

NEOEN



CULCAIRN SOLAR FARM LOCAL PARTICIPATION PLAN

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PURPOSE

The Local Participation Plan (LPP) for Culcairn Solar Farm was developed during the development application (DA) stage by Michelle Croker, Community Engagement Consultant and Lisa Stiebel, Senior Manager Community Relations with input from Patrick Dale and Anne Frederic, Project Managers.

This document identifies the local content procurement approach and objectives for the Culcairn Solar Farm. It was developed in accordance with the principles and best practice engagement with special interest groups (local jobseekers and businesses) outlined in the New South Wales Large-Scale Solar Energy Guidelines¹ and with reference to NSW Government Action Plan 'Ten Point Commitment to the Construction Sector'² in terms of fostering partnerships, increasing local supply side capacity, and ensuring greater inclusion and diversity.

The LPP forms part of the Community Relations Toolkit depicted in Table 1. It is linked to the project's Community Relations Plan (CRP), which outlines and details Neoen's comprehensive and multi-layered approach to stakeholder and community engagement.

The LPP elaborates on Section 3.4 of the CRP in greater detail and is a subset of the project's commitment and activities aimed at facilitating opportunities for local involvement.

Distribution

It is intended that the LPP is part of the hand over from project manager to project manager as the project progresses from development to construction to operations.

It will also be embedded into our contracts with nominated EPC and O&M contractors to ensure our approach is consistent, coordinated and flows down through the tiers of subcontractors.

Review

Once developed, the LPP 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, industry and government feedback and ongoing improvements in Neoen's local participation approach, so that it remains:

- Relevant to the project's evolving needs, issues and outcomes
- Responsive and tailored to the needs of key stakeholders, including government, jobseekers and local business
- At the leading edge of industry and global best practice to ensure that the project delivers long-term economic and employment benefits for the local community

¹ <https://www.planning.nsw.gov.au/-/media/Files/DPE/Guidelines/large-scale-solar-energy-guideline-2018-12-11.pdf>

² <http://www.infrastructure.nsw.gov.au/media/1649/10-point-commitment-to-the-construction-industry-final-002.pdf>

Community Relations Toolkit by Project Stage



Responsibility

Throughout the development and lifecycle phases of the Culcairn Solar Farm, the people responsible for and engaged in the implementation of the LPP will change.

Table 1 outlines the movement in responsibility across the project lifecycle.

Table 1: Responsibility for LPP

Stage	Project Stages	Proposed Timing	Responsibility for LPP
1	Site selection	2018	Antoine Lajouanie Development Manager
2	Feasibility	2018	Antoine Lajouanie Development Manager
3	Planning and approvals	2018-2019 DA - Q4 2019	Antoine Lajouanie & Patrick Dale Development Manager
4	Post DA lodgement	Q1-Q3 2020	Anne Frederic Project Manager
5	Pre-construction	Q4 2020	Anne Frederic Project Manager
6	Construction	2021	Construction Manager EPC Manager
7	Operation	2022	Asset Manager O&M Manager
8	Decommissioning	In 25+ years	Asset Manager

1. LOCAL PARTICIPATION APPROACH

1.1 Our approach

As the long-term owner and operator of all our renewable energy assets Neoen is committed to maximising the long term economic and employment opportunities and benefits for the local community that Culcairn Solar Farm affords.

Our 'develop to own' business model is rare in the renewables industry, affording us a clear advantage over our competitors with respect to local communities and businesses – our starting point is the clear understanding that we will be neighbours and participants in the community for the lifetime of the project.

As such we seek to develop and nurture local procurement initiatives, partnerships and innovation, confident that we will be there to see projects through to fruition.

1.2 Defining local

The meaning of 'local' as it applies to this project is threefold, and use of the term within this document and relating to our commitments and associated KPI's incorporates all three:

1. Immediate locale – Culcairn & surrounding area
2. Region – South East Riverina
3. State – New South Wales

We aim to ensure maximum benefits to these widening geographic areas with a focus on proximity to the project.

