traffic, freight movements, fill importation, dust, noise, lighting and cumulative industrial activity, these impacts are considered capable of being effectively managed through the proposed mitigation measures, ongoing stakeholder engagement and implementation of the Project Community Communication and Complaints Handling Strategy.

Overall, the Project represents an appropriate continuation of the planned development of the Oakdale East Industrial Estate and is expected to deliver significant social and economic benefits through employment generation, industrial investment, improved freight and logistics capability, and the continued development of Western Sydney as one of Australia's premier industrial and distribution hubs.

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Acronyms and Abbreviations

ABS	Australian Bureau of Statistics
CALD	Culturally and Linguistically Diverse
CCCHS	Community Consultation and Complaints Handing Strategy
DPHI	Department of Planning, Housing and Infrastructure
EIS	Environmental Impact Statement
EV	Electric Vehicle
GLA	Gross Leasable Area
LGA	Local Government Area
NSW	New South Wales
OEIE	Oakdale East Industrial Estate
SA2	Statistical Area Level 2
SAL	Suburb and Locality
SEARs	Secretary's Environmental Assessment Requirements
SIA	Social Impact Assessment
SLR	SLR Consulting Australia Pty Ltd
SSDA	State Significant Development Application

1.0 Introduction

1.1 Overview

This Social and Economic Report has been prepared by SLR Consulting Australia (SLR) to address the following Development Applications:

- Concept Plan Amendments (Mod 6): Amendments to State Significant Development Application 37486043 (as modified) in accordance with Section 4.24 of the *Environmental Planning & Assessment Act 1979*
- Detailed Application (Proposed Works): State Significant Development Application (SSDA) No. 120888992 based on Industry-Specific Secretary's Environmental Assessment Requirements (SEARs) dated 8 May 2026.

The proposed development is being undertaken by Goodman Property Services (Aust) Pty Ltd (Applicant) on behalf of BGMG 14 Pty Ltd (ACN 661 888 884) as trustee of BGMG 1 Oakdale East Trust No.2 (Owner). The development is located at 2-10 Old Wallgrove Road, Horsley Park (the Site).

The below further outlines the respective works the Development Applications seek approval for.

Concept Plan Amendments | State Significant Development Application SSD-37486043 (Mod 6)

As part of the proposed works under SSD No.120888992, the following amendments are proposed to the Concept Plan and Stage 1 Infrastructure works approved under SSDA 37486043:

- Amendment to approved Masterplan and Subdivision plan to accommodate revised Precinct 2-5 layout which will consolidate Precincts 2, 4 and 5, resulting in a total of three (3) precincts. (Precinct 1, 2 & 3).
- Amendment of Stage 2 infrastructure scope to accommodate revised and consolidated Precinct 2-5 layout.
- Amendment of Development Controls, including those prescribed under Condition A9 & A10 of the consent, specifically:
    - Building Height from 15m and To 25m (excluding rooftop plant, roof access stairs and solar)
    - Maximum GLA from 317,867 sqm and to 317,971 sqm.
- Increase maximum permissible vehicle from a 30 m super B-double to a 36.5m B-triple (Condition D14).

This application, inclusive of the amendments to the Concept Plan under SSD 37486043, seeks to facilitate the development of Building 2A, 2B & Lot 2C and associated Internal infrastructure changes.

Detailed Application - State Significant Development Application SSD-120888992

The SSDA seeks approval for the construction, fit-out, operation and use of 2 warehouse buildings and associated internal site infrastructure works to accommodate the proposed building layouts. Specifically, this includes:

Warehouses and Distribution Building – Building 2A

- 24/7 warehouse and distribution use.

- Construction, operation, fit-out (warehouse racking and office fit-out) and use of approximately 18,110 sqm warehouse with ancillary office GLA. Proposed ridge height of 14.6m (excluding rooftop plant and solar).
- Includes hardstand, dock offices, loading bays, landscaping, electric vehicle charging, solar panels and signage.

Warehouses and Distribution Building – Building 2B & Lot 2C

- 24/7 warehouse and distribution use for an automated mail and parcel processing and sorting facility.
- Construction, operation, fit out (office and warehouse) and use of approximately 142,157 sqm of warehouse and office GLA across two levels spanning a proposed ridge height of 25.0m (excluding rooftop plant, roof access stairs and solar).
- Warehouse fit-out includes automation and sortation equipment along with associated mezzanine structures.
- Building 2B will include hardstand, heavy rigid parking, guardhouses, dock offices, loading bays, landscaping, electric vehicle charging, goods collection lockers, solar panels, six lithium-ion battery energy storage systems (BESS) external to the main warehouse building and fleet workshop, weighbridges, fleet workshop, dock temperature control with external units, emergency generators, refuelling bay, truck wash and signage.
- Dangerous goods (DGs) are proposed to be stored at the site, which are below the threshold quantities under Chapter 3 of the *State Environmental Planning Policy (Resilience and Hazard) 2021.*
- Ground Improvements to Warehouse 2B building footprint (i.e. pilling), including a 200mm thick layer of Cement Treated Fine Crushed Rock (CTFCR) placed under the entire warehouse footprint.

Internal Estate Infrastructure

- Bulk Earthworks to Precinct 2 (formally Precinct 2, 4 & 5)
    - Approx. 550,000m3 fill importation required as either virgin excavated natural material (VENM), excavated natural material (ENM) or Resource Recovery Order under Section 286A of the *Protection of the Environment Operations Act 1997* (PoEO Act 1997)
    - Importation proposed to be 24 hours, 7 days a week during the Fill Importation program
    - Export any unsuitable material (i.e. Topsoil and Clay).
- Retaining Walls (including importation of Engineered backfill).
- Stormwater Basin D (including fit-out).
- Construction and associated Easement to Drain of Stage 1 stormwater discharge line through Building 2B to Basin C.
- Stage 1 road and servicing amendments to reflect revised Precinct 2, 4 & 5 building layout.
- Noise barriers.

- Lead-in services including additional 11kv feeder via the extension of HV feeders from existing Endeavour Energy switching stations within Roberts Road and Capicure Drive.

Other

- Expansion and on-going management of DA 347.1/2021 Containment Cell.
- Subdivision of Precinct 2, 4 & 5 to suit revised precinct plan and ultimate lot layout.

Related Applications/Activities

Fairfield City Council Development Application DA 347.1/2021 (as modified) – Rehabilitation Works

A Fairfield City Council Development Application DA 347.1/2021 (as modified) has previously been approved over the site facilitating Bulk Earthworks and Rehabilitation (including an initial Containment Cell) Works at the Site to provide relative levels suitable for future industrial development.

These levels are:

- Precinct 2 (western portion): BE 77.5
- Precinct 2 (eastern portion): BE 71.5
- Precinct 3: BE 77.0
- Precinct 4: BE 70.0

Proposed SSD-120888992 assumes these levels and works in respect of assessment of environmental impacts previously assessed in accordance with Clause 4.63 (a) *Environmental Planning & Assessment Act 1979.* Further re-assessment is therefore not required.

DA 347.1/2021 assessed the Environmental Impacts associated with the required rehabilitation to achieve the above Bulk Earthworks levels.

