Appendix B

Community Engagement Plan

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GREAT WESTERN BATTERY COMMUNITY ENGAGMENT PLAN

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NEOEN

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PURPOSE

The Great Western Battery Community Engagement Plan (CEP) was developed prior to the submission of the Environmental Impact Statement (EIS) by Sebastien Roebben with oversight from Neoen's Head of Communications & Engagement.

This document identifies the community relations approach and objectives for the Great Western Battery and surrounding communities.

It outlines the overall process and approach to community consultation across the project lifecycle and proposed plans. It also provides a summary of the key stakeholders including landholders, neighbours, local community and local government.

Neoen understands that the success of the Great Western Battery is dependent to a large extent on the development of genuine, open and ongoing relationships with key stakeholders and members of the local community. We recognise the importance of ensuring a "no surprises" dynamic with the local community and are committed to developing and nurturing long-term relationships between our team and the various project stakeholders.

Safety First

Neoen have a policy of safety first across all our projects and activities. Staff and community safety is a baseline essential to ensure engagement can proceed. Wherever there is a conflict between the approach and guidelines outlined in this Community Engagement Plan and the safety of our staff or the general public then appropriate safe practices will take priority.

Distribution

It is intended that the CEP is part of the hand over from project manager to project manager as the project progresses from development to construction to operations. It should also be shared with nominated EPC and O&M contractors so that it can be incorporated into their site management plans to ensure our approach is consistent and coordinated. It is also designed to be a useful backgrounder for new Neoen staff members or those attending future community events.

Review

Once developed, the CEP is a live document which will be updated progressively during the project's development phase and then reviewed and handed over at the following project milestones:

- Financial close (handover to Construction Manager)
- Completion of construction (handover to Asset Manager)

It will also be informed by changing circumstances, community feedback and ongoing improvements in Neoen's community relations approach, so that our communication and engagement remain:

- Relevant to the project's evolving needs, issues and outcomes
- Responsive and tailored to the needs of key stakeholders and local community
- At the leading edge of industry and global best practice

Toolkit

The CEP is the cornerstone document of Neoen's Community Engagement Toolkit shown on the next page.

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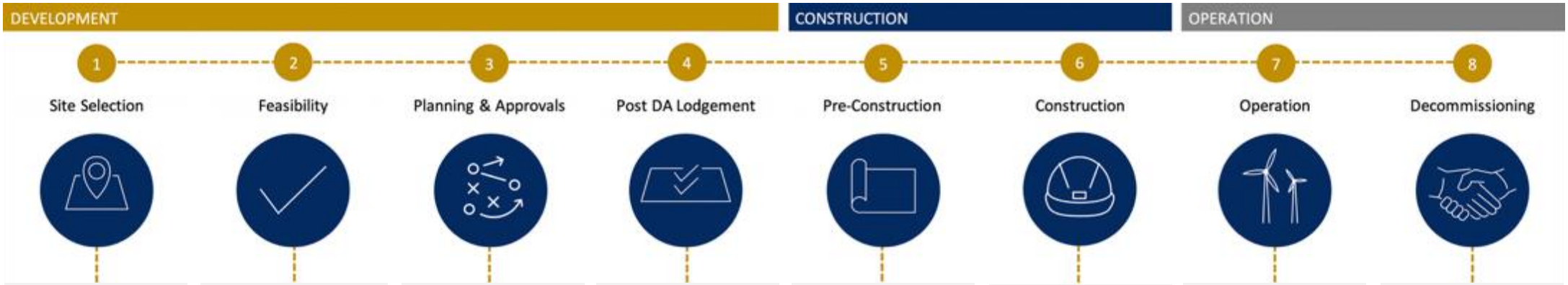
Community Engagement Toolkit by Project Stage



Site Selection	Feasibility	Planning & Approvals	Post DA Lodgement	Pre-Construction	Construction	Operation	Decommissioning
Host landowner information & FAQ's	Stakeholder Register	Stakeholder Register	Stakeholder Register	Stakeholder Register	Stakeholder Register (EPC access)	Stakeholder Register (O&M access)	Stakeholder Register (O&M access)
Social Feasibility Scan	Community Engagement Plan	Community Engagement Plan	Community Engagement Plan	Community Engagement Plan	Community Engagement Plan	Community Engagement Plan	Community Engagement Plan
Stakeholder Register	Neighbour information & FAQ's, benefit options	Website	Website	Website	Website	Website	Website
	Council & stakeholder Presentation	Feedback Survey	1800 number	1800 number	1800 number	1800 number	1800 number
	Social Risk Matrix	1800 number	Job Interest Register	Complaints Register	Complaints Register	Complaints Register	Complaints Register
	Benefit Calculators	Community Info Day Checklist & templates	Locals Participation Plan	Benefit-sharing Program finalised	Local Participation Plan	Local Participation Plan	End of Project Life information pack
	Website (template)	Job interest register	Newsletter template	Job interest register	Site Tour information pack	Community Celebration	
		Local Participation Plan		Local Participation Plan	Learning Hub	Benefit-sharing Program delivery	
		Benefit-sharing program models & matrix		Local Employment & Networking Session	Event sponsorship Guidelines	Learning Hub	
				Handover to Construction Manager & EPC	Handover to Asset Manager & O&M	Visitor information pack	

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CONTENTS

1. COMMUNITY ENGAGEMENT APPROACH

1.1 Our approach

Stakeholder and community relations are led by Neoen's project managers with support from community relations specialists. We consider it important that trusting relationships are developed between the people on the ground who know the project the best, and the stakeholders that are part of and connected to their region and local community. Our overall approach to consultation for the Great Western Battery will be open, relaxed, flexible and responsive.

Neoen have a vertically integrated business model, meaning that we 'develop to own' our projects. This model is unusual in the industry, affording us a clear advantage over our competitors in respect to community relations – our starting point is the clear understanding that we will be long term neighbours and participants in the local community for the lifetime of the project. As such we are able to establish and nurture relationships, embrace partnerships and innovation, confident that we will be there to see projects and benefits to fruition.

1.2 Our values

As a company Neoen has a clear set of values that underpin and guide our work. How these internal values translate into our external approach to building relationships with communities is described in Table 1.

Integrity
We operate with integrity, whatever we do, whenever and wherever we do it.
We work with partners who abide by the same rules.

Commitment
We uphold all our commitments, internal and external.
We believe in hard work and take pleasure in seeing a good job well done.

Audacity
We believe we can become a world leader in renewable energy.
We have the audacity to operate globally, imagining, designing and implementing competitive, effective energy solutions.

Esprit de corps
We are loyal to each other and form a close-knit team.
We are proud of our company, our goals and our accomplishments.

Table 1: Principles and practice

Value & Principle	In practice
Integrity Mutual Respect	– We provide a space for genuine dialogue where people can participate in respectful discussions.
Integrity Transparency	– We demystify the development process for local stakeholders and clearly communicate which points, when and to what extent they are able to influence decisions. – We are transparent about how and why decisions are made.
Integrity Inclusiveness	– We reach out to involve key stakeholders and the local community so they can play a part in decisions that affect them. – We provide a range of opportunities and avenues for ongoing and meaningful dialogue, allowing for detailed and timely discussions.
Commitment Responsiveness	– We communicate well and are responsive to emerging issues, concerns and ideas.

	– We provide timely information and ensure people have time to digest information, understand the project and make informed decisions.
Commitment Mutual Benefit	– We seek shared outcomes of mutual benefit for the local host community over the long term.
Audacity Innovation	– We deliver engagement beyond regulatory conditions and compliance – We are open to and pursue bold and creative ideas and solutions tailored to and driven by the local context of the project.
Esprit de corps Relationship building	– We build and nurture long term local relationships and make meaningful links with local leaders and organisations. – We provide many avenues for interaction across the project lifecycle.
Esprit de corps Celebration	– We value and celebrate community; our own and those of the communities we work with. – We enjoy celebrating our successes together.