1.2 Defining participation

The meaning of participation is also threefold, and use of the term within this document and relating to any overarching participation commitments and associated KPI's incorporates all three:

1. Employment – direct employment by Neoen, our contractors or subcontractors
2. Suppliers – contract or subcontract to deliver specified works package
3. Apprenticeships & Training – delivered by Neoen, our contractors or subcontractors

1.3 Principles & Practice

There are a number of principles underpinning our approach to local participation.

1. Full, fair and reasonable opportunity

We seek to maximise local industry participation by providing local jobseekers and industry with full, fair and reasonable opportunity to participate.

This principle of full, fair and reasonable opportunity is achieved by:

- considering the project's whole-of-life from development through construction into operations & maintenance and eventually to decommissioning
- ensuring at the tender preparation stage that tenders are packaged in a manner that optimises local industry opportunities while enhancing project competitiveness and value for money

- undertaking a local economic and supply market analysis and maintaining a register to identify potential local suppliers
- providing early notice to the market of a planned upcoming major procurement
- encouraging sub-contractors to support and report against the LPP principles
- using the services of local content specialists and supporting their use by contractors and sub-contractors.

2. Value for money

Value for money is defined as giving consideration to more than price alone. We consider value for money on a whole-of-life basis including:

- technical quality and relevant expertise
- proximity to project site
- ease of communication
- access to a skilled workforce

3. Regional and industry development

We work in partnership with regional communities to strengthen renewable industry capability and capacity.

- we hold public briefings which will provide timely information to regional business and industry on the jobs, services, supplies and support requirements of the project
- we cooperate and collaborate with regional economic development bodies
- we hold a Local Employment & Networking session in pre-construction period (and advertise this in local media) to provide timely and equitable access to supply opportunities
- we encourage sub-contractors to maximise the use of local business when contracts are awarded outside the region
- we identify opportunities for local industry support and innovation
- we identify opportunities to support training, upskilling & apprenticeships

4. Transparency

We provide early visibility of project's employment and supplier opportunities, including on our project website and through public briefings covering the following topics:

- the different packages of goods and services that will be needed
- the requirements local suppliers must demonstrate when bidding for work
- training opportunities and support for subcontractors on the preparation of bids

2. LOCAL ECONOMIC CONTEXT

2.1 Community Overview

The community around the Culcairn Solar Farm is centred in municipality of the Greater Hume shire. Table 4 provides a profile of the area according to the Australian Bureau of Statistics¹ 2016 Census