Notwithstanding, DA 347.1/2021 (as modified) is currently unable to be fulfilled as the consent approves a shortfall of:

- Fill importation required to achieve the above FCC approved rehab levels.
- Contamination cell size required to fulfill rehabilitation obligations under the Fairfield City Council consent and associated Rehabilitation Action Plan.

SSD-120888992 assess and seeks approval to address these shortfalls as part of the Environmental Impact Assessment.

1.2 Purpose of this report

The Report builds upon the broader social impact assessment and stakeholder engagement framework previously prepared for OEIE, including the broader estate-level Social Impact Assessment prepared by Urbis for SSD-37486043. The Report does not seek to duplicate the broader estate-level assessment. Rather, it focuses specifically on the social and economic context, stakeholder environment and key social and economic considerations relevant to the proposed Concept Plan Modification and the Project SSD.

1.3 Scope of report

This report provides a social and economic baseline and contextual assessment for the Project.

It considers the Project in relation to:

- The existing social, economic and employment profile and emerging trends of the surrounding area, OEIE, Fairfield Local Government Area (LGA) and Western Sydney.
- Relevant State and local policy context.
- The existing stakeholder environment, historical OEIE engagement and complaints themes.
- Likely construction and operational considerations and the cumulative industrial development context.

Potential social risks and impacts are assessed against this social and economic baseline and proposed engagement, management and mitigation measures are recommended.

1.4 Methodology

The methodology included review of:

- Demographic data for Horsley Park Suburb and Locality (SAL), Fairfield Local Government Area (LGA), and the Horsley Park–Kemps Creek Statistical Area Level 2 (SA2) drawing on the 2021 Census as well as industry, economic and employment data for areas withing the Western Sydney Employment Area.
- Goodman's publicly available OEIE information.
- Technical reports and drawings including the broader social impact assessment framework previously prepared for the Oakdale East Industrial Estate as part of SSD-37486043.
- Historical OEIE engagement and complaints records.
- Relevant NSW Government, Fairfield City Council and strategic planning policy documentation.

While this report is not intended to constitute a standalone Social Impact Assessment (SIA), it has been informed by the principles and approaches outlined in the NSW Department of Planning and Environment's *Social Impact Assessment Guideline for State Significant Projects* (2026). Consistent with the principles of the of the Guideline, this report adopts a proportionate and risk-based approach to the assessment of social and economic considerations relevant to the scale, location and operational characteristics of the Project.

Consistent with the NSW Department of Planning and Environment's *Social Impact Assessment Guideline for State Significant Projects* (2021), the assessment has considered relevant social impact categories including:

- Way of life
- Accessibility
- Community
- Culture
- Health and wellbeing
- Surroundings
- Livelihoods

- Decision-making systems.

These categories provide a framework for understanding how people and communities may experience or perceive social change associated with the Project.

Figure 1 presents the social impact categories identified in the NSW Department of Planning and Environment's *Social Impact Assessment Guideline for State Significant Projects* (2021)

Figure 1: Social impact categories

1.5 Limitations

This report has been prepared using the information available at the time of writing. The report relies on publicly available demographic data, information provided by Goodman and the Project team, publicly available Council and NSW Government policy material, and existing OEIE engagement records. It does not constitute a standalone SIA.

Where Project-specific engagement is yet to occur, this report identifies likely stakeholder interests and social considerations based on historical OEIE engagement, complaints data, surrounding land use context, strategic policy context and comparable industrial/logistics development considerations. This section should be updated following completion of Project-specific consultation activities.

2.0 Study area

The study area is defined using Australia Bureau of Statistics (ABS) Census data areas. For the purposes of this report, the primary local study area is Horsley Park Suburb and Locality (SAL), with broader consideration given to the Horsley Park-Kemps Creek Statistical Area Level 2 (SA2), Fairfield LGA and the wider Western Sydney industrial and employment context.

Horsley Park SAL provides the immediate local context for the Project. The area includes rural-residential land uses, established and emerging industrial areas, infrastructure corridors and freight-related activity. The Horsley Park–Kemps Creek SA2 is undergoing substantial land use transition associated with employment lands, logistics development and the Western Sydney Aerotropolis.

The Project site is located within Fairfield LGA, outlined in Figure 2, with Figure 3 highlighting the Project's masterplan. Fairfield City is located in Sydney's south-western

suburbs and is bounded by Blacktown and Cumberland to the north, Canterbury-Bankstown to the east, Liverpool to the south and Penrith to the west. Fairfield LGA provides the broader socio-economic and governance context for the Project.

