



Clean Energy Council
Best Practice Charter Report 2025

Introduction

As a signatory of the Clean Energy Council's Best Practice Charter for Renewable Energy Projects, Cubico Sustainable Investments has committed to the Charter and to using it as guiding principles. This commitment ensures respectful engagement with the communities in which Cubico develops and operates projects, sensitivity to environmental and cultural values, and positive contributions to the regions in which it operates.

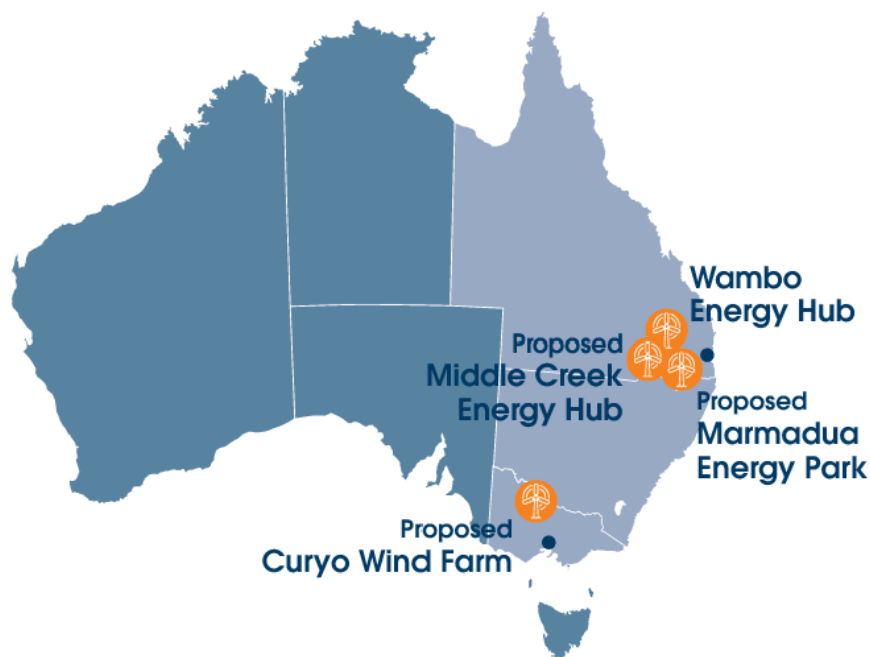
Founded in 2015, Cubico is a global renewable energy company committed to delivering successful, community-focused projects through strong stakeholder engagement and long-term investment. Jointly owned by Ontario Teachers' Pension Plan and PSP Investments, Cubico operates across nine countries with over 3GW of installed capacity and a 5GW development pipeline.

In Australia, Cubico is delivering the Wambo Wind Farm (Stage 1 – 252MW and Stage 2 – 254MW), with a broader national pipeline of 3.6GW in development and 3GW in feasibility. These projects are underpinned by deep partnerships with off-takers, including Government Owned Corporations, Original Equipment Manufacturers (OEM's), electricity transmission network service providers (TNSP's), local contractors and the community.

Cubico prioritises meaningful engagement with local communities, ensuring long-term benefits through environmental responsibility, social inclusion and economic development. Its approach is based on transparency, collaboration and building trust with stakeholders to ensure each project delivers lasting value.

Cubico is committed to supporting Australia's energy transition while ensuring environmental and social responsibility remain central to its operations.

This submission highlights some of the many ways in which we apply the Charter's 10 commitments in the development of projects currently underway across Australia.



Commitment 1

We will engage respectfully with the local community, including Traditional Owners of the land, to seek their views and input before submitting a development application and finalising the design of the project.

Cubico considers its investment in community and stakeholder engagement to be a fundamental and non-negotiable component of its projects, rather than a regulatory formality. Early, consistent and meaningful communication with all stakeholders is considered critical to its project's overall success and to the development of enduring, constructive relationships with the communities in which it operates.