Table 2: Culcairn Snapshot

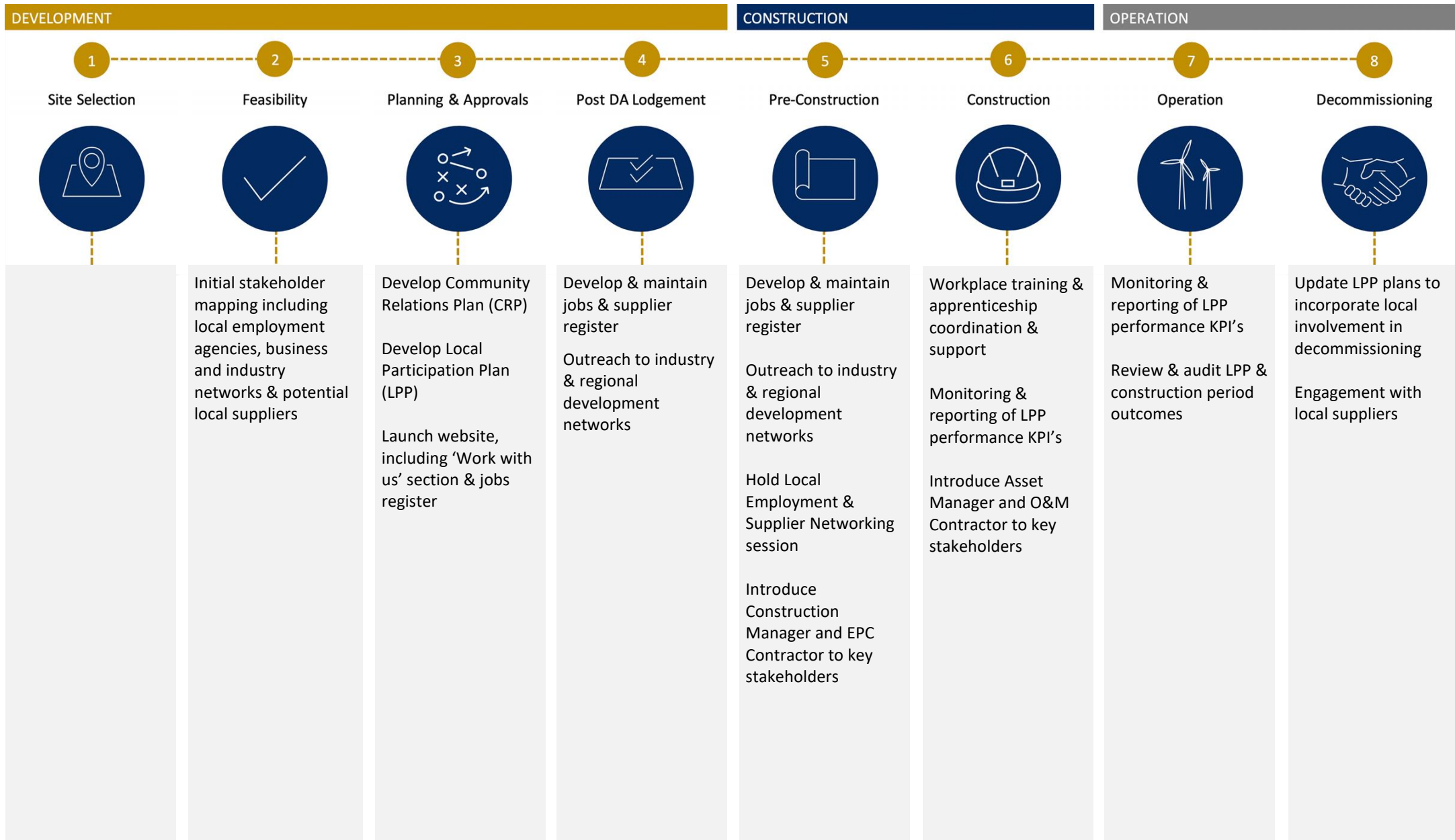
Demographics	
Estimated Population	1,473
Town Population	1,133
Median Age	42
Median Weekly household Income	\$1,053
Total Dwellings	641
Education	
Bachelor Degree level and above	99
Advanced Diploma and Diploma level	97
Certificate level III or IV	234
Year 12	107
Occupation	
Managers	120
Professionals	66
Labourers	83
Technicians and Trades Workers	91
Industry	
Local Government Administration	28
Other Grain Growing	24
Grain-Sheep or Grain-Beef Cattle Farming	22
Hospitals (except Psychiatric Hospitals)	22
Primary Education	21
Home Ownership	
Owned outright	214
Owned with a mortgage	179
Rented	121

¹ https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC11147?opendocument

Table 3 (Continued): Total Population Study Map – Walla Walla

Demographics	
Estimated Population	836
Town Population	567
Median Age	42
Median Weekly household Income	\$1,096
Total Dwellings	344
Education	
Bachelor Degree level and above	61
Advanced Diploma and Diploma level	36
Certificate level III or IV	166
Year 12	61
Occupation	
Managers	98
Professionals	35
Labourers	50
Technicians and Trades Workers	44
Industry	
Combined Primary and Secondary Education	21
Other Grain Growing	20
Grain-Sheep or Grain-Beef Cattle Farming	19
Sheep Farming (Specialised)	18
Hospitals (except Psychiatric Hospitals)	12
Home Ownership	
Owned outright	141
Owned with a mortgage	103
Rented	45

Local Participation Activities by Project Stage



3. LOCAL PARTICIPATION ACTIVITIES

3.1 Supplier Mapping & Registration

3.1.1 Register of Interest

During the feasibility & planning/approvals phases expressions of interest from local jobseekers and suppliers were invited and received through adverts, information days and the project website.