Figure 2: Project study area context

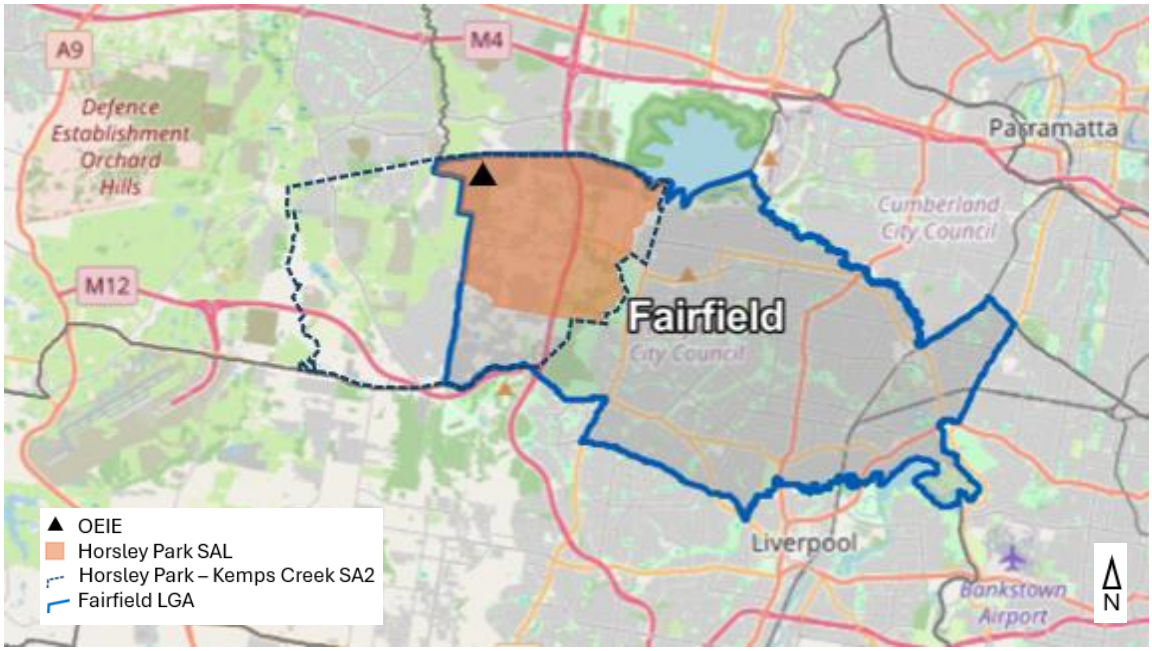
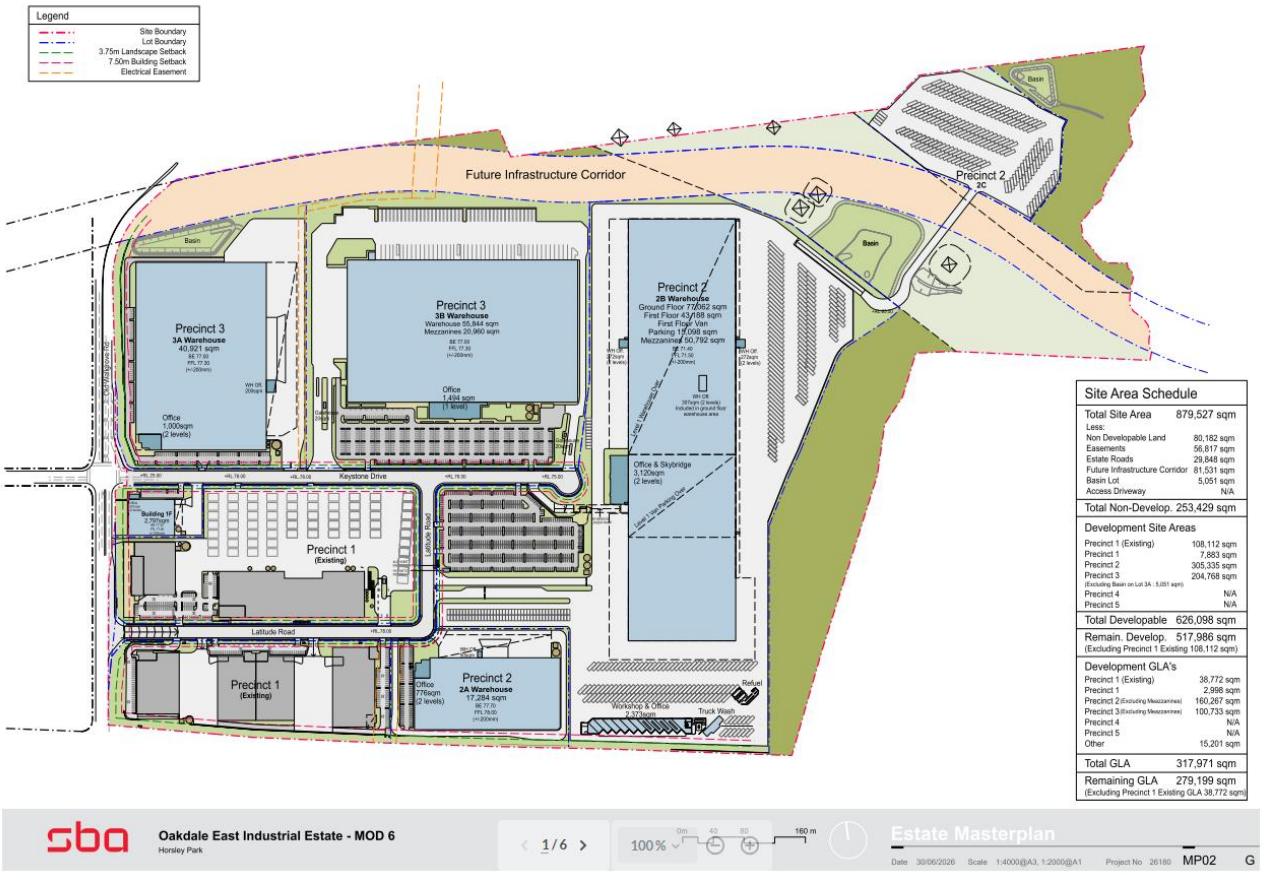


Figure 3: Project masterplan



2.1 Oakdale East Industrial Estate

OEIE is an established industrial and logistics precinct in Horsley Park which has been progressively developed over approximately 20 years. With proximity to Old Wallgrove Road, the M4 and M7 motorways the estate accommodates industrial, and logistics uses, freight activity, warehousing and associated operational functions, and is supported by an internal road network.

The Project represents the continuation and finalisation of an existing industrial estate. This is an important consideration because the Project does not introduce industrial land use into a predominantly residential setting. Rather, it represents further development and intensification of a planned logistics and employment precinct.

The Project should therefore be assessed within its established industrial context while still recognising that nearby residents, road users, businesses and other stakeholders may experience or perceive changes associated with construction activity, traffic, operational intensity, lighting, noise and cumulative industrialisation.

2.2 Freight and logistics context

The Project site benefits from proximity to major freight routes and is strategically positioned within Western Sydney's freight and supply chain network. OEIE's access to the M4 and M7 motorways supports regional freight movement and logistics efficiency.

The Project is intended to support parcel processing, warehousing, logistics activity and supply chain efficiency. Its operational characteristics, including automated sortation systems, multi-level warehousing, van staging, heavy vehicle parking, weighbridges, loading docks, fleet workshop and refuelling infrastructure, demonstrate a significant freight and logistics role. As such, the Project will support existing and future expansion of regional freight networks, employment lands and supply chains.

2.3 Western Sydney Employment Area

The Project is proposed within the broader Western Sydney Employment Area, which forms a strategically significant industrial, logistics and employment corridor within Greater Sydney. The Western Sydney Employment Area was established to supply employment land close to major road transport and provide jobs for Western Sydney[1].

Western Sydney has experienced significant industrial and logistics growth due to population growth, freight infrastructure investment, motorway access, e-commerce demand, supply chain restructuring and the development of the Western Sydney Aerotropolis. These factors have increased demand for large-scale, well-connected warehousing, logistics and parcel processing facilities.

The Project is consistent with this regional context. It supports the continued development of employment lands in proximity to major freight corridors and contributes to the broader logistics function of Western Sydney.

3.0 Strategic and regional context

The following section summarises key strategic and policy documents relevant to the proposal and the study areas defined for this report.

3.1 Fairfield City Council Economic Development Strategy 2024

Fairfield City Council's *Economic Development Strategy 2024* identifies four key priorities for shaping Fairfield City's economic future, including supporting local small businesses, developing Fairfield's major industries, creating a visitor economy and creating vibrant precincts[2].

The strategy identifies 'Developing Fairfield's Major Industries' as a key priority and notes Council's strategic support for key industries including food and beverage, manufacturing, industrial and transport. This is directly relevant to the Project, which sits within the industrial and transport/logistics sectors supported by Council's economic development framework.

[1] NSW Government, Planning Portal, Western Sydney Employment Area *Priority growth areas and precincts*
https://www.planning.nsw.gov.au/plans-your-area/priority-growth-areas-and-precincts/western-sydney-employment-area

[2] Fairfield City Council, Fairfield City Economic Development Strategy 2024
https://www.fairfieldcity.nsw.gov.au/Planning-and-Building/Strategies-and-Studies/Fairfield-City-Economic-Development-Strategy-2024

3.2 Fairfield City Plan and Local Strategic Planning Statement

Fairfield City Council identifies the Fairfield City Plan as the community's strategic plan, structured around themes including Community Wellbeing, Places and Infrastructure, Environmental Sustainability, Strong and Resilient Economy, and Good Governance and Leadership (Fairfield City Council 2025)[3].

