



CONSOLIDATED POWER PROJECTS

CLEAN ENERGY COUNCIL Best Practice Charter Report 2025

Reporting period: 1 July 2024 – 30 June 2025



A QUANTA SERVICES COMPANY

Acknowledgement of Country

CPP would like to acknowledge the Traditional Owners of the Lands on which they operate. CPP pay their respects to Elders past, present and emerging, and acknowledge the connection that Aboriginal and Torres Strait Islander People have to the land.

EXECUTIVE SUMMARY

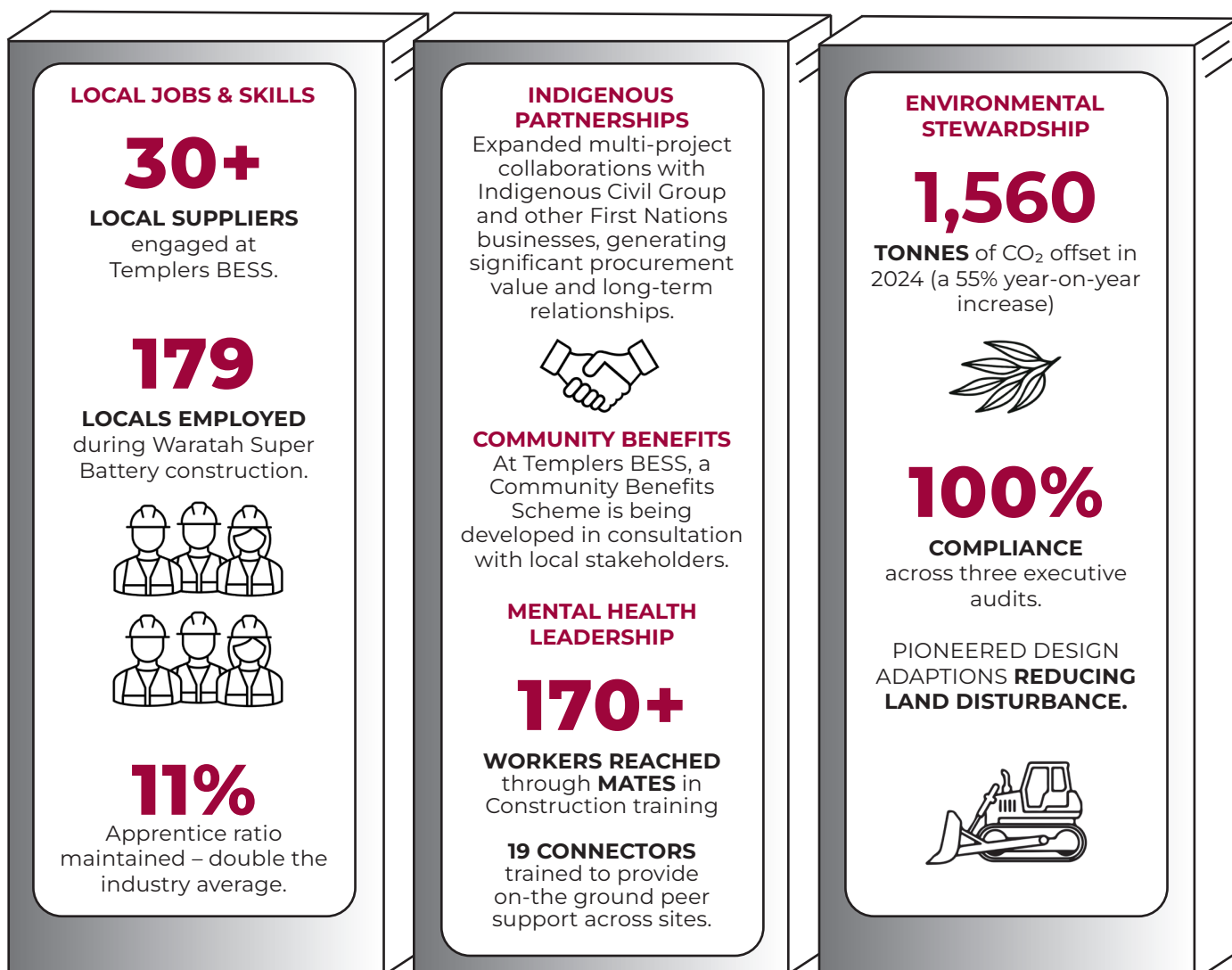
CPP is Australia's leading high-voltage infrastructure contractor, delivering renewable energy projects on Traditional Owner lands across the country.