A register of interest was created, maintained and updated to enable timely communication with interested suppliers during the pre-construction and construction phases.

3.1.2 Research & Networking

During the post DA period leading into pre-construction the supplier mapping extends to more in-depth research through local, regional and state-wide networking to ensure we have a comprehensive up-to-date listing of relevant suppliers who may not yet have heard about the project.

The current Supplier Register is provided as Appendix 1.

3.2 Outreach to Local Business, Training & Development Networks

3.2.1 Local – Culcairn area

Greater Hume Shire Council

Council is a key stakeholder in the project, and one of the priorities for local government engagement is in ensuring local employment and supplier opportunities are maximised through early consultation and seeking advice on relevant networks across the region.

New South Wales TAFE (Albury campus)

We have identified a TAFE course UEE30811 Certificate III in Electrotechnology Electrician and BSB51415 Diploma of Project Management. We have contacted TAFE who have also forwarded our information out to regional VET coordinators for this and other relevant courses. The aim is to provide advance notice of the project so that we can link in with course needs for workplace training placements and graduating positions as trades assistants and apprentices.

<https://www.tafensw.edu.au/course/-/c/c/UEE30811-01/Certificate-III-in-Electrotechnology-Electrician?latlong=-36.069005,146.910158&radius=1&locationName=2640>

<https://www.tafensw.edu.au/course/-/c/c/BSB51415-01/Diploma-of-Project-Management?latlong=-36.069005,146.910158&radius=1&locationName=2640>

3.2.2 Local – Riverina Eastern Regional Organisation of Councils (REROC)

REROC

The Riverina Eastern Regional Organisation of Councils (REROC) is a voluntary association of seven General Purpose Councils and two water county councils located in the eastern Riverina region of NSW. REROC covers an area in excess of 42,200 sq. kms and a population of approximately 125,500.

Regional Development New South Wales

RDA New South Wales (NSW) encompasses 14 Committees in NSW, with the project site held within the Murray RDA zone. They operate within a regional economic development framework to promote long-term regional economic and social growth through the lens of liveability and sustainability. The Murray RDA has seen unprecedented investment in energy supplies, currently hosting two of the largest solar farm projects in the southern hemisphere. The Murray RDA anticipates further investment following the construction of the high capacity interconnector between South Australia and Wagga Wagga and is eager to facilitate the attraction of new investment into the region.

3.3 Local Information Sessions

3.3.1 Community Information Session

Our initial Community Information Session was held in May 2019 during the planning/approvals stage to provide an outline of the project in the lead up to the development application (DA) submission. Initial discussions were held with a number of interested parties, with suppliers and jobseekers listed on the register.

3.3.2 Local Employment & Supplier Networking Session

In the pre-construction stage anticipated for H2 2020 or H1 2021, a Local Employment & Supplier Networking Sessions will be held in Culcairn and possibly also in Albury or Wagga Wagga. It will be advertised in local media and invitations will be sent out to all those on the supplier and job interest register as well as local employment agencies, ensuring they have an opportunity to meet with Neoen's construction team and appointed EPC contractor ahead of construction.

4. LOCAL PARTICIPATION AREAS

4.1 Local Employment

The areas where we expect there to be local employment are shown below:

Role	Key Supplier
Administration	EPC Contractor
Health & Safety	EPC Contractor
Electrical Technicians	Electrical
Mechanical Trades	Mechanical
Electricians	Electrical
Drivers	Various, including Transport
Forklift & Telehandler	Civil & Mechanical
Civil Operators	Civil
Concreters	Civil
Excavators	Civil
Loader	Civil
Pipelayer	Civil
Pile Driver	Mechanical
Cable Layer	Electrical
Mech Trade Apprentice	Mechanical
Civil Trade Apprentice	Civil
Electrical Trade Apprentice	Electrical
Operation & Maintenance Crew (ongoing)	O&M Contractor

4.2 Local Supplier Contracts

The following list provides an indication, based on previous Neoen solar farm projects of the supplier contracts/works packages that can be tendered to local businesses:

Supplier Contracts / Works Packages
Accommodation
Computer network support
Concreters & concrete supply