Council's Local Strategic Planning Statement (LSPS) provides the strategy for the Fairfield community's economic, social and environmental land use needs over the next 20 years and aligns with the Western City District Plan and Fairfield City Plan (Fairfield City Council 2024)[4].

The Project aligns with these strategic directions through increased employment opportunities and strengthened logistics and industrial infrastructure.

3.3 Fairfield Employment Lands Strategy

The Fairfield Employment Lands Strategy recognises the importance of employment lands in supporting industrial, freight, logistics, distribution and warehouse activity. The strategy identifies that with the release of employment lands in the Western Sydney Employment Hub, freight and logistics together with distribution and warehouse uses would become dominant employment industries in the LGA and would be attracted by access to the M4 and M7 motorways (Fairfield City Council 2008)[5].

3.4 Policy and strategic alignment

The policy review indicates that the Project has strategic support through State and local planning and economic development frameworks that recognise the importance of employment, industrial activity, logistics, freight access and local economic growth.

The Project supports these policy objectives by facilitating continued use of planned employment land for industrial and logistics purposes, contributing to freight and supply chain capacity, supporting construction and operational employment, and reinforcing Western Sydney's role as a major logistics and employment corridor.

From a community benefit perspective, the Project's potential benefits include employment generation, local and regional economic activity, activation of employment lands, infrastructure investment, supply chain support and sustainability initiatives. These benefits must be balanced with appropriate management of construction and operational impacts, including traffic, dust, noise, lighting and cumulative development pressures.

[3] Fairfield City Council, Fairfield City Plan Community Strategic Plan 2025-2035
https://www.fairfieldcity.nsw.gov.au/files/assets/public/v/1/documents/your-council/ipr/2025-2035-fairfield-city-plan.pdf

[4] Fairfield City Council, Local Strategic Planning Statement (LSPS)
https://www.fairfieldcity.nsw.gov.au/Planning-and-Building/Planning-and-Policies/Local-Strategic-Planning-Statement-LSPS

[5] Fairfield City Council, Employment Lands Strategy
https://www.fairfieldcity.nsw.gov.au/files/assets/public/v/1/documents/plan_build/fairfield_employment_lands_strategy_2008-1.pdf

4.0 Existing social and economic environment

4.1 Demographic profile

4.1.1 Horsely Park

Horsley Park SAL is a relatively low-density locality compared with the broader Fairfield LGA. According to the 2021 Census, Horsley Park had a population of 1,790 people and a median age of 45 years (ABS 2021)[6].

Horsley Park recorded 598 private dwellings, an average household size of 3.2 people, median weekly household income of $2,135, median monthly mortgage repayments of $3,250, median weekly rent of $428 and an average of three motor vehicles per dwelling[7].

These characteristics indicate a relatively low-density and vehicle-dependent local community. The high average number of motor vehicles per dwelling is particularly relevant because it suggests that residents are likely to rely heavily on the local and regional road network. As a result, changes to traffic conditions, road access, heavy vehicle movements and construction haulage may be important stakeholder issues.

4.1.2 Fairfield LGA

Fairfield LGA provides the broader socio-economic context for the Project. The 2021 Census recorded Fairfield LGA as having a population of 208,475 people, a median age of 39 years, 67,606 private dwellings and an average household size of 3.2 people (ABS 2021)[8].

The LGA recorded median weekly household income of $1,390, median monthly mortgage repayments of $2,000, median weekly rent of $390 and an average of 1.9 motor vehicles per dwelling (ABS 2021)[9].

Compared with Horsley Park, Fairfield LGA has lower median household income and lower average vehicle ownership, reflecting a more urbanised and socio-economically diverse population. This has implications for engagement and communication, particularly where consultation extends beyond directly affected estate stakeholders to broader community audiences.

4.1.3 Horsley Park-Kemps Creek

The broader Horsley Park–Kemps Creek area provides useful context because it captures the wider rural-residential and employment lands transition area. The 2021 Census indicates that the area had a median age of 44 years and that 1.5% of residents identified as Aboriginal and/or Torres Strait Islander (ABS 2021) [10].

[6] Australian Bureau of Statistics, Horsley Park 2021 Census All persons QuickStats, https://www.abs.gov.au/census/find-census-data/quickstats/2021/SAL11950

[7] Australian Bureau of Statistics, Horsley Park 2021 Census All persons QuickStats, https://www.abs.gov.au/census/find-census-data/quickstats/2021/SAL11950

[8] Australian Bureau of Statistics, Fairfield 2021 Census All persons QuickStats, https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA12850

[9] Australian Bureau of Statistics, Fairfield 2021 Census All persons QuickStats, https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA12850

[10] Australian Bureau of Statistics, Horsley Park-Kemps creek 2021 Census All persons QuickStats https://abs.gov.au/census/find-census-data/quickstats/2021/127021518

The area recorded strong private vehicle dependence. More than half of occupied private dwellings had three or more motor vehicles, compared with 17.5% across NSW, and 96.3% of occupied private dwellings were separate houses.

The same Census area recorded a labour force participation rate of 52%, with 49.2% of those in the labour force working full-time, 30.1% working part-time and 1.9% unemployed.

This data supports the conclusion that the local area is characterised by a lower-density settlement pattern, high road dependence, established working households and a social environment that may be sensitive to changes in road network performance, construction traffic and cumulative industrial development.

4.2 Cultural and Linguistic Diversity (CALD)

Fairfield City is one of the most culturally and linguistically diverse local government areas in Greater Sydney[11]. In 2021, 56% of Fairfield City residents were born overseas, compared with 38.6% across Greater Sydney. The largest non-English speaking country of birth was Vietnam, accounting for 16.3% of the Fairfield population.

Language diversity is also significant. In 2021, 69.7% of Fairfield City residents spoke a language other than English at home, while Vietnamese was the dominant language other than English, spoken by 21.1% of the population.

Among overseas-born residents in Fairfield City, 89.8% spoke a language other than English at home.

This has important implications for engagement. While the Project engagement is expected to be targeted primarily to existing OEIE stakeholders, nearby landowners, agencies and affected businesses, the broader LGA context highlights the need for accessible, plain English communication and the ability to provide translation or interpreting support where required.

4.3 Employment and economic profile

Western Sydney has experienced substantial growth in warehousing, logistics, freight, manufacturing and industrial employment. The strategic location of OEIE near motorway and freight infrastructure supports logistics and distribution uses that contribute to regional employment and supply chain activity.

The Project is expected to contribute to employment during both construction and operation. Construction activity will generate contractor, supplier and associated service demand, while the operational phase is expected to support warehousing, logistics, parcel processing, fleet servicing, administration, cleaning, security, maintenance and facility management roles.

The scale of the proposed development, including substantial office areas, training spaces, operational areas and staff support facilities, indicates the potential for a significant ongoing workforce presence within the estate.

4.4 Housing, mobility and social infrastructure context

The local study area is characterised by low-density residential and rural-residential dwellings, industrial land uses and freight infrastructure. The high proportion of separate

[11] Fairfield City Community Profile
https://profile.id.com.au/fairfield

houses and high vehicle ownership in the Horsley Park-Kemps Creek area indicates a community that is strongly dependent on private vehicle access (ABS 2021) [12].