Cubico's approach to engagement and consultation focuses on:

- Respectful engagement: Cubico is committed to engaging respectfully with local communities, including Traditional Owners, ensuring their views and input are sought and considered before finalising project designs and submitting development applications.
- Transparency and responsiveness: Cubico has and continues to provide timely, clear, and accessible information to the community, remaining responsive to feedback and concerns throughout the project's lifecycle.
- Environmental and cultural sensitivity: Cubico will design and operate its projects with sensitivity to areas of high biodiversity, cultural and landscape value, working to protect and enhance these attributes.
- Agricultural integration: Cubico will minimise impacts on productive agricultural land and explore opportunities to integrate continued agricultural activities into our projects where feasible.
- Inclusive consultation: Cubico will continue to consult the community on potential visual, noise, traffic and other impacts, actively involving them in discussions about mitigation measures and solutions.
- Local economic support: Cubico is committed to supporting the local economy by prioritising local employment and procurement opportunities, including partnerships with local businesses.
- Shared benefits: Cubico has and will continue to offer communities opportunities to share in the benefits of our developments, consulting them on the best ways to deliver these benefits, including transparent governance arrangements.
- Educational and training opportunities: Cubico will use its projects to support educational initiatives and training opportunities that align with local community interests and values.
- Responsible stewardship: Cubico continues to demonstrate responsible land stewardship throughout the project's life, seeking opportunities to enhance the ecological and cultural value of the land.
- End-of-project-life planning: Cubico will engage with the community to develop plans for responsible decommissioning or refurbishment, ensuring their input shapes the final outcomes.

TRADITIONAL OWNERS

Cubico respects and acknowledges our First Nations Peoples connection and history on country. First Nations communities play a vital role in the cultural and social fabric of the regions, and their perspectives and rights are crucial in any discussions or developments, particularly in relation to land use and projects that may impact their traditional lands.

The involvement of First Nations People is vital to ensuring meaningful collaboration opportunities, inclusive procurement, active participation, and the respectful management of cultural heritage and environmental plans. Engaging with these groups will strengthen project alignment with community values and cultural sensitivities.

Cubico engages early with Cultural Heritage Assessments and are committed to meaningful consultation, transparent communication, recognising the historical and ongoing connection of these communities to their lands, waters, and cultural heritage. A Cultural Heritage Management Plan/Agreement is developed for every project, according to Traditional Owner context, Native Title summaries, and first nations input.

Cubico is at the preliminary stages of undertaking a Reconciliation Action Plan and all staff have undertaken Cultural Engagement Training.

Commitment 2

We will provide timely information and be accessible and responsive in addressing the local community's feedback and concerns throughout the life of the project.

Cubico recognises that stakeholder engagement and open communication are fundamental to a projects' success, and is committed to building transparent, respectful, and meaningful relationships and interactions with all stakeholders and communities throughout every stage of development.

Effective engagement requires a flexible and adaptive approach – one that allows space for listening, learning and evolving in response to stakeholder feedback. This flexibility ensures that community input continues to meaningfully inform project decisions and that engagement activities are tailored to reflect local values, priorities, and expectations.

Proposed engagement approaches are varied and tailored to stakeholders' expectations. Wherever possible, Cubico seeks to deliver engagement consistent with the International Association for Public Participation (IAP2) Public Participation Spectrum and relevant State and Commonwealth legislative and statutory requirements, industry guidelines, and local government strategic plans. This approach ensures that stakeholder feedback, interests, and concerns are effectively reflected in the Project's final design and operational strategy.

PROJECT EXAMPLE



At its Marmadua Energy Park in Queensland, Cubico has incorporated feedback from the broader community into the evolving design of the project. Community input gathered through pop-ups, door knocking, survey feedback and engagement with Western Downs Regional Council has directly influenced aspects of the project's layout and development strategy.

Following feedback received at community information sessions, Cubico reviewed visual simulations and made refinements to turbine siting and micro-siting to better minimise visibility from key local roads and residential viewpoints. Similarly, concerns raised by near neighbours during door knocking activities about potential cumulative noise impacts have informed the application of conservative noise modelling assumptions, with increased separation distances introduced in certain areas to maintain a greater buffer to nearby dwellings.