1.3 Industry Best Practice

Our approach to engaging stakeholders is informed by the Public Participation Spectrum developed by the International Association of Public Participation (IAP2) and widely adopted as a framework for structuring consultation by the renewables industry[1]. The approaches and spectrum are represented in the Table 3.

Table 2: Spectrums of engagement

Spectrum	Inform	Consult	Involve	Collaborate	Empower
Community engagement objective	– Provide balanced and objective information – assist the community in understanding all aspects of the project, including possible problems / issues	– Obtain feedback from the community on plans, options and/or decisions	– Work directly with the community throughout all stages of the project – ensure community concerns and aspirations are consistently understood and considered	– Partner with the community in each aspect of planning, development and decision- – making, including the development of alternatives and the identification of the preferred solution	– Community leads the development of the renewable energy project – Place decision-making in the hands of the community

[1] Lane, T. and J. Hicks (2017) Community Engagement and Benefit Sharing in Renewable Energy Development: A Guide for Applicants to the Victorian Renewable Energy Target Auction. Department of Environment, Land, Water and Planning, Victorian Government, Melbourne.

Promise to community	– Keep the community informed through all stages of development, including issues and delays	– Keep the community informed – listen and acknowledge suggestions and concerns – provide feedback on how input influenced the decision	– Work with the community to ensure concerns and aspirations are directly reflected in the alternatives developed – provide feedback on how input influenced the decision	– Look to the community for direct advice and innovation in formulating solutions – incorporate advice and recommend-ations into decisions to the maximum extent possible	– Implement what the community decides
Community engagement outcomes	– Securing a good site to install the renewable energy facility – gaining planning permission – meeting compliance regulations	– Minimising objections – effectively managing complaints – good stakeholder relations – a level of community awareness and trust in the project	– Long-term broad local social acceptance and knowledge of the project – strengthened local relationships and trust – local advocates for renewable energy	– Broad community participation, support and awareness – some sense of local ownership – greater community benefit and strong local relationships and trust – timely development and easier planning approval – some sharing of benefits beyond investors	– Benefit sharing program tailored to the local context – Harness the skills and capital of the community – Upskill community members to manage the project – Largely community owned and controlled

This CEP aims to move our engagement activities and benefit sharing approach along the spectrum listed above so that across our project portfolio we are:

– **Involving** the community in the development, construction and operation of the project

– **Collaborating** with the community to ensure that local advice and insights are shaping our approach to engagement and benefit sharing

– **Empowering** the community to shape key elements of the project, such as co-designing the long-term framework of the shared benefits program

1.4 Emerging trends

Table 2 in the prior section shows that differing levels of participation are legitimate, depending on the goals, timeframes, resources and levels of interest/concern in the decision to be made. At all levels of engagement, it is fundamental to define the promise and ensure it is clearly understood by both the decision makers and the stakeholders to be engaged. The following figure[2] shows the emergent key elements of best practice.

Table 3: Emergent best practice

Stakeholders groups are likely to have differing communication and engagement needs. A level of engagement is therefore necessarily assigned to each stakeholder identified. It is possible for the level of engagement to alter at different milestones of the project; as a consequence, some stakeholders will be assigned more than one level of engagement. Each level of engagement is a valid one, provided it is delivered in a meaningful way and to a group that expects to be engaged with at that level.

The project team will engage broadly but understands there are stakeholders seeking different levels of engagement in the project. Stakeholder level of interest will evolve over the duration of the project and this analysis will be updated regularly to reflect changes and emerging issues or opportunities. A detailed Stakeholder Register incorporating the stakeholders and communities affected and/or interested in the project is maintained by the manager responsible for the CEP.

[2] Lane, T., Wood, E. Hall, N., Webb, A. and Mey, F. Enhancing Social Outcomes from Wind Development in Australia: Evaluating Community Engagement and Benefit Sharing. Clean Energy Council, Melbourne.

1.5 Objectives

1. Foster a transparent and open approach to the development of Great Western Battery and ensure 'no surprises' for the local community.

2. Keep the community and stakeholders informed about Great Western Battery through the provision of accurate, timely and factual project information.

3. Identify and address community and stakeholder concerns and maintain transparency in the project design, implementation and ongoing operations

4. Involve stakeholders and community regarding key decisions.

5. Identify opportunities for local business involvement and local employment in the construction and operations of the Great Western Battery, and develop a Local Participation Plan following development consent.

6. Co-design, develop and deliver a benefit sharing program in collaboration with the community, and in partnership with local stakeholders where possible.

7. Develop long-term relationships and partnerships with community and stakeholders.

1.6 Community Engagement Framework

An eight-phased approach will guide the implementation of community engagement strategy in alignment with each of the project stages.

Key project activities and milestones are outlined on the page below, with the associated community relations activities on the following page.

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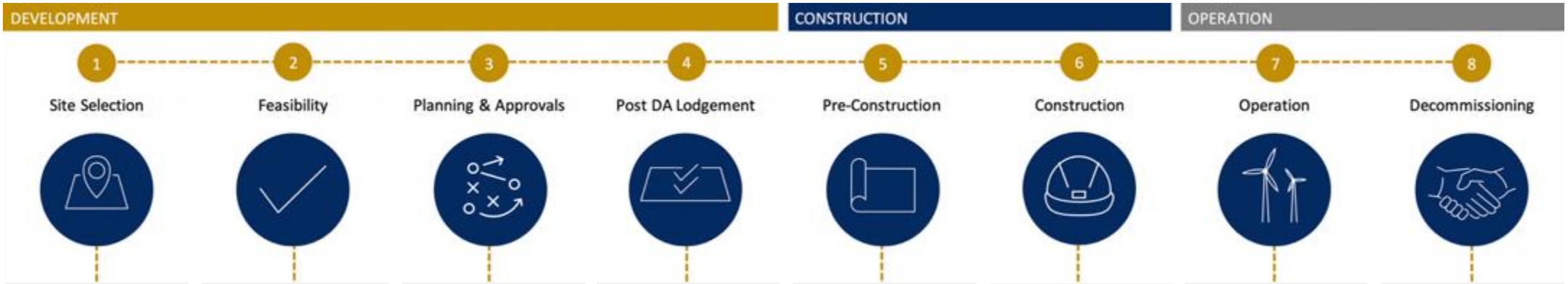
Project Activities and Milestones by Stage



Site Selection	Feasibility	Planning & Approvals	Post DA Lodgement	Pre-Construction	Construction	Operation	Decommissioning
Desktop survey Identify potential landowners Fatal flaw assessment Meet and negotiate with landowners Enter options to lease	Meet and discuss with neighbours Mapping of site constraints Commence development application (DA) studies Preliminary project design Internal approval to proceed	Completion of studies and surveys Preparation of DA Investigate power purchase agreement (PPA) options Connection inquiries Refining detailed project design	Begin procurement process Finalise detailed design Commence PPA negotiations Commence grid connection application process	DA approval Finalise procurement and appoint EPC and O&M contractor Finalise connection agreement Finalise PPA agreement Secure project finance leading to 'financial close' Development Manager hands over to Construction Manager	Mobilise on site Civil, mechanical & electrical installation Commissioning Generation commences Construction Manager hands over to Asset Manager	Ongoing asset maintenance and management Generation and revenue tracking & optimisation	Explore business case for site renewal Cease or extend landowner contracts Removal of infrastructure Site rehabilitation