This has two implications for the Project. First, local residents may be particularly sensitive to traffic delays, heavy vehicle movements and changes to road conditions. Second, operational and construction traffic needs to be managed carefully to minimise disruption to local access, road safety and community confidence.

No major direct impacts to social infrastructure such as schools, hospitals or community facilities have been identified. However, indirect impacts may be perceived by residents and road users if construction or operational traffic affects local access, travel times or road safety.

5.0 Existing stakeholder environment

The Project is proposed within an existing stakeholder environment associated with the Oakdale East Industrial Estate (OEIE). Stakeholders include nearby residents and landowners, surrounding industrial and commercial operators, road users, freight operators, estate tenants, local workers, Fairfield City Council, NSW Government agencies, utility providers, emergency services, and other stakeholders with regulatory or operational interests.

The surrounding stakeholder environment includes a combination of rural-residential receivers, industrial and commercial land uses, freight infrastructure, road users and established employment lands. Sensitive receivers in proximity to the Project include nearby residential properties, rural-residential landowners and other stakeholders who may experience or perceive changes associated with construction activity, traffic, noise, dust, lighting and operational freight movements.

Figure 4 identifies the location of key surrounding land uses and nearby sensitive receivers relevant to the Project.

[12] Australian Bureau of Statistics, Horsley Park-Kemps Creek, QuickStats
https://www.abs.gov.au/census/find-census-data/quickstats/2021/127021518

Figure 4: Sensitive receiver and stakeholder context map

Table 1 outlines stakeholders and their likely interest in the Project.

Table 1: Stakeholder identification and likely interest areas

Stakeholder group	Likely interest in the project	Key issues
Nearby residents and landowners	Construction activity, traffic, amenity, communication	Dust, noise, vibration, lighting, construction timing, road safety, notifications
Existing OEIE stakeholders	Continuity of estate communication and operational coordination	Access, cumulative construction activity, project updates, complaints pathways
Surrounding industrial and commercial operators	Freight access, operational continuity, road performance	Traffic, access, haulage routes, construction staging
Road users and freight operators	Movement through and around the estate	Road network performance, heavy vehicle movements, safety
Fairfield City Council	Local infrastructure, land use, traffic and community interface	Roads, drainage, cumulative impacts, consultation
DPHI and NSW Government agencies	EIS assessment and regulatory oversight	SEARs compliance, cumulative impacts, environmental management
Utility and infrastructure providers	Infrastructure protection and servicing	Transmission, water, energy, telecommunications, access requirements
Emergency services	Emergency access and incident response	Site access, fire safety, operational risk, BESS/fleet infrastructure where relevant
Local and regional workforce	Employment and access to jobs	Job creation, access, transport, working conditions

The established stakeholder environment is an important consideration for the Project. Goodman and the Project team are not commencing engagement from a blank slate. Rather, the Project is being introduced within an existing estate communication environment where stakeholders are already familiar with ongoing industrial development, construction activity and freight operations associated with OEIE and the broader Western Sydney Employment Area.

Historical engagement also indicates that nearby sensitive receivers are particularly interested in issues relating to traffic, haulage, dust, noise, lighting, construction timing and cumulative industrial activity. These themes have informed the social and economic considerations identified in this report.

6.0 Historical engagement

Consultation has previously been undertaken for the broader Oakdale East Industrial Estate (OEIE) development and associated modification applications, including SSD-37486043, as part of the project planning, environmental assessment and approvals process.

Previous consultation activities undertaken across OEIE have included:

- Consultation undertaken during preparation of the OEIE Environmental Impact Statement (EIS)
- Stakeholder meetings and agency consultation
- Community notifications and doorknock activities
- Consultation associated with modification applications and staging plans
- Ongoing agency and community consultation meetings
- Exhibition and submissions processes undertaken through the NSW planning and approvals framework.

In addition to consultation undertaken during the planning and assessment phases, Goodman facilitates ongoing agency and community consultation meetings for the broader OEIE development. These meetings provide a forum for project updates, discussion of upcoming works, stakeholder feedback and ongoing communication regarding estate activities, operational matters and development staging.

Ongoing communication has also been maintained with surrounding landowners, nearby residents, sensitive receivers, surrounding businesses and relevant stakeholders regarding construction activities, operational matters and project updates across the broader OEIE precinct.

Historical engagement undertaken across OEIE identified recurring stakeholder interest in:

- Traffic and road safety
- Truck movements and traffic congestion
- Construction noise and vibration
- Air quality and dust management
- Out-of-hours work and 24-hour operational activities
- Construction staging and timing
- Lighting and visual amenity
- Stormwater drainage

- Environmental management and mitigation measures
- Property cleanliness
- Ongoing communication and notification requirements.

Feedback received through previous consultation activities informed the preparation of technical assessments and mitigation measures across OEIE, including traffic, noise and air quality management measures.

This historical engagement context is directly relevant to the Project. It indicates that stakeholders are likely to be particularly interested in how the Project will manage construction dust, fill importation, haulage activity, operational traffic, 24-hour operations, lighting, cumulative industrial activity and ongoing communication.

Historical engagement also demonstrates the existence of established complaints management and stakeholder response mechanisms across OEIE. This is an important mitigation foundation for the Project, as stakeholder communication can build upon existing engagement channels and stakeholder relationships rather than establishing entirely new communication systems.

In May 2026, a project notification letter introducing the Project was distributed to existing OEIE stakeholders. The Project was also presented and discussed during the May 2026 agency and community consultation meetings to provide stakeholders with an overview of the proposed development, anticipated construction activities and project communication channels.

These ongoing engagement activities have informed the stakeholder engagement, notification and complaints management measures identified within this report and the proposed Community Communication and Complaints Handling Strategy (CCCHS).

7.0 Key social and economic considerations

7.1 Construction

The construction phase is expected to generate the most immediate stakeholder interest due to the scale of proposed site preparation and infrastructure works.

The predominant construction-related social considerations relate to haulage traffic, road safety, construction timing, dust, air quality, noise, vibration, visual change and cumulative construction activity. These issues are consistent with historical OEIE stakeholder themes and are likely to require proactive communication and clear management commitments.

The Air Quality Impact Assessment 2026 identifies fugitive dust from construction activity as a key temporary amenity consideration. Sources include earthmoving, material handling, vehicle movements on unsealed surfaces, wind erosion of exposed areas and construction equipment. The assessment identifies PM10, PM2.5, total suspended particulates and dust deposition as pollutants of interest and recommends mitigation and monitoring measures, including real-time monitoring and a Trigger Action Response Plan.

The social risk associated with construction dust is both actual and perceived. Even where dust is managed within criteria, visible dust, property deposition or uncertainty about health effects can affect community confidence. This reinforces the need for ongoing communication including clear notifications, real-time response mechanisms, accessible complaints pathways and visible implementation of mitigation measures.

Construction traffic and haulage will also require careful management. Given the high level of vehicle dependence in Horsley Park and surrounding areas, stakeholders may be

sensitive to any perceived increase in congestion, road safety risk or disruption to local access. Construction Traffic Management Plans, haulage route controls, driver protocols and clear communication with stakeholders will be important in managing this issue.