Broader community concerns regarding cumulative energy infrastructure impacts across the Western Downs were also considered in the design process. The Marmadua Energy Park has the advantage of being proposed on land that's already traversed by a high-voltage transmission corridor, meaning that the project will be able to connect directly into the existing infrastructure, avoiding the need for new transmission corridors and further minimising landscape disturbance. Furthermore, the project has agreed with its host landholders to minimise as much as possible the need to use overhead transmission lines inside the project footprint, keeping most or all of it underground, unless challenging topography features require such a solution.

Additionally, Traditional Owner groups have played a critical role in influencing project design. Through desktop assessment and early consultation with the Barunggam and Bigambul Peoples, Cubico identified culturally sensitive sites within the project area. Infrastructure has been relocated or excluded from these areas to ensure their protection, consistent with Cubico's cultural heritage management commitments.

The incorporation of this community feedback reflects Cubico's broader approach to development; one that seeks to balance renewable energy generation with respect for local values, minimisation of impacts, and the protection of social and environmental assets.

Commitment 3

We will be sensitive to areas of high biodiversity, cultural and landscape value in the development and operation of projects.

Cubico is committed to minimising environmental impact and preserving biodiversity, cultural, and landscape values. Projects are designed to avoid sensitive habitats and species, while minimising footprint through careful infrastructure placement.

Cubico conducts comprehensive environmental studies to identify and mitigate potential impacts during construction and operation. In cases of unavoidable impacts, biodiversity offsets to protect habitats for threatened species are implemented. Cubico collaborates with expert environmental consultants to develop and execute offset plans as needed.

Tracks and cabling are preferentially located in open and already disturbed areas to limit vegetation removal or impacts to sensitive environments. For example, at the Wambo Wind Farm, access tracks and hardstands were minimized to protect vegetation and habitats, and just-in-time deliveries reduced laydown area.

PROJECT EXAMPLE



At the Wambo Wind Farm site, Traditional Owners from the Western Wakka Wakka Nation are leading cultural heritage work by carefully sifting and recovering significant artifacts — flakes, cores, spearheads, and axes — that reflect deep connections to the land. These discoveries tell stories of traditional hunting grounds and enduring cultural presence.

The Project fosters strong relationships between Traditional Owners, landowners, and developers, grounded in mutual respect and education. Everything found is carefully stored and will be permanently displayed to honour the site's heritage — a visible commitment to reconciliation and respect for Country.

Commitment 4

We will minimise the impacts on highly productive agricultural land and explore opportunities to integrate agricultural production.

Cubico is committed to building long-term relationships with landowners as part of project development. We understand that landowners and their neighbours are running businesses which have practical and seasonal demands. We collaborate with landowners to accommodate farming schedules during construction and explore opportunities for dual land use. We also work closely with hosts with regards to their succession planning. Stock route crossings are designed to meet relevant standards in consultation with Queensland Government and local councils.

PROJECT EXAMPLE

At the Middle Creek Energy Hub, Cubico has worked closely with host landholders to ensure the project is designed to integrate with existing rural activities. A key focus throughout the planning process has been to minimise disruption to farming operations and land management practices wherever possible.

Project infrastructure has been shaped by direct input from landholders, with access roads and entry points planned to align with existing land uses. Where new access tracks are needed, Cubico has used

best endeavours to align them with existing farm roads, fence lines, and natural ridgelines to reduce land disturbance, preserve water flow paths, and support the continued use of productive farmland.

The overall footprint of the project's infrastructure has also been carefully considered. This includes limiting the size of new access roads and underground cabling. Property entry points have been refined in consultation with individual landholders to avoid interfering with day-to-day agricultural operations.

Cubico's project team has visited all host properties on multiple occasions to walk the site with landholders and review proposed turbine and infrastructure locations in person. These on-the-ground conversations have led to adjustments where appropriate, ensuring the final layout reflects the operational needs and preferences of each landholder. Exclusion zones have also been established around dwellings, farm infrastructure, and other sensitive areas identified by hosts, as per their individual requirements.

Feedback from landholders has been positive, with many acknowledging the genuine consultation and collaborative approach taken to date. Landholders have appreciated Cubico's responsiveness to feedback and commitment to supporting the ongoing viability of farming alongside renewable energy generation. This positive experience is exemplified by the letters of support submitted by the project's host landholders.