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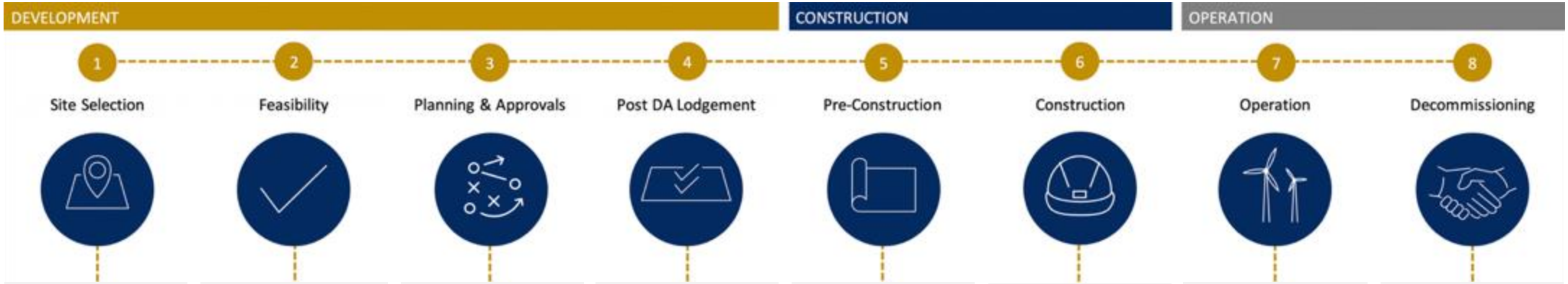
Community Engagement Activities by Stage



Site Selection	Feasibility	Planning & Approvals	Post DA Lodgement	Pre-Construction	Construction	Operation	Decommissioning
Undertake host landowner engagement (one-on-one) Social Feasibility Scan Initial stakeholder mapping	Engage with neighbours (one-one-one), decide on neighbour benefit options Engage with Traditional owners Council & MPs briefings Mapping of political context Establish stakeholder register	Develop Community Engagement Plan (CEP) & Social Risk Matrix Launch website including project email, 1800#, job interest register & feedback survey Hold Community Information sessions Undertake council briefings Identify options for Community Benefit-sharing Scheme	Update website with progress & news Email updates to stakeholders & subscribers Presentation to local business & community groups Co-develop Local Participation Plan Hold host landowner dinners & updates Establish Complaints Register	Hold Local Employment & supplier networking session Finalise Community-Benefit sharing Scheme Update website with progress & news Email newsletter to stakeholders & subscribers Organise start of construction event for host landowners Introduce Construction Manager & EPC Contractor to key stakeholders	Regular & ongoing host & neighbour communication Community updates via briefings, website & newsletters Manage complaints register Sponsorship of local events Establish Community Benefit-sharing Scheme Learning Hub Introduce Asset Manager to key stakeholders	Organise launch & community celebration event Review community engagement & lessons learnt Website & newsletter updates Manage complaints register Delivery of Community Benefit-sharing Scheme Learning Hub Facilitate site visits, educational tours & open days	Landowner & council briefings Update website Communicate decommissioning process Engagement with local landcare groups

2. COMMUNITY ENGAGMENT STRATEGY

2.1 Needs-based approach

Each key stakeholder has a different need across each phase of the Great Western Battery lifecycle. To address this nuance, a needs-based approach is described for each of the key stakeholders to this project in Table 4.

Table 4: Key stakeholders

Stakeholder Group	Overview	Objectives – Needs based approach	Activities – per development phase
Traditional owners	Wiradjuri and other Registered Aboriginal Party's (under the NSW standard process)	To ensure cultural heritage is respected and maintained. To be active in advancing reconciliation.	Reach out to all the relevant bodies One-on-one engagement Invitation to community events Maintain consultation log
Near neighbours	Residents adjacent to the project site have the potential to be affected by the visual impact of the battery technology, the noise and heavy vehicle traffic associated with the construction phase.	To create and maintain a close connection with neighbours that live adjacent of the Great Western Battery To keep neighbours informed about the project from early in the project planning process and provide opportunities to raise issues and provide feedback	One-on-one engagement Letterbox drop project updates Community Information Sessions Invitation to community events
Local town	The local people living within Wallerawang.	To keep the town informed about the project from early in the project planning phase To provide opportunities to raise issues and provide feedback To share the benefits of the project with the local community in ways that are tailored to local needs	Letterbox drop project updates Community Information Sessions Input into community benefit-sharing scheme design Invitation to community events

Local community groups	Pre-existing community groups in the neighbourhood, including: 1.Wallerawang Lidsdale Progress Association 2.Lithgow Community Power Project 3.Lithgow Environment Group.	To ensure a positive and collaborative relationship with local community groups that can support the long-term goals of the community To provide opportunities to raise issues and provide feedback	One-on-one engagement Project briefings & updates Community Information Sessions
Council	We will work with the Lithgow Council to shape our approach to community engagement	To ensure a positive and collaborative relationship with the LGA that can support the long-term goals of the community.	One-on-one engagement Project briefings & updates Community Information Sessions
NSW Government	We will work with the NSW Government to shape the Community Engagement Strategy.	To ensure a positive and collaborative relationship with the NSW Government to achieve renewable energy goals.	One-on-one engagement Project briefings & updates Community Information Sessions
NSW Legislative Assembly Ministers	Andrew Gee – Minister for Decentralisation and Regional Education, Federal Member for Calare Paul Toole – Minister for Regional Transport and Roads, Member for Bathurst	To ensure the local member is kept updated about the project and its progress	Letters to keep members updated about the advancement of the project
NSW Rural Fire Services	Local volunteers representing the NSW RFS	To ensure project activities abide by safety and regulatory requirements Obtain local knowledge, advice and input	Provide indicative design plans and updates on the project to prepare for any local fire and emergency safety requirements One on one planning & design meetings with local group officers

2.2 Sustained engagement across project lifecycle

As well as being oriented towards the needs of individual stakeholder groups, the engagement is also planned and staged in line with the project's eight phases.

A summary of proposed activities is shown on page 12, noting that this will change as the project progresses.

2.3 Facilitating opportunities for involvement

2.3.1 Local Participation

One of our key areas of focus for the broader local community is facilitating the involvement of local jobseekers and businesses in the construction and operation of the battery storage facility to ensure a strong regional economic benefit.

During feasibility & planning/approvals phases expressions of Interest for work are invited and received through adverts, information days and the project website. A job interest register for internal use is created to ensure reference during construction and operation phases can be made to list of interested workers.

In the pre-construction phase a Local Employment & Supplier Networking Session will be held in Wallerawang with invitations going out to those on the job interest register and local employment agencies, ensuring they have the opportunity to meet with the appointed construction contractors.

A more detailed Local Participation Plan will be developed following development application determination.

2.3.3 Education

We explore opportunities to work with local schools and colleges, both at primary and secondary, to support education in renewable energy generation, the electricity grid and electricity market.

In 2022 Neoen will be launching its online Learning Hub, suite of curriculum-linked electricity and renewable energy content for yrs 6 and 8, which will be combined with opportunities for site visits once the battery is up and running.

In addition, there may be the opportunity to explore partnerships and secure funding for a NSW Battery Education Centre in Wallerawang.

2.4 Sharing benefits with local community

Benefit-sharing with the local community is integral to our approach to community engagement and this element is outlined in greater detail in Section 4 below.

3. COMMUNITY ENGAGEMENT ACTIVITY

3.1 Engagement Channels

3.2.1 Project Website

The Great Western Battery project website was set up at www.greatwesternbattery.com.au during the early stages of development to provide clear and accessible information about the project to the community. The project website will be regularly updated with project updates throughout the full lifecycle of the project. This is managed and overseen by the Great Western Battery's Project Manager.

The project website also provides information on other project contact points and suggests a number of ways for people to provide comment on the project. These include, but are not limited, to:

- Email us contact@greatwesternbatterybattery.com.au or call 1800 966 226
- Complete a feedback survey
- Join us at forthcoming community event (including the project Community Information Session)
- A complaints page that is added once the project receives development consent
- A 'visit us' will be included on the page, once the project is constructed and under operation
- See project documents, including project maps (Concept Plan and location)

3.2.2 Project e-mail

The project's e-mail is contact@greatwesternbattery.com.au. The e-mail remains with the project for its lifetime.

E-mails sent to this address can be accessed from the e-mail domain and are also forwarded to the e-mail of the Project Manager.

3.2.3 1800 Number

The project's 1800 number is 1800 966 226. The number remains with the project for its lifetime.

Calls to this number is forwarded to mobile of the Project Manager. They are forwarded during office hours Mon-Friday 9am-5.30pm, with a project specific recorded answering message at other times. Messages are sent to the project email address.