Civil
Cleaning
Crane (minor lifts)
Earthworks plant hire (wet & dry)
Electrical & cabling
Fencing & Gates
Food & Catering
Freight
Fuel
Material testing
Mechanical fitter / maintenance
Operation & maintenance
O&M facility construction
Quarry products
Safety products
Small equipment hire
Security
Transport (minor)
Waste Management
Water (construction & potable)
Welding

4.3 Apprentices & Training

4.3.1 Apprentices, trainees & engineering cadets (ATECs)

The apprentice, cadetship and/or trainee may come from the following:

- employing our own trainees, including school-based, college internships and part-time
- using Group Training Scheme apprentices, cadets and/or trainees
- using contractor and sub-contractor apprentices, cadets and/or trainees.

4.3.2 Training

Workforce training may include the following:

- upskilling existing workers in training that is delivered by registered training organisations and which leads to nationally recognised building or civil construction qualifications
- upskilling existing workers in industry recognised training
- upskilling existing workers through apprenticeships or traineeships
- employing students in undergraduate programs or cadetships that apply to formal tertiary, professional or technical education in the building and civil construction industry (including structured workplace learning aligned to an accredited pre-vocational training program)

5. REPORTING & MONITORING

5.1 Monitoring & Reporting Regime

Neoen will pass on our Local Participation Plan (LPP) commitments to the head EPC Contractor to ensure all procurement and subcontracting activities are carried out in accordance with the LPP.

Under the terms of the EPC contract the minimum contents of monthly reports are defined to ensure strict reporting rules and enable Neoen to track, monitor and address the contractor's compliance. Neoen and the head EPC contractor must meet at least once every week in accordance with the EPC contract, ensuring close communication between the management teams.

The EPC Contractor will be required to report on the LPP focus areas monthly, while Neoen's reporting to external bodies such as New South Wales Government may be quarterly or annual.

Local Participation Focus Area	Metric	Internal Reporting	External Reporting
Local Employment	% of work hours	Monthly EPC Report	Quarterly or Annual
Training & Apprenticeships	% of work hours	Monthly EPC Report	Quarterly or Annual
Local Business Supply Contracts	% of supply contracts	Monthly EPC Report	Quarterly or Annual
Local Business Supply Contracts	\$ value of supply contracts	Monthly EPC Report	Quarterly or Annual

APPENDIX 1. SUPPLIER REGISTER

Company Name	Location	Work Area	Date registered
Ray White Real Estate	Lavington	Accommodation	4/09/2019
Farmer	Culcairn	Accommodation	2/10/2019
Culcairn Motor Inn	Culcairn	Accommodation	12/09/2019
Culcairn Hotel	Culcairn	Accommodation	22/04/2020
Culcairn Caravan Park	Culcairn	Accommodation	22/04/2020
Walla Walla Motel	Walla Walla	Accommodation	22/04/2020
Jindera Hotel	Jindera	Accommodation	22/04/2020
Green Door Motel	Lavington	Accommodation	22/04/2020
Albury All Seasons Tourist Park	Lavington	Accommodation	22/04/2020
Albury Classic Motor Inn	Lavington	Accommodation	22/04/2020
BIG4 Albury Tourist Park	Lavington	Accommodation	22/04/2020
Albury Astor Hotel Motel	Albury	Accommodation	22/04/2020
Albury Manor House	Albury	Accommodation	22/04/2020
Albury Paddlesteamer Motel	Albury	Accommodation	22/04/2020
Mercure Albury	Albury	Accommodation	22/04/2020
The Hume Inn Motel	Albury	Accommodation	22/04/2020
The Cottage Motor Inn	Albury	Accommodation	22/04/2020
Winsor Park Motor Inn	Albury	Accommodation	22/04/2020
Byer Fountain Motor Inn	Holbrook	Accommodation	22/04/2020
Holbrook Town Centre Motor Inn	Holbrook	Accommodation	22/04/2020
Holbrook Skye Motel	Holbrook	Accommodation	22/04/2020
Holbrook Motel Group Jolly Swagman	Holbrook	Accommodation	22/04/2020
Holbrook Motor Village	Holbrook	Accommodation	22/04/2020
Holbrook Settlers Motel	Holbrook	Accommodation	22/04/2020
Doodle Cooma Arms Hotel	Henty	Accommodation	22/04/2020
Townhouse Hotel	Wagga Wagga	Accommodation	22/04/2020
Garden City Motor Inn	Wagga Wagga	Accommodation	22/04/2020
Woomargama Village Hotel Motel	Woomargama	Accommodation	22/04/2020
BIG4 Wagga Wagga Holiday Park	Wagga Wagga	Accommodation	22/04/2020
Agronomist	Walla Walla	Agronomy	27/08/2020
Rodwells	Culcairn	Agronomy	17/09/2019
Blair's Agri Produce	Lavington	Agronomy	3/03/2020
Arborist	Culcairn	Arborist	3/03/2020
PJN Sheds	Walla Walla	Civil works	27/08/2019
Kotzurs	Walla Walla	Civil works	27/08/2019
MBI Engineering	Walla Walla	Civil works	2/03/2020
Hodibarc Civil Constructions	Townsville	Civil works	2/03/2020
Davis Contracting	Perth	Electrical Works	2/03/2020
RW Schroeter	Walla Walla	Fencing	20/09/2019
Heartstarters cafe in Culcairn	Culcairn	Food Services	20/09/2019
Culcairn Bakery	Culcairn	Food services	1/04/2020
Culcairn Bowling Club	Culcairn	Food services	1/04/2020
DJ's Fine Fast Food	Walla Walla	Food services	1/04/2020
Walla Walla Bowling & Recreation Club	Walla Walla	Food services	1/04/2020