7.2 Operation

The Project is proposed to operate 24 hours a day, seven days a week and includes substantial logistics, freight and parcel processing activity across two large-scale warehouse and distribution facilities, which is consistent with SSD-27486043 approval.

Operational activities will include:

- Freight and parcel processing;
- Heavy vehicle movement;
- Van staging and dispatch;
- Automated sortation activities;
- Fleet servicing and refuelling; and
- Associated warehousing and logistics operations.

The key operational social considerations relate to freight and traffic movement, operational noise, lighting, visual scale, industrial character and cumulative industrial activity. These matters should be considered in conjunction with the relevant traffic, noise, visual, lighting and operational management assessments undertaken for the previously prepared EIS.

The Project is located within an established industrial estate, which reduces the potential for fundamental land use conflict. However, this does not remove the need to manage operational interface issues. Nearby residents, road users and businesses may still experience or perceive impacts associated with 24-hour operations, heavy vehicle activity, lighting and cumulative industrial intensification.

7.3 Cumulative context

Cumulative impacts are an important consideration for the Project due to the broader industrial transformation occurring across OEIE, the Western Sydney Employment Area and the Western Sydney Aerotropolis.

Stakeholders may experience cumulative change through construction activity, changing landscape character, increased freight movement, road network pressure and the gradual intensification of industrial land uses. These perceptions may be shaped by multiple projects rather than the Project alone.

From a social perspective, cumulative change can contribute to consultation fatigue, reduced tolerance for temporary but repeated impacts, heightened concern about traffic, and increased expectation for transparent communication. Conversely, cumulative investment also contributes to employment, infrastructure delivery, logistics capacity and economic growth.

The Project should therefore be communicated as part of a planned and established industrial estate while still acknowledging that cumulative impacts are a legitimate stakeholder interest.

7.4 Economic and employment

The Project is expected to generate positive economic outcomes through construction employment, operational employment, logistics and warehousing activity, industrial investment and broader supply chain support.

The Project represents a significant logistics and parcel processing facility within Western Sydney and supports the broader strategic role of the Western Sydney Employment Area as a major freight, warehousing and industrial hub. The development includes substantial warehousing, automation and sortation systems, multi-level logistics operations, freight handling infrastructure and supporting operational facilities.

The scale of the proposed development is expected to contribute to:

- Construction and related contractor employment;
- Warehousing and logistics employment;
- Supply chain and freight activity;
- Industrial investment within Western Sydney; and
- Associated economic activation.

The Project also incorporates sustainability initiatives including electric vehicle charging infrastructure, rooftop solar infrastructure, water efficiency measures and Green Star sustainability targets. These initiatives support contemporary expectations for modern industrial development and contribute positively to the overall project narrative.

7.5 Summary of social and economic considerations

Table 3 provides a summary of the key social and economic considerations identified for the Project, together with the proposed management and mitigation measures intended to reduce potential impacts and support ongoing stakeholder communication.

Table 2: Summary of key social and economic considerations and mitigation

Potential consideration	Project phase	Potential social / economic implication	Proposed mitigation / management approach
Construction traffic and haulage	Construction	Increased heavy vehicle movements associated with bulk earthworks and fill importation may contribute to perceived traffic, road safety and amenity impacts.	Preparation and implementation of a Construction Traffic Management Plan (CTMP), designated haulage routes, traffic controls, stakeholder notifications and coordination of vehicle movements where practicable
Dust and air quality	Construction	Earthworks, fill importation and construction activity may generate dust and reduce perceived amenity for nearby stakeholders.	Dust suppression measures, stabilisation of exposed surfaces, wheel wash controls, real-time monitoring, Trigger Action Response Plan (TARP), complaints management and responsive communication.
Construction noise and vibration	Construction	Construction activities may generate temporary noise and vibration impacts for nearby stakeholders and road users.	Compliance with approved construction hours where required, implementation of mitigation measures identified in technical assessments, notification of high-noise activities and complaints response procedures.
Visual change and construction activity	Construction	Temporary visual impacts associated with cranes, earthworks, stockpiles and large-scale construction activity may alter local character and stakeholder perception.	Progressive staging of works, site management, visual screening where appropriate and stakeholder communication regarding construction timing and duration.
Operational freight activity	Operation	Ongoing freight and logistics operations may contribute to stakeholder concerns regarding traffic, heavy vehicles and road network performance.	Operational traffic management measures, estate access management, road network assessment and ongoing stakeholder communication pathways.
24-hour warehouse and logistics operations	Operation	Continuous operations may contribute to stakeholder concern regarding noise, lighting and industrial intensity.	Operational management measures, lighting design, noise mitigation measures, operational monitoring where required and complaints management processes.
Lighting impacts	Operation	Lighting associated with warehouse operations and vehicle movements may contribute to perceived amenity impacts if not appropriately managed.	Directional lighting design, shielding and compliance with relevant lighting standards and operational controls.
Cumulative industrial development	Construction and operation	Stakeholders may perceive cumulative impacts associated with ongoing industrial growth across Western Sydney and OEIE.	Transparent communication regarding Project scope and timing, integration with existing OEIE engagement processes and cumulative impact assessment within the EIS framework.
Stakeholder uncertainty or misinformation	All phases	Lack of accessible or timely information may contribute to confusion, concern or reduced stakeholder confidence.	Ongoing stakeholder engagement, clear notifications, accessible communication materials, consultation meetings and responsive enquiry management.
Economic and employment benefits	Construction and operation	The Project is expected to contribute positively to construction employment, logistics activity, operational employment and regional economic growth.	Continued engagement regarding employment opportunities, local procurement where practicable and communication of project benefits within the strategic employment lands context.

8.0 Engagement Undertaken and Planned

8.1 Engagement Undertaken to Date

Engagement for the Project has commenced and has been undertaken within the broader OEIE stakeholder engagement framework established by Goodman. Consultation has included early project notification, agency briefings, community consultation meetings and targeted consultation with government agencies, infrastructure providers and other key stakeholders.

In May 2026, a Project notification letter and supporting email were distributed to existing OEIE stakeholders to introduce the proposal, provide an overview of the proposed SSDA and outline opportunities for ongoing communication throughout the assessment process. The Project was subsequently presented during the May 2026 OEIE Agency Consultation Meeting and Community Consultation Meeting, providing stakeholders with an overview of the proposal, anticipated construction activities, assessment pathway and available communication channels.

Targeted consultation has also been undertaken with relevant government agencies and infrastructure providers to support preparation of the Environmental Impact Statement and associated technical assessments. Consultation has included discussions regarding traffic and transport, utility servicing, environmental management, infrastructure interfaces, approvals requirements and construction planning. Consultation with Transgrid, Endeavour Energy, WaterNSW, Transport for NSW, the NSW Environment Protection Authority, Fairfield City Council and the NSW Department of Planning, Housing and Infrastructure has assisted in identifying project-specific design considerations and informed ongoing technical investigations.