3.2.4 Local media advertising

The Great Western Battery's Community Information Session event was advertised to the general public in local media via the Lithgow Mercury. A flyer outlining key project information and advertising the project's Community Information Session was published in the Lithgow Mercury newspaper on the Tuesday and Thursday in the week preceding the community event. The community event was held on the 3rd February 2021.

See Appendix A for a copy of the flyer that was advertised in local media.

3.2.5 Community stakeholder meetings

A number of key local community stakeholders were identified and engaged for consultation. The purpose of the meeting was to introduce Neoen as a company, discuss the Great Western Battery project and its potential benefits to the community.

Lithgow Regional Council

On 10 December 2020, Neoen met with the General Manager and the Director of Economic Development and Environment, as well as the Planning team. They expressed support for the project and provided support in advertising the project's Community Information Session.

A video was prepared and sent to the Council on 15th January, in order to present the project to councillors. The Council had no further questions after seeing the video.

NSW Rural Fire Services

On 10 December 2020, Neoen met with the local NSW Rural Fire Services. They expressed interest in the project and discussed knowledge sharing on bushfire risk mitigation strategies for battery storage projects.

EIS Consultation

Further consultation has been conducted as required in the lead-up to the EIS Submission. This can be found in Chapter 6 of the EIS.

3.2 Community Information Session

On Wednesday 3 February 2021, Neoen hosted a Community Information Session with an open invite to the general public. The event was advertised through local media (digital and in-print with the Lithgow Mercury) and neighbouring suburbs were directly invited via letterboxed flyers.

A total of 80 people attended, including a number of key stakeholders and representatives from the Lithgow Environment Group and the Wallerawang Lidsdale Progress Association.

See Appendix B for a copy of the Community Information Booklet that was distributed at the Community Information Session, and also printed on A1 corflute posters for community viewing. Additionally, a large-scale map of the project location and concept plan were provided to the community.

After the event, the community was invited to provide comments and feedback on the project via the project's SurveyMonkey feedback form, as also shared on the website. A link to the feedback form was shared via email to the participants on a voluntary basis.

The Community Information Session was held at the Commercial Hotel of Wallerawang. Both the venue provider and Neoen had COVID-Safe Plans in-place.

3.3 Summary of response

From the launch of the Great Western Battery's public website on 15 December 2020, Neoen has formally captured community consultation response through the SurveyMonkey feedback form accessible through the project website and also shared at the Community Info Day.

Overall, responses received for the project so far have been significantly positive.

All respondents expressed a high level of interest in the project (average score of 7 on a scale of 1-10) and expressed a positive attitude to the project (average score of 8 on a scale of 1-10).

More than 70% of the respondents attributed their reason for interest int the project as “I’m interested in renewable energy”. More than 80% of the respondents considered the benefits of battery storage to include “they stabilise the grid and help prevent black-outs” and “they support renewable energy”.

A few concerns were raised about battery storage or the project, regarding the recycling of the battery once it reaches its end of life, the risk of fire, and visual impact

More than 60% of the respondents heard of the project through the newspaper advertisements in the Lithgow Mercury.

4. COMMUNITY BENEFIT SHARING

To ensure both short and long-term benefits flow through to the community as a result of the establishment and operation of the Great Western Battery, we establish a Community Benefit Sharing Program (CBSP).

The CBSP will be designed to deliver benefits to key stakeholders in the community in a way that aims to meet their needs and aspirations. Specifically, our objectives are to:

- deliver significant and meaningful improvements to the community surrounding the Great Western Battery
- ensure a wide range of different stakeholder groups benefit from the Great Western Battery
- empower the community to shape the design and implementation of the different initiatives
- build support for renewable energy in the Lithgow area

The majority of initiatives will be delivered during the construction and operations phase.

In alignment with Neoen's organisational vision, it is important that the benefit be a true benefit and be tailored to meet each distinct communities' need.

From an industry best practice standpoint, several principles are seen as being helpful guides in developing or assessing a benefit sharing strategy, as outlined in Table 5 below[3]:

Table 5: Benefit sharing principles

Principle	Description
Appropriate	– Benefit sharing is tailored to local circumstances, culture and need, helping to address (not create or reinforce) patterns of conflict or inequality. It makes sense and is appropriate in the local context. – The local community provides guidance on how benefit sharing can create a positive, lasting and meaningful impact for their local community. We work with the local community to develop specific benefit sharing strategies that respond to their unique local context and need.
Flexible	– Benefit sharing is an aspect of project development that will greatly benefit from being open to community involvement, influence and negotiation. Having the flexibility to respond to local context will ensure benefit sharing has the best and biggest local impact. – The lifecycle of renewable energy developments is significant (25 years or more), a lot can change in a community during that period of time. Therefore, it is important to build in flexibility so that benefit sharing can evolve as the community needs do.
Transparent	– The benefit sharing strategy is transparently available to the community and provides a clear and understandable rationale for the various programs and who is eligible to participate. – Benefits are freely given for the sake of sharing the proceeds of the project and building relationships. Benefit sharing must not come with conditions of silence or consent.

[3] Lane, T & Hicks, J, (forthcoming) Benefit Sharing Options for Renewable Energy, 2019, Clean Energy Council

Principle	Description
Integrated	– Benefit sharing seeks to integrate the project owner/operators as valuable community members by building links and relationships into the community. – The benefit sharing approach is integrated with Neoen's broader approach to community engagement and project development.
Mutually Beneficial	– The approach is designed to bring mutual benefit to local communities and the project.
Proportionate	– The benefits are perceived as being proportionate to the scale of the project and the level of change or disturbance experienced by local people. Given community members living closest to projects experience greater impacts, they should receive a proportionate benefit.
Strategic	– Create a positive legacy in the local community. Look to bring ongoing and lasting value to the local area. Integrate benefit sharing opportunities with broader strategies by building local partnerships.
Accountable	– Systems and processes are deployed to ensure the credibility and reputation of the benefit sharing program. – Benefit sharing is managed in a transparent and accountable way that involves local stakeholders.

4.1 Scope of the CBSP

This CBSP does not include:

- required activities under our permit conditions such as for visual screening
- annual council rates payments or fire levies (where applicable)
- host landowner payments;
- the value of local jobs and investment.

However, it is worth noting that these activities will all deliver significant value to the community.

Neoen have a number of mechanisms to enable benefits to be shared in a meaningful and equitable way. Community input will be sought into these options (and any other local ideas) at the community information sessions held in the lead up to planning permit submission and via the community feedback survey. Options can be found in Table 6.

The final program is likely be a mix of 1 or 2 benefit-sharing mechanisms from the following list:

- Near Neighbour payments or similar
- Community Benefit Fund
- Lower energy bills – through solar and/or storage subsidies
- Community co-investment
- Investment to address specific local issue or advance a local opportunity

For the Great Western Battery the community benefit-sharing scheme is still under development.

Table 6: Options for benefit sharing

Option	Pros	Cons	Requirements	Constraints
Near Neighbour payments	Provides benefit-sharing option for near neighbours who may be most affected by the project, particularly during construction.	Can be difficult to ascertain an appropriate radius. Can be perceived by some as 'buying out' neighbours.	Needs to be tailored to the local context. Must be offered without conditions in relation to complaints, avoidance of compliance activities etc. Must be equally applied and transparent.	Population, topography, visual impact, scale. Not applicable to involved landholders.
Community Benefit Fund	Can create strong regional economic development outcomes. Can create a strong legacy in community.	Local government can negotiate to 'own' the fund – which may result in a higher cost of administration and potential politicisation of the program. There can be a lack of sophisticated local programs or projects to apply to fund– may need to co-develop.	Strong governance with community representation. Strong evaluation and acquittal. Flexible funding streams to enable longer term projects to access the fund. Consider other existing regional funding bodies and look to enhance or offer point of difference.	Not applicable to committed activities funded by any level of government. Funding allocated to projects within the Wallerawang and Lithgow local community.
Lower energy bills through solar and/or storage subsidies	One off deployment of offer.	Onerous to organise a defendable procurement contract.	Delivered by local CEC accredited installers. Easiest model is to select an installer – perform due diligence and deploy initiative at a fixed price (bulk buy approach).	May be competing subsidies – such as state government that need to be taken into consideration – how to complement?
Community co-investment	Enhancing regional economic benefits. Sharing the profits of the project with community retail investors.	Can be challenging to integrate the investment in the back end of the project finance structure.	Can be delivered through fractional investment platform Domacom.	Considerations around equity or debt structures. Consider timing of offer to reduce community investor exposure