With a large regional workforce and direct responsibility for construction impacts, we play a vital role in ensuring Australia's energy transition benefits local communities, respects culture, and protects the environment. This report documents our implementation of the Clean Energy Council's Best Practice Charter across our operations.

We present evidence of our systematic approach to these commitments, including measurable outcomes, ongoing challenges, and areas where we continue to develop our practices.

In 2024–2025, CPP made measurable progress across all ten Clean Energy Council Best Practice Charter commitments. Our approach goes beyond contractual requirements, embedding local employment, Indigenous engagement, mental health leadership, and environmental stewardship into every project we deliver.

Highlights from the reporting period:



Self-Assessment Against Charter Commitments

Exceeding

- Environmental Protection (100% compliance, innovative design adaptation)
- Local Employment (11% apprenticeship ratio, systematic Indigenous partnerships)
- Mental Health Leadership (industry-leading MATES implementation)

Evolving

- Community Engagement (systematic protocols established, expanding to more projects)
- Benefit Sharing (contractor-led initiatives beyond basic requirements)
- Education Partnerships (structured graduate and apprentice programs)

Emerging

- Waste Reduction Innovation (site-specific solutions developing)
- Tourism Opportunities (limited by contractor role but exploring options)
- Decommissioning Protocols (early-stage development as projects reach end-of-life)

Looking ahead, CPP remains committed to building renewable energy infrastructure that creates lasting benefit and meaningful impact within local communities. We continue to strengthen our community engagement protocols, expand Indigenous and local procurement partnerships, and accelerate environmental innovation. At the heart of our work is a commitment to community trust and responsible land stewardship, with our values of integrity, innovation, teamwork, and sustainability closely aligned to the CEC Best Practice Charter commitments.

Changes Since Last Year

New Initiatives 2024-2025

- 2025 Graduate Cohort Program engaging 17 participants across three days of professional development
- MATES Connector training expansion reaching 19 specialised personnel
- Cultural heritage mapping initiative creating interactive Indigenous land recognition across project sites
- Greenfleet partnership acceleration with 55% increase in carbon offset investment

Ongoing Program Expansion

- ICG partnership extended to additional projects demonstrating scalability
- Mental health accreditation achieved at multiple sites (Ulinda BESS, Brendale BESS)
- Environmental management system refinements based on audit feedback
- Local employment protocols standardised across all major projects with measurable targets established

Our role differs from developers, in that we do not control project approval processes or final designs. However, we recognise that our construction activities have substantial community and environmental impacts, and we have developed practices that often exceed basic contractual requirements.

Projects discussed within this report:

- Waratah Super Battery Project, commissioned by the NSW Government, designed and delivered by Akaysha Energy.
- Templers BESS, designed and delivered by ZEN Energy.

1. Respectful Community Engagement

CEC Commitment: *“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.”*

Our Implementation: While CPP does not submit development applications or control initial project design, we recognise that our construction activities significantly impact local communities. We have established systematic engagement processes that operate throughout project delivery.

Systematic Approach:

- Local liaison officers for ongoing community contact
- Regular community information sessions during construction
- Develops bespoke Social Licence and Community Engagement plans for each project
- Collaborates closely with clients to ensure community views are heard, considered, and actioned
- Engages local communities directly through volunteer programs, sponsorships, and local employment/procurement plans
- Engages local councils, communities, and organisations like Supply Nation and Gondwana Consulting to identify potential beneficiaries
- Employs an Indigenous engagement advisor to support engagement with Traditional Owners and local First Nations businesses

Case Study: Indigenous Civil Group Partnership

Our collaboration with ICG, a 100% Indigenous-owned civil construction business, demonstrates long-term partnership rather than project-by-project engagement.

Phil Jackson, ICG's director and Yorta Yorta man, worked on our Koorangie project, stating:

"CPP aren't about ticking boxes or meeting social targets, they are just looking for trustworthy skilled people to work with."



"The first opportunity I have had to work back on country since starting my business in 2019. It's been extremely rewarding for me as a Yorta Yorta man to be working on a project that is helping provide a better and more sustainable future on the lands of my ancestors."