Commitment 5

We will consult the community on the potential visual, noise, traffic and other impacts of the project, and on the mitigation options.

Cubico seeks to inform and engage with impacted communities as early as possible, on the potential visual, noise, traffic and other impacts of a project, to investigate mitigation options, or acknowledge the disruption that may be experienced when construction commences.

Key impact areas and mitigation strategies include:

- Visual: Landscape, shadow flicker, and visual impact assessments identify potential visual intrusion and propose mitigation such as vegetation screening.
- Noise: Wind farms are sited away from residential dwellings to minimise noise impact. Noise assessments identify further mitigation measures.
- Traffic: Traffic impact assessments by a Registered Professional Engineer identify potential road network impacts. Collaboration with state and local authorities informs traffic management plans.

PROJECT EXAMPLE



Cubico is committed to continuous improvement in the delivery of infrastructure associated with renewable energy projects. The Wambo Wind Farm project provided critical insights into how early, transparent collaboration with key stakeholders can strengthen project outcomes and community trust.

Throughout the delivery of the Project, Cubico identified opportunities to improve planning and coordinate infrastructure works, particularly relating to local road networks. Feedback from stakeholders and operational experience highlighted the importance of early engagement, alignment with local council planning and consistent communication with the public.

Cubico is applying these lessons to all future projects, with a commitment to:

- **Early Engagement on Road Infrastructure Agreements** – Cubico will proactively engage with WDRC during the early planning stages of Road Infrastructure Agreements. This includes collaborating closely to ensure any required road upgrades or maintenance align with WDRC's existing asset management schedules, reducing disruption and duplication.
- **Transparent Community Communication** – A key takeaway from the Wambo project is the need for timely and clear communication with communities. Cubico will implement structured communication plans to ensure that residents and road users are aware of planned roadworks, expected impacts and timelines.

Commitment 6

We will support the local economy by providing local employment and procurement opportunities.

Cubico is committed to maximising the local economic benefit of our projects through the creation of jobs for local people, and the use of First Nations and local suppliers. This includes providing opportunities for local involvement in areas ranging from earthworks, building contracts, machinery operations and engineering, through to accommodation, administration, catering, freight and cleaners.

PROJECT EXAMPLE

With a strong commitment to regional development, Cubico has placed local engagement at the heart of the Wambo Wind Farm, prioritising local labour, partnering with local businesses and sourcing materials and services from the surrounding communities wherever possible.

During the construction phase, the Wambo Wind Farm required approximately 200 workers, creating significant short-term employment opportunities. Once operational, the site will maintain around 20 full-time equivalent positions to manage and sustain ongoing operations. However, the project's economic contribution extends far beyond direct employment. Cubico's approach has focused on ensuring that regional communities experience lasting economic benefits through local procurement and service engagement, including workforce accommodation, catering, and essential services such

as fuel supply. Businesses closest to the site – especially those in Dalby, Jandowae, Chinchilla and Bell – have been prioritised in procurement decisions.

To formalise its commitment to local content, Cubico engaged Toowoomba and Surat Basin Enterprise (TSBE) to develop a comprehensive Business Capability Report. This report was designed to identify, map, and showcase the capacity of regional businesses to support all stages of wind farm development.

Leveraging TSBE’s extensive regional membership base, a detailed business directory was created to match local capabilities with project requirements across the entire construction supply chain. This directory continues to serve as a vital resource for project stakeholders, contractors, and suppliers seeking to connect with local businesses.

Commitment 7

We will offer communities the opportunity to share in the benefits of the project, and consult them on the options available, including relevant governance arrangements.

Cubico is committed to making a positive impact in the communities where our projects are located. Cubico has and will continue to offer communities opportunities to share in the benefits of our developments, consulting them on the best ways to deliver these benefits, including transparent governance arrangements.

PROJECT EXAMPLE

The Wambo Wind Farm’s flagship Community Benefit Fund has made a significant and lasting impact across the Western Downs region, supporting more than 30 community-led projects and initiatives over the past two years. With an annual commitment of \$200,000 in grants, the fund supports programs aligned with its core values: sustainable, connected, healthy, and resilient communities.