	Enabling participation in the development and deepening the connection and interaction with the project. The economies of scale of large-scale projects can delivered significant returns.	May not be a supported concept in all communities – may be dependent on social economic factors. Can be onerous to administrate – ensure the impact/costs/ delegations are well modelled.	Need to determine investment structure, debt vs equity, length of term, rate of return etc, and what is negotiable for community feedback	to issues such as connection delays. Consider budget for marketing and development and impacts on other benefit sharing initiatives.
 Investment to address specific local issue	Can enable direct solutions to broader community needs/issues.	Longevity of solution and appropriateness of solution can be difficult to establish.	Community needs assessment to harvest ideas and then validate a chosen approach.	Consider the budget allocation and how this may impact on other benefit sharing items.

5. COMPLAINTS MANAGEMENT PROCESS

The following process has been developed in accordance with the Australian / New Zealand Standard Guidelines for complaint management in organisations and in consideration of recommendations from publications by the National Wind Farm Commissioner, who has also reviewed Neoen's process.

The process for managing complaints and concerns raised by community members involves several key steps including receiving, registering, investigating, responding to and addressing complaints stakeholders.

Contact details for complaints made via telephone or in written form are contained in Table 13.

Table 7: Complaint lodging contact details

Project website	greatwesternbattery.com.au
Telephone number (toll-free)	1800 966 226
E-mail	contact@greatwesternbattery.com.au
Mail	Level 10 / 227 Elizabeth Street Sydney NSW 2000

The contact details in Table 13 will be published on the project's public website, alongside an outline of the complaints and investigation process. This information will also be made available in community consultations that occur in the lead up to construction commencement, and at any community consultation that is held during the construction period.

Step 1: Receive and register a complaint

Contact is received from community members may be received through the following methods: verbally either in person or via telephone or in written form via electronic mail and/or via the website.

It may be an inquiry, a concern or a complaint. If it is an inquiry or a concern we will respond directly to this and simply record this interaction in the stakeholder relationship management (SRM) database

If it is a complaint then the following procedure is followed:

Upon the receipt of a complaint, a set of standardised information will be collected, recorded and filed to ensure an efficient and standardised process.

The following information will be collected from community members:

- The complainant's name and address.
- A unique reference number is to be communicated to the complainant.
- Any applicable turbine or monitoring mast reference number.
- The complainant's concerns including date, time, prevailing conditions and description of the complaint.

This information must then be recorded in the relevant project's SRM.

Step 2: Acknowledging complaints

A non-urgent complaint will be acknowledged by the responsible Project Manager (see Table 1) within 3 business days of the complaint being submitted. If it's an urgent complaint then a response will be within 24 hours. This acknowledgement will be made via phone or email with any written correspondence dated and kept on file.

The acknowledgement will include:

- A summary of the complaint; with a reference number provided
- The opportunity to clarify issues relating to the complaint or a request for further information if required.
- The proposed investigation approach; and
- An estimated timeframe in which the stakeholder can expect to receive a response.

Where a complaint can be easily resolved or is better categorised as a request by stakeholder for additional information, it may be appropriate for the Project Manager to immediately respond to the stakeholder.

Step 3: Investigating complaints

The Project Manager is responsible for ensuring all complaints are investigated and that all reasonable attempts to seek a resolution are made. The investigation may be delegated to an appropriate Neoen staff member. Accurate records of the investigation must be maintained including records of meetings, discussions and activities.

The investigation may involve:

- Site visits, particularly in the instance of reported property damage;
- Consultation with Neoen staff or contractors, including senior management when required;
- Acquiring monitoring data and evidence (e.g. for noise or dust complaints); and
- Contacting external stakeholders.

Step 4: Responding to stakeholder/complainant

Following the investigation, the results, including details of the findings and proposed resolution, will be clearly explained to the complainant. In most circumstances, it will be at this stage that the complainant will determine if the resolution is satisfactory.

Step 5: Closing the complaint

If the process has been concluded appropriately then the Project Manager will close the complaint and make a file-note to this effect in the SRM. Formal written correspondence must also be issued to the complainant confirming that the complaint has been closed.

If the complainant is not satisfied with the investigation and resolution then the complainant has a right of review. This will be undertaken by the Senior Manager, Community Relations to ensure that the complaint process has been properly followed.

If the complainant is not satisfied with Neoen's investigation and proposed resolution, the complainant will be advised by Neoen that they have the ability to contact a number of other bodies, usually the state body detailed within the development application documentation and/or the National Wind Farm Commissioner.

Neoen will provide complainants with the relevant contact details, as seen in Table 14.

Table 14: Alternative complaint contacts

State body (as identified in DA)	Email / number
Lithgow City Council	02 6354 999 council@lithgow.nsw.gov.au

Step 6: Recording and registering the complaint

Upon the closing of a complaint, the following information will be updated in the CRM with the additional following details:

- The process of investigation that was undertaken to resolve the complaint;
- What the proposed resolution was:
- Whether this was accepted and how it was implemented;
- Whether or not the complaint has been resolved to the satisfaction of the complainant.
- The reason why the complaint was closed.

6. REPORTING & EVALUATION

6.1 Evaluation Process

This plan will be continuously monitored and updated to reflect the themes and issues emerging from engagement. Ongoing market research and media monitoring will be undertaken to better understand the underlying narrative in the community regarding the project and to assess the key messaging and effectiveness of the communication and engagement activities.

Neoen is committed to continually improving the approach to and identifying opportunities for the community to shape future plans and initiatives. Where possible, monitoring and evaluation activities will be designed to complement other engagement activities. A detailed monitoring and evaluation plan would be developed if the project is successful in obtaining development consent.

Evaluation is not a stand-alone or isolated process rather; evaluation is an integral and on-going component of every communication and engagement activity or process. Consequently, evaluation at the beginning of the consultation planning process is as important as it is during and following implementation. Evaluation is a vital element for forward planning and can provide a strategic basis for decisions about issues, including the allocation of resources.

The evaluation process consists of two components (as seen in Table 13):

1. Outcomes – increased satisfaction, awareness or attitudinal change
2. Outputs – measuring and monitoring what is actually produced, released or implemented

Table 8: Evaluation Process - Outcomes and Outputs to be achieved

Evaluation	What will be achieved?
Outcomes	General community awareness and understanding of the project. Long term broad local social acceptance of the Great Western Battery Widespread understanding among project team, employees, residents, stakeholders and broader community of Neoen's commitment to engaging with the community General satisfaction among stakeholders that they have been given the opportunity to express their views and that they have been heard Expectations and issues managed effectively through communications and meaningful engagement Strong local relationships and trust
Outputs	Data collected from Feedback Survey throughout the Project Regular departmental meetings and reporting Progress meetings with applicant and government Issue timely and relevant media releases, project bulletins, email broadcasts Update website with timely and relevant information Schedule for Community Information Days, Open Day, Site Tours, Neighbouring Landholder Forums and other face-to-face engagement events and briefings Schedule regular briefings with key stakeholders i.e. Council. Introduce, manage and maximise benefits from 'stakeholder issues database' Ensure Stakeholder Database is regularly updated, so that relevant stakeholders receive project updates Complaints register Benefits sharing model tailored to the local context Local advocates for renewable energy

6.1 Evaluation Objectives

The objectives of monitoring and evaluating the delivery of the activities outlined in this CEP are to:

- identify opportunities to improve the approach;
- ensure key stakeholders including the community, partners, and contractors have a clear understanding of the progress and performance of key initiatives;
- identify opportunities for the community to shape future plans and initiatives;
- ensure a current understanding of community concerns and to track any complaints;
- report back to key stakeholders about the performance of the Great Western Battery and associated programs

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APPENDICES

APPENDIX A. Project and Community Information Session Brochure

GREAT WESTERN BATTERY

This event has a COVID-safe plan

COME ALONG TO LEARN MORE ABOUT THE PROJECT!