Feedback received through consultation has informed the refinement of project design, environmental mitigation measures, stakeholder communication arrangements and the ongoing engagement approach proposed for the Project. Consultation will continue throughout the assessment process and, where relevant, during construction and operation.

8.2 Engagement Activities Completed

The following engagement activities have been completed to support the Project:

- Distribution of a Project notification letter and supporting email to existing OEIE stakeholders.
- Introduction of the Project during the May 2026 OEIE Agency Consultation Meeting.
- Introduction of the Project during the May 2026 OEIE Community Consultation Meeting.
- Targeted consultation with government agencies and infrastructure providers regarding planning, environmental assessment, utility servicing, transport, infrastructure interfaces and operational considerations.
- Ongoing coordination with relevant agencies to support technical assessments and project design refinement.

These activities have established early stakeholder awareness, introduced the proposed development and assessment pathway, identified key issues requiring further consideration, and informed the development of the Project's environmental assessment documentation and stakeholder engagement framework.

8.3 Future Engagement Approach

Future engagement will continue as a structured, staged and responsive program building upon the established OEIE stakeholder engagement framework. Engagement will continue throughout the environmental assessment process and, if approved, during construction and operation in accordance with the approved Engagement Strategy, Concept Plan approval requirements and the Project CCCHS.

The Project is being introduced within an established industrial estate where many surrounding stakeholders are already familiar with ongoing development activity. Accordingly, future engagement will seek to integrate with the broader OEIE consultation program while providing project-specific information on matters likely to be of greatest interest, including fill importation, construction traffic, freight movements, 24-hour operations, dust, noise, lighting, cumulative development impacts and environmental management measures.

As the Project progresses, engagement will continue with government agencies, infrastructure providers, utility authorities, surrounding landowners, nearby residents, businesses and other interested stakeholders. Consultation outcomes will continue to inform project design, environmental management measures and stakeholder communication activities, ensuring that emerging issues are identified and addressed throughout the life of the Project.

Ongoing communication during construction and operation will be undertaken in accordance with the Project CCCHS, which establishes the framework for stakeholder notification, complaints management, issue escalation, performance monitoring and responsive community engagement.

Table 3: Summary of engagement activities and ongoing communication approach

Engagement phase	Recommended activity	Purpose	Key stakeholders	Recommended timing	Documentation / outcome
Early Project notification	A Project-specific notification letter and supporting email were distributed to existing OEIE stakeholders.	To introduce the Project, explain the proposed SSDA pathway, outline the nature and scale of the development, and provide early awareness before formal exhibition.	• Existing OEIE community stakeholders • Nearby residents and landowners • Surrounding businesses • Agency stakeholders • Estate stakeholders.	Completed in May 2026 and continuing through the broader OEIE engagement framework.	• Distribution list • Notification material • Record of issue date • Enquiries received • Responses provided.
Initial agency consultation	The Project was introduced at the OEIE Agency Consultation Meeting.	To brief relevant agencies on the Project scope, approval pathway, key assessment matters and proposed engagement approach.	• DPHI • Fairfield City Council • Transport for NSW • WaterNSW • Sydney Water • NSW EPA • Rural Fire Service • Utility providers • Other relevant agencies.	Completed in May 2026 with ongoing agency consultation continuing throughout assessment.	• Meeting agenda • Presentation materials • Attendance record • Meeting notes • Agency feedback register and actions.
Targeted agency and infrastructure provider consultation	Targeted consultation with relevant government agencies, infrastructure providers and utility authorities regarding technical assessment findings and project design.	To identify project-specific requirements, resolve technical issues and inform ongoing project refinement and environmental assessment.	• DPHI • Fairfield City Council • Transport for NSW • WaterNSW • NSW EPA • Transgrid • Endeavour Energy • Sydney Water • Other relevant agencies.	Commenced May 2026 and ongoing throughout assessment.	• Agency correspondence • Meeting notes • Consultation register • Technical advice received • Design refinements • Action tracking.
Initial community consultation	The Project was introduced at the OEIE Community Consultation Meeting.	To provide early information to existing community stakeholders and allow initial questions or concerns to be identified before the EIS is finalised.	• Existing OEIE community stakeholders • Nearby residents • Landowners • Interested community members.	Completed in May 2026.	• Meeting agenda • Attendance record • Questions raised • Responses provided • Issues register.
Technical issue communication	Prepare plain English summaries or key messages for technical issues likely to be of interest.	To make technical assessment findings accessible and reduce misunderstanding or concern around complex matters.	• Key agencies.	Commenced during assessment and ongoing as technical studies and agency consultation progress.	• Key messages • Meeting materials.
Targeted follow-up engagement	Further targeted engagement will continue with agencies, infrastructure providers, surrounding stakeholders and affected landowners where project refinement, technical assessment findings or stakeholder feedback identifies the need for additional consultation.	To provide more detailed information on matters such as construction traffic, dust, noise, lighting, 24-hour operations and cumulative impacts.	• Nearby residents • Directly affected stakeholders, agencies, businesses or infrastructure providers.	As required during assessment and project delivery.	• Record of meetings • Stakeholder feedback • Issues register • Evidence of how matters have been considered.
EIS exhibition support	Support statutory exhibition by making clear information available about the	To ensure stakeholders understand the EIS, key findings, potential impacts,	• Community • Agencies	During public exhibition of the EIS.	• Exhibition materials • Enquiry records

Engagement phase	Recommended activity	Purpose	Key stakeholders	Recommended timing	Documentation / outcome
	Project, assessment findings and how submissions can be made.	mitigation measures and formal submission process.	• Businesses • Landowners • Other interested stakeholders.		• Submission themes • Response inputs.
Response to submissions	Review and categorise issues raised during exhibition and prepare clear responses to social and economic matters.	To demonstrate that stakeholder feedback has been considered and responded to in the assessment process.	• DPHI • Agencies • Submitters • Project team.	Following exhibition.	• Submissions register • Response themes • Response-to-submissions inputs • Revised mitigation measures where required.
Pre-construction communication	Provide advance notification of construction commencement, expected activities, working hours, traffic arrangements and complaint pathways in accordance with the Project CCCHS.	To reduce uncertainty and support early management of construction-related concerns.	• Nearby residents • Businesses • Road users • Agencies • Estate stakeholders.	Prior to construction commencement.	• Construction notification • Contact details • Complaints process and traffic / access information.
Construction-phase engagement	Maintain ongoing stakeholder communication throughout construction in accordance with the Project CCCHS, particularly during bulk earthworks, fill importation and other potentially disruptive activities.	To keep stakeholders informed, manage concerns in real time and support transparent complaints handling.	• Nearby residents • Landowners • Businesses • Road users • Agencies.	Throughout construction.	• Construction updates • Complaint records • Response actions • Monitoring summaries where relevant and stakeholder correspondence.
Operational transition communication	Provide information prior to commencement of operations, including expected operational characteristics, management measures and contact channels, in accordance with the Project CCCHS.	To help stakeholders understand the transition from construction to operation and how operational issues will be managed.	• Nearby residents • Businesses • Agencies • Estate stakeholders.	Prior to commencement of operations.	• Operational notification • Contact details • Issues escalation process • Summary of relevant management measures.
Ongoing operational engagement	Maintain accessible enquiry and complaints management processes during operation in accordance with the Project CCCHS.	To ensure ongoing issues such as traffic, noise, lighting or amenity concerns can be raised and managed appropriately.	• Community stakeholders • Businesses • Estate stakeholders • Agencies.	During operation.	• Enquiry and complaints register • Response records • Periodic review of recurring issues.