Fuelco	Carrum Downs	Fuel Supply	2/03/2020
John Veneziano	Walla Walla	Labour hire	2/03/2020
Holbrook Landcare Network	Holbrook	NRM Services	26/08/2019
Bluey's Plumbing	Culcairn	Plumbing Services	24/09/2020
Lidiar Group	Brisbane	Project Management Services	2/03/2020
Projectory	NA	Public Relations	2/03/2020
Spinifex Recruiting	Parkes, Dubbo	Recruitment	2/03/2020
Programmed Skilled Workforce	Various	Recruitment	2/03/2020
Workfast	NA	Recruitment	2/03/2020
Farmers - neighbour	Walla Walla	Sheep grazing	4/10/2019
Farmer/ direct neighbour to site	Culcairn	Sheep grazing	4/10/2019
Butcher/ direct neighbour to site	Culcairn	Sheep grazing	4/10/2019
Farmer/ direct neighbour to site	Culcairn	Sheep grazing	4/10/2019
Farmer/ direct neighbour to site	Culcairn	Sheep grazing	4/10/2019
Farmer/ direct neighbour to site	Culcairn	Sheep grazing	4/10/2019
Farmer/ direct neighbour to site	Culcairn	Sheep grazing	4/10/2019
Farmer/ direct neighbour to site	Culcairn	Sheep grazing	4/10/2019
Farmer/ direct neighbour to site	Culcairn	Sheep grazing	4/10/2019
Farmer	Walla Walla	Sheep grazing	4/10/2019
Farmer/ Chair Henty Field Days	Culcairn	Sheep grazing	2/10/2019
Solar Integrity	Wodonga	Solar installations	4/11/2019
Car dealership DE Lieschke & Son	Walla Walla	Vehicle Supply & Service	4/09/2019
Wiesners	Walla Walla	Vehicle Supply & Service	4/09/2019
Biti Motors Culcairn	Culcairn	Vehicle Supply & Service	4/09/2019
Orix Australia	Ingleburn	Vehicle Supply & Service	7/04/2020
Caltex Petrol Station	Culcairn	Vehicle Supply & Service	7/04/2020
Boral Quarries	Culcairn	Civil Works	1/04/2020
Locky's Countryside Meats	Albury	Food Services	1/04/2020
Ettamogah Rail Hub	Ettamogah	Civil Works	13/05/2020
Burru Bus Service	Walla Walla	Vehicle Supply & Service	22/09/2019