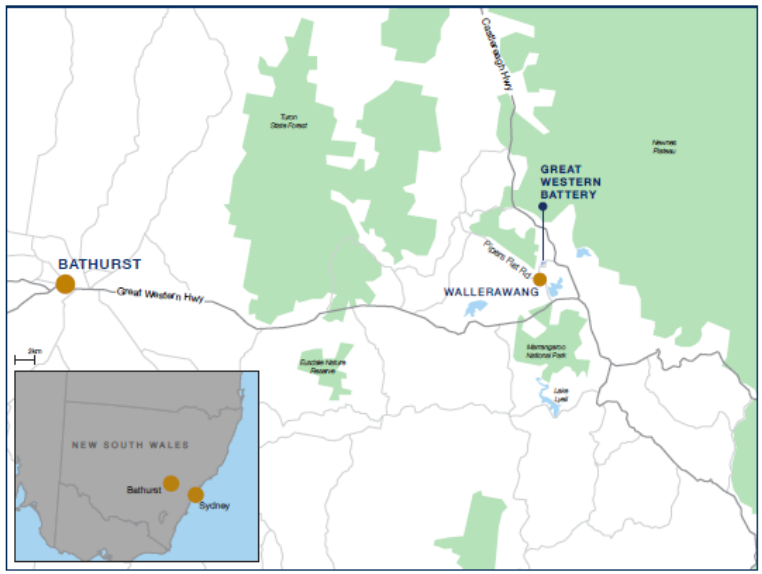
The Great Western Battery is a 500MW stand-alone battery storage facility in the early stages of development. Neoen are holding a Community Information Session to share information and hear your thoughts on the project.

On the day, you can meet some of our project team, view maps and learn about the project, which is expected to bring significant investment to the local and regional economy.

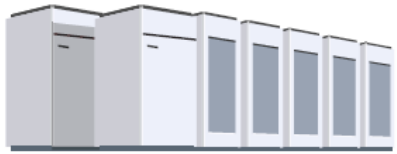
WEDNESDAY, 3 FEBRUARY
2–7PM

BISTRO ROOM OF THE COMMERCIAL HOTEL
66 Main St, Wallerawang NSW 2845

You can learn more at:
GREATWESTERNBATTERY.COM.AU



The Great Western Battery will be located in NSW, 2km north of Wallerawang. The total project footprint will be roughly 5 hectares.

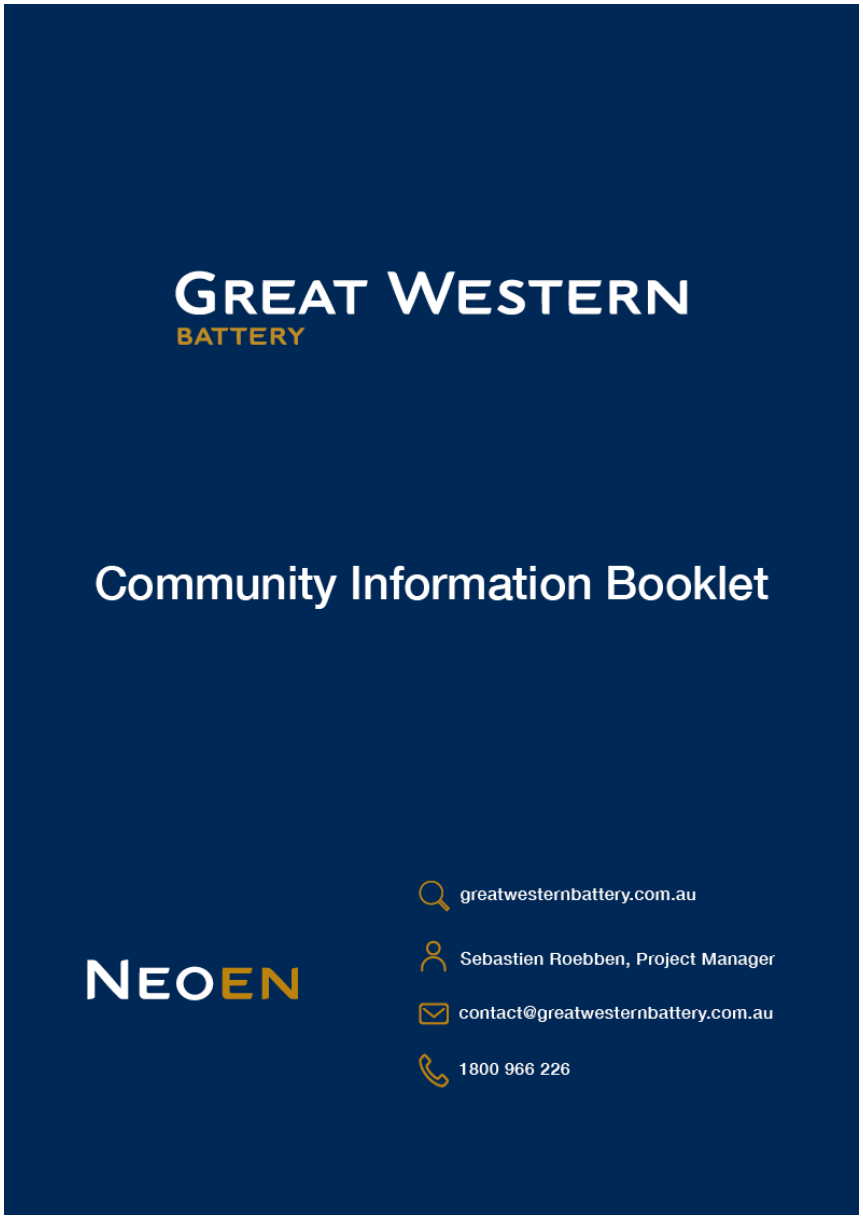


The Great Western Battery will be able to provide a variety of services including frequency control services and load shifting, which are both necessary for the development of additional renewable energy.

NEOEN

GREATWESTERNBATTERY.COM.AU
1 800 966 226

APPENDIX B. Community Information Booklet


GREAT WESTERN
BATTERY
Community Information Booklet
NEOEN
greatwesternbattery.com.au
Sebastien Roebben, Project Manager
contact@greatwesternbattery.com.au
1800 966 226

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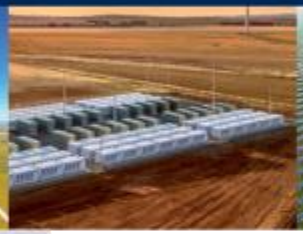

GLOBALLY

The company is headquartered in Paris, France, and has two Australian offices – in Sydney and Canberra.

We operate across renewable energy technologies including solar, wind and storage in Europe, Central America, Africa, the Middle East and Australia.

Neoen's total capacity in operation and under construction is currently over 3 GW and we are aiming for more than 5GW by 2021.

LOCALLY

Neoen Australia began operations in 2012. Over the last eight years the company has initiated the development of more than 1.5GW of solar and wind projects through organic growth, local partnerships and strategic acquisitions.

Neoen produce clean electricity from renewable sources such as sunlight and wind using mature, tried and tested technologies. We are also leaders in energy storage.

Page 1

WORLD'S FIRST BIG BATTERY HORNSDALE POWER RESERVE

- 150MW Lithium-ion battery located next to Hornsdale Wind Farm
- Owned and operated by Neoen
- Installed and maintained by Tesla

FIRST STAGE TOOK LESS THAN SIX MONTHS TO BUILD

- Provides grid stability services
- Saved SA energy consumers over $150 million in its first two years
- Now testing grid scale inertia services in a world-first

REDUCES RISK OF BLACKOUT IN SOUTH AUSTRALIA

Page 2

NEOEN

DELIVERING CHEAPER ENERGY FOR INDUSTRY

LAVERTON STEELWORKS
VICTORIA

Laverton Steelworks have agreed to take power from Neoen's 128 MW Numurkah Solar Farm under a 15-year deal. GFG Alliance's Executive Chairman Sanjeev Gupta said the deal would help lower energy costs at Laverton.