Consultation undertaken to date demonstrates that the Project has benefited from integration within the broader OEIE engagement framework while also supporting targeted consultation on project-specific technical, environmental and infrastructure matters. As the Project progresses, consultation outcomes will continue to inform detailed design, environmental management and stakeholder communication activities.

Future engagement should be documented in a consolidated engagement register that records stakeholders consulted, engagement method, date, issues raised, responses provided and any follow-up actions. This register should be used to inform the EIS, response to submissions process and any future construction or operational communication requirements.

Engagement materials should be written in plain English and tailored to the needs of the audience. Given Fairfield LGA's cultural and linguistic diversity, translation or interpreting support should be made available, where requested, or where a stakeholder need is identified.

9.0 Mitigation and management measures

A range of mitigation and management measures are recommended to support the management of social and economic considerations associated with the Project.

9.1 Stakeholder communication

Goodman should continue to use the established OEIE communication framework to provide timely, accurate and accessible information to stakeholders. Communications should explain the Project scope, planning pathway, construction activities, operational characteristics, likely timing and mechanisms for raising enquiries or complaints.

Notifications should be issued as per the OEIE CCCHS ahead of potentially disruptive activities, including major earthworks, haulage changes, out-of-hours activities where relevant and changes to access or traffic conditions.

9.2 Complaints and enquiries management

The existing OEIE complaints and enquiries process should continue to be used and adapted for the Project. Complaints should be recorded, investigated and responded to in a timely manner. Where complaints relate to dust, noise, traffic or lighting, responses should be linked to relevant monitoring data or site inspections where available.

9.3 Construction traffic and haulage

Construction traffic should be managed through a Construction Traffic Management Plan, including defined haulage routes, driver protocols, site access controls, staging of vehicle movements where feasible and communication with stakeholders about major traffic activities.

Given the scale of the fill importation program, traffic and haulage communication should be prioritised as a key stakeholder management issue.

9.4 Dust and air quality

Dust and air quality should be managed in accordance with the Air Quality Impact Assessment and future Construction Air Quality Management Plan. Measures should include dust suppression, stabilisation of exposed areas, wheel wash or track out controls, real-time monitoring, trigger levels and adaptive management responses. Dust-related

communications should be clear and transparent, particularly where visible dust, property impacts or health concerns arise.

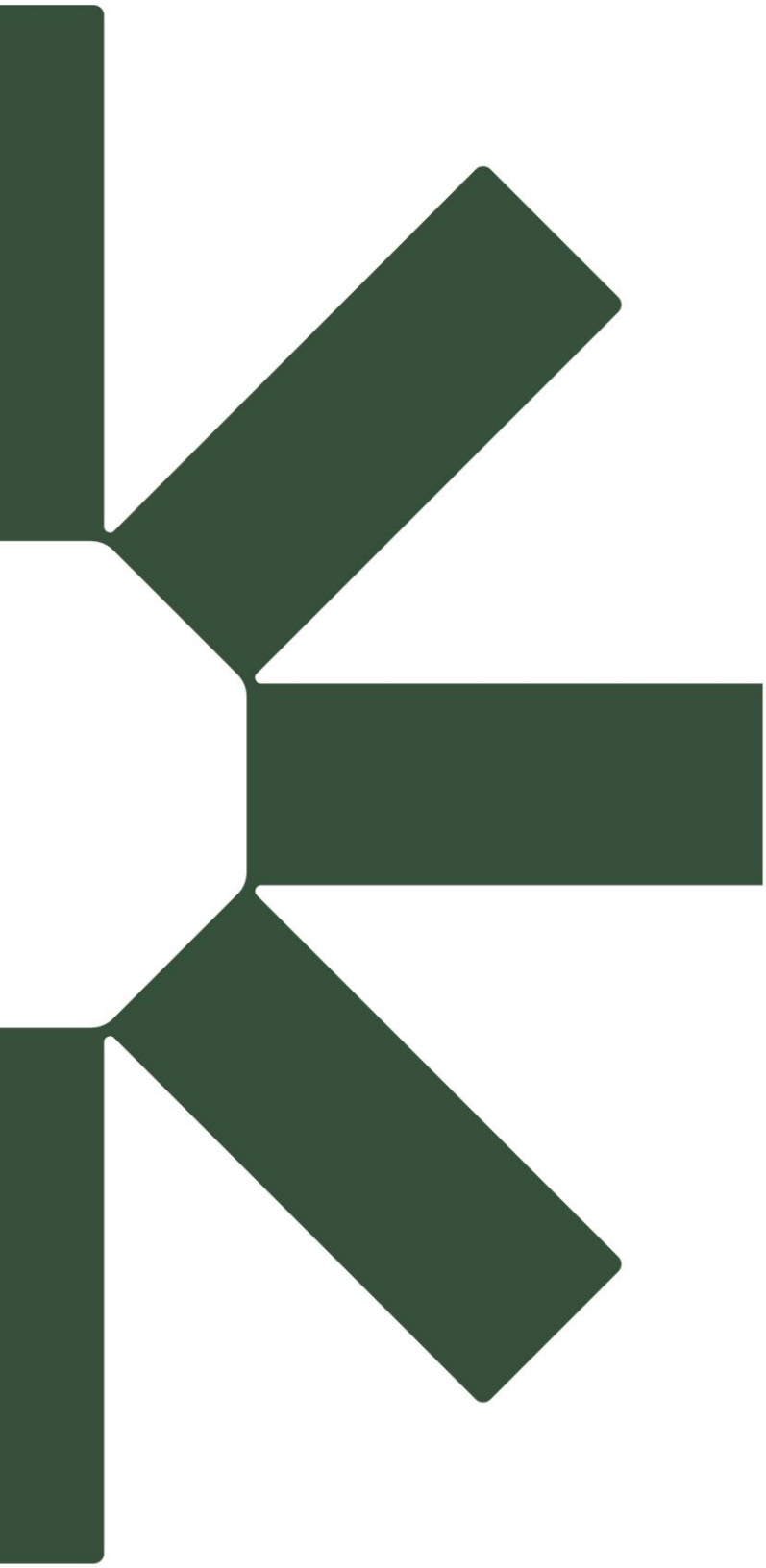
9.5 Noise, lighting and amenity

Construction and operational noise, lighting and amenity impacts should be managed through the relevant technical mitigation measures identified in the EIS. Stakeholders should be informed about construction hours, operational controls, lighting design and complaint pathways.

9.6 Cumulative impact management

Cumulative impacts should be managed through coordination of construction activities where feasible, ongoing agency engagement, communication with stakeholders about timing and staging, and integration of Project communication with broader OEIE engagement processes.

Where possible, cumulative impacts such as consultation fatigue should be addresses at a precinct level through collaboration between proponents.



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