Each funding round is guided by a community advisory panel comprising active local members and representatives of the wind farm owners, ensuring that supported projects reflect local needs and deliver meaningful outcomes.

The Community Benefit Fund has helped a wide range of local organisations grow and adapt through practical, community-driven projects.

- Jandowae Golf Club used its grant to install solar panels on its clubhouse roof. This now powers the club’s water pump and irrigation systems, significantly reducing operational costs.
- South Burnett First Aid Volunteers acquired a portable solar-powered station with the fund’s support. This has enabled the group to reliably power its equipment, providing first aid services at events and gatherings, even in remote locations.
- Additional recipients include the Bell Bunya Community Association, Jandowae Early Learning Centre, and Taralga Retirement Village, all of which have benefited from funding that supports stronger, more connected communities.

The Wambo Wind Farm Community Benefit Fund showcases how renewable energy projects can drive broader social impact. By supporting grassroots initiatives, the fund is not only powering the region’s economy but also enriching the liveability, resilience, and wellbeing of Western Downs communities.

Commitment 8

We commit to using the project to support educational and tourism opportunities where appropriate.

Cubico will use its projects to support educational initiatives and tourism opportunities that align with local community priorities, interests and values. Understanding the social impacts, and the role Cubico can play to support regional economies is an important consideration in the development of our projects.

PROJECT EXAMPLE



A standout partnership at the Wambo Wind Farm has been with the Jandowae State School, which received funding to launch the “I’m a Hear-o” hearing screening program. Delivered in collaboration with the ‘Hear to Learn’ team, the initiative ensured that all 130 students received free hearing tests and individual assessments.

The goal of the program was early detection of hearing issues to support better educational outcomes through tailored learning approaches. By identifying hearing challenges early, the initiative supports each child in reaching their full potential.

Commitment 9

We will demonstrate responsible land stewardship over the life of the project and welcome opportunities to enhance the ecological, cultural and/or agricultural value of the land.

Responsible land stewardship is a core value of Cubico. After completion of construction the land is progressively rehabilitated in accordance with the landowner’s requirements, ensuring as much of the disturbed ground is available for its intended agricultural operations. Another example of land stewardship is the use of biodiversity offsets for unavoidable environmental impacts.

PROJECT EXAMPLE

The Wambo Wind Farm has secured an environmental offset adjacent to Diamondy State Forest to help preserve and improve habitat for koala and greater glider in the area. This will ensure that the habitat for these endangered species is protected and will be subject to ongoing monitoring of its condition.

Commitment 10

During the life of the project, we will recycle waste materials where feasible and commit to responsible decommissioning or refurbishment/repowering of the site at the end of the project’s life.

Cubico is committed to minimizing waste and restoring a site back to its original condition during decommissioning. Cubico will work with its trusted supply partners to continue to try and design out waste across all project components, remove unnecessary wastes that are used for transportation and

seek to increase the circularity of the supply chain. Cubico's land agreements include decommissioning conditions which ensure that infrastructure is removed from site, and the land is rehabilitated in accordance with the landowner's requirements. When decommissioning occurs in the future, the intention is to recycle as much of the materials as possible to minimise waste.

PROJECT EXAMPLE

During community engagement for the Marmadua Energy Park in Queensland, residents raised questions regarding the end-of-life management of wind turbines. This concern has been raised by various stakeholders across wind farm projects. In response, Cubico took a proactive step, launching an initiative to explore local recycling solutions for turbine components.

Cubico has commissioned a concept study into establishing a turbine component recycling facility in the Western Downs Region. This move aligns with Cubico's broader commitment to reduce landfill waste and promote circular economy practices in renewable infrastructure.

The study will assess the composition and recyclability of turbine components, evaluate the feasibility of a regional recycling facility and explore opportunities to repurpose or recycle equipment locally. It will also identify potential for job creation and long-term economic benefits in the region.

The concept study will provide a foundation for further planning, collaboration and investment in the region. Cubico will continue to engage with local stakeholders, including the WDRC and industry groups, to advance the project in a way that benefits both the energy transition and the Western Downs community.