DEGRUSSA MINING
WESTERN AUSTRALIA

DeGrussa is the largest off-grid solar battery storage project in Australia. It powers a gold and copper mine in remote WA. Commissioned in June 2016, it provides a solar and storage solution to the majority of the mine's daytime electricity requirements, offsetting up to 20% of total diesel consumption annually.

NECTAR FARMS
VICTORIA

Bulgana Green Power Hub, consisting of 196 MW of wind backed by a 20MW battery, is co-located with agri-business Nectar Farms to provide secure and affordable energy. Nectar Farms is using the latest in hydroponic glasshouse and plant technology to create a 10 hectare state of the art facility and over 130 local jobs.

Page 3

DELIVERING CHEAPER ENERGY TO RETAILERS

ENERGY AUSTRALIA
COLEAMBALLY SOLAR FARM

Providing energy output of 100 MW of the 150 MW solar farm for 12 years.

EnergyAustralia
LIGHT THE WAY

SIMPLY ENERGY
PARKES & GRIFFITH SOLAR FARM

Providing 100% of the energy output of the two solar farms for 13 years.

Simplyenergy

ACT Government
HORNSDALE WIND FARM

Providing 100% of the energy output of the 309 MW wind farm for 20 years, powering ACT's transition to 100% renewables.

ACT Government

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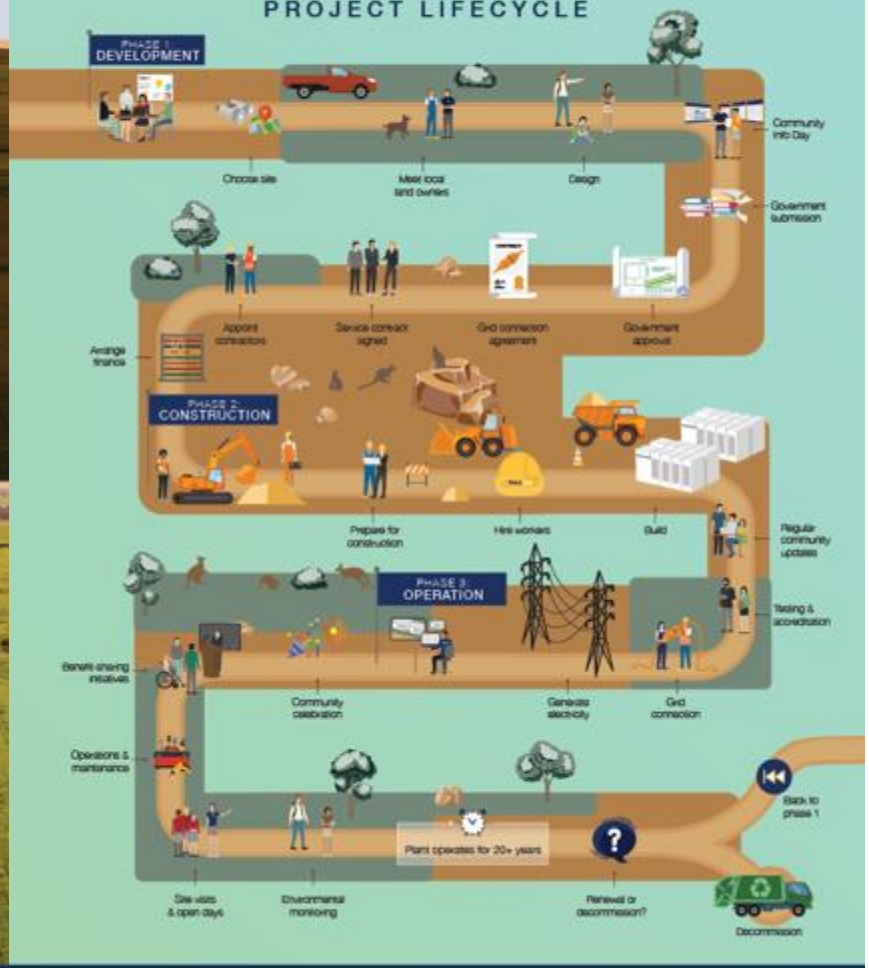
GREAT WESTERN
BATTERY

WHAT DOES A BIG BATTERY LOOK LIKE?

PROJECT LIFECYCLE



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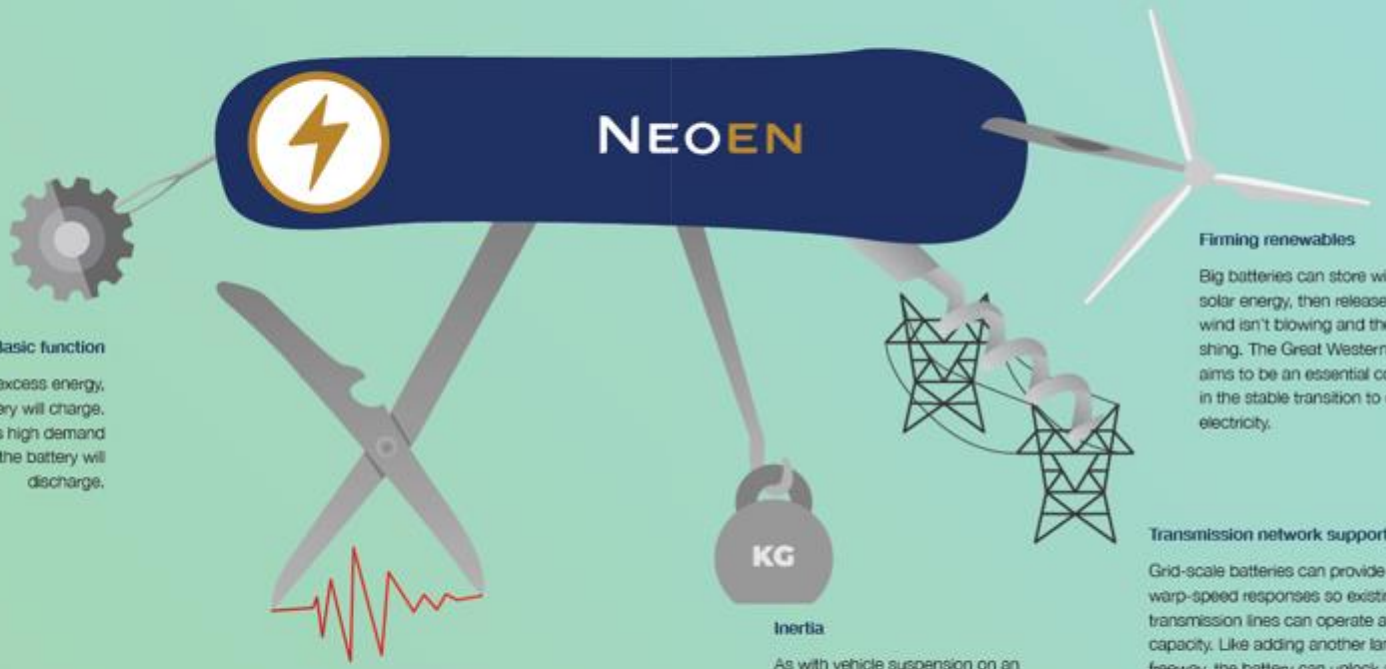
NEOEN

WHAT CAN A BIG BATTERY DO?



Basic function

When there is excess energy, the battery will charge. When there is high demand for energy, the battery will discharge.

Frequency support

To maintain the stability of the system, the grid has frequency control. The battery injects electricity in response to frequency changes. The battery will also add competition to the markets which helps reduce consumer electricity prices, helping to reduce electricity costs.

Inertia

As with vehicle suspension on an uneven road, inertia services are essential for stabilising the grid. A big battery can enable the advanced power inverters to emulate the existing inertia services being supplied by an ageing fleet of fossil fuel power plants. This service is currently being trialled at our Hornsdale Power Reserve.

Transmission network support

Grid-scale batteries can provide dynamic warp-speed responses so existing transmission lines can operate at full capacity. Like adding another lane to a freeway, the battery can unlock additional capacity on existing transmission networks – saving customers millions of dollars in expensive transmission line upgrades.

Firming renewables

Big batteries can store wind and solar energy, then release it when the wind isn't blowing and the sun isn't shing. The Great Western Battery aims to be an essential component in the stable transition to clean electricity.

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Page 8

GREAT WESTERN
BATTERY

FACTS & FIGURES

GRID-SCALE ENERGY STORAGE SYSTEM

500MW
power capacity

yet to be contracted

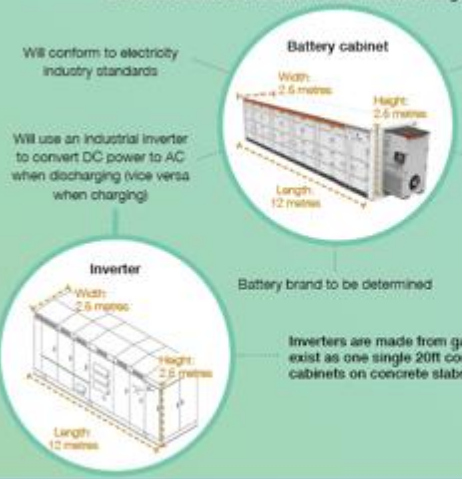
1,000MWh
energy storage

Stores an industrial amount of energy, discharges quickly on demand

70,000 x
more capacity than a household battery

THE TECHNOLOGY

Battery packs are enclosed in custom designed, dust and waterproof 'cabinets' made of galvanised steel. Cabinet colour is white or light coloured to assist with heat management and each cabinet has its own internal thermal management system.



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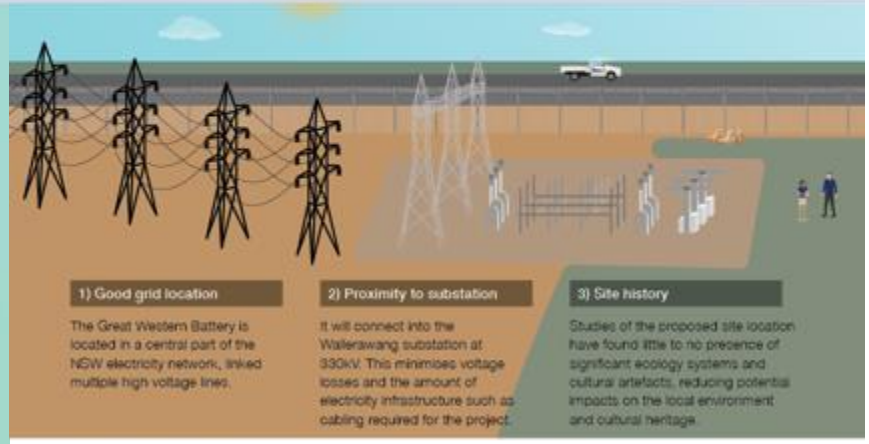
CHOOSING THE SITE



1) Good grid location

The Great Western Battery is located in a central part of the NGW electricity network, linked multiple high voltage lines.

2) Proximity to substation

It will connect into the Wallerawang substation at 330kV. This minimises voltage losses and the amount of electricity infrastructure such as cabling required for the project.

3) Site history

Studies of the proposed site location have found little to no presence of significant ecology systems and cultural artefacts, reducing potential impacts on the local environment and cultural heritage.

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GREAT WESTERN
BATTERY

WE OWN & OPERATE OUR PROJECTS

Great Western Battery

The Great Western Battery will be managed from Neoen's 24/7 Operational Control Centre in the Canberra, which currently operates our 11 existing projects across Australia. This office coordinates with local maintenance contractors for safe, effective and compliant operations.

Neoen's Portfolio

Neoen develops renewable energy projects to own and operate them – not to on-sell them. With over 1GW of operating projects connected to Australia's National Electricity Market (AEMO), our asset and operations team play an important role in managing our power plants.

Our Operational Control Centre oversees our interactions with the National Electricity Market: a wholesale electricity market which spans the eastern and south-eastern coast of Australia.

The market works as a pool or spot market, where power supply and demand are instantly matched via a centrally coordinated dispatch process overseen by the Australian Energy Market Operator.

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COMMUNITY BENEFITS

Community benefit fund

The funds would be allocated to local community projects through a competitive annual grants process.

Educational resources

Develop educational resources for local schools to support learning about renewables and our future energy system.

Local tourism

Develop a local tourism initiative centred on batteries or renewable energy

Possibility to invest

Community co-investment is common overseas and just starting in Australia

Tell us your ideas

To submit your ideas, please fill out our online survey: **surveymonkey.com/r/greatwesternbattery**

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GREAT WESTERN
BATTERY

ABOUT STORAGE

Q1. What technology is being used for the project?
The Great Western Battery will utilise lithium-ion units and associated equipment from leading manufacturers. These manufacturers are selected through a separate competitive tender process.

In principle, the facility will be an orderly arrangement of battery cabinets, inverters and control systems including electrical and data cabling. The battery packs are enclosed in custom designed, dust and waterproof 'cabinets' made of steel. The cabinet colour is white or light coloured to assist with heat management and each cabinet has its own internal thermal management system.

Q2. How big will it be?
Once completed, the 500MW battery will cover around 6 hectares of land. It will be no higher than 2.5 metres.

Q3. What are the benefits of battery energy storage?
In making the transition from fossil fuels to 'baseload' renewables, the ability to store and dispatch energy will play a key role. Pumped hydro is an example of longer-term storage; that is, suitable for storing energy and releasing it over days or weeks. However, pumped hydro has a relatively slow 'ramping' time and is less suitable for providing rapid-response services to grid contingency events such as outages or heat waves (with high demand created by air-conditioning). Battery storage, such as Tesla's lithium-ion Powerpack technology, fills this key short-term role.

These are some of the functions a grid-scale lithium-ion battery may be expected to perform:

- Network security services including
- Frequency Control Ancillary Services, and Network Loading Control Ancillary Services
- System Restart Ancillary Services
- Arbitrage (spot market trading)
- Peak shaving
- Block/load shifting
- Renewable firming and smoothing

The NSW Government is committed to renewable energy and has set ambitious goals with the new Electricity Roadmap. The Great Western Battery aims to support the effort of the NSW Government in achieving its renewable vision.

Q4. What is the life cycle of the Great Western Battery?
Current battery technology comes with an industry-leading 10-20 year warranty. The batteries still retain most of their capacity at this time, and will be able to operate beyond it depending on market conditions and other factors.

Q5. How is the battery reducing costs for consumers?
Battery storage can reduce costs for consumers in 3 ways:

- Supporting more wind and solar, which are now the cheapest forms of power
- Increasing competition in ancillary markets and pushing electricity prices down
- Helping to avoid blackouts and the associated costs

Q6. What happens to the batteries when they reach the end of their life?
We make a commitment that all above-ground infrastructure is removed and the site rehabilitated when a project ceases to operate. After removal, most of the material in the batteries is reclaimed or recycled with over 80% recovered for re-use.

Page 13

HEALTH & CULTURE

Q7. Are there any health risks?
The Great Western Battery is using similar technology to the batteries that are increasingly installed in homes, just on a larger scale. There are no known health risks associated with properly maintained large-scale battery installations.

Q8. Is the project reducing air quality?
Monitoring of dust levels during construction is a basic requirement of each project. Dust generating activities are assessed during windy conditions and are stopped and rescheduled where adequate control of dust generation cannot be achieved.

Visual observation of machinery is undertaken during site inspections as well as daily pre-start checks which ensure all machinery has appropriate emission control devices, is in good working order, and is maintained correctly.

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GREAT WESTERN
BATTERY

greatwesternbattery.com.au

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