Measurable Outcomes

- ICN Community Roadshow: 92 participants from 61 businesses engaged for Orana BESS procurement transparency
- Cultural heritage protocols established on all major projects
- Welcome to Country and Smoking Ceremonies conducted at multiple sites (e.g., Bunday Substation, Brendale BESS), with cultural observers from our construction team engaged during sensitive earthworks

Ongoing Development

We continue refining our engagement protocols based on feedback from Traditional Owners and community representatives.

2. Timely and Accessible Information

CEC Commitment: *“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.”*

Our approach: We understand that mutual respect and trust relies on proactive engagement and timely information sharing. CPP maintains regular communication with communities throughout construction phases, addressing concerns about noise, traffic, workforce accommodation, and project progress.

Implementation

- Project information sessions before construction commencement
- Regular updates through local liaison officers
- Community complaint and response systems
- Transparent procurement processes (demonstrated through ICN roadshows)
- Maintains strict monitoring protocols for construction impacts (noise, traffic, environment) throughout the project life

Results

Early and pro-active engagement has resulted in minimal community complaints with all concerns addressed promptly through our established response protocols.

Areas for Improvement

We acknowledge that remote project locations sometimes limit our ability to maintain ideal communication frequency with all stakeholders.

3. Biodiversity, Cultural and Landscape Values

CEC Commitment: *“We will be sensitive to areas of high biodiversity, cultural and landscape value in the development and operations of Projects.”*

Our role as D&C/EPCM contractor positions us to significantly influence and optimise final designs. We regularly refine layouts, reduce project footprints, and improve micro-siting to minimise on-ground risks that exceed basic contractual requirements.

Environmental Sensitivity and Design Integration

CPP transforms environmental management from compliance-driven processes to design-integrated solutions, recognising that environmental sensitivity not only minimises impacts but fundamentally improves project outcomes. Operating in areas of high biodiversity, cultural, and landscape value requires us to embed environmental considerations into every aspect of project development and delivery.

Our approach centres on proactive environmental stewardship through robust systems and genuine cultural integration. We utilise a comprehensive Environmental Management System (EMS) where environmental impacts are systematically considered and documented in Project Risk Registers. Detailed Construction Environment Management Plans (CEMPs) are developed for each project to address site-specific environmental considerations, ensuring all contractual environmental and heritage obligations are met.

Recognising that environmental sensitivity extends beyond ecological considerations, we incorporate Indigenous cultural protocols directly into our business practices. This integration ensures that cultural heritage sites are protected through exclusion zones, cultural observers are engaged during sensitive earthworks, and Traditional Owner knowledge informs project design decisions.

Key outcomes include:

- Substation designs adapted to natural landforms, significantly reducing earthworks and site disturbance
- Use of local materials minimising transport impacts
- Cultural heritage protection through systematic surveying, exclusion zones, and cultural observers present during earthworks
- Water management systems that segregate clean and contaminated catchments
- Early engagement with Traditional Owners ensuring cultural protocols are embedded from project inception
- Cultural heritage training for all site personnel
- Smoking ceremonies conducted before project siteworks commence
- Pre-construction cultural heritage protocols

This design-integrated approach demonstrates that environmental sensitivity and project success are complementary objectives, delivering better outcomes for both the environment and our communities.

Environmental Management System: CPP employs systematic environmental impact assessment and management across all projects.

Process

1. Environmental impact identification and risk assessment
2. Construction Environment Management Plan development
3. Regular monitoring and compliance reporting
4. Independent external auditing

Measured Performance:

- 100% environmental compliance across last 3 external audits
- Zero environmental actions for CPP scope of work
- NGH Consulting audit recognition: *“The key strength of this project is the committed team. The site project team have a good understanding of the conditions and dedicate enough resources to manage the site.”*

Innovation Example: ElectraNet Substation

- Rather than imposing standard designs, we adapted our substation layout to natural landforms:
- Reduced earthworks by 40% through topography-following design
- Segregated clean and contaminated water systems
- Used on-site limestone, eliminating 200+ truck movements

Our civil engineer Bradley Hunter explains: *“We shaped the design to suit the landform... segregated the clean water from the surface water and drainage from both sides of the substation, which was a better outcome.”*

4. Agricultural Land Impact Minimisation

CEC Commitment: *“We will minimise the impacts on highly productive agricultural land and explore opportunities to integrate agricultural production.”*

Systematic Land Protection: We recognise that our workforce are visitors to the lands on which we work, and we have an obligation to respect the homes of our hosts. CPP has developed comprehensive protocols that exceed regulatory minimums for agricultural land protection.

Process:

- Pre-construction soil and water assessments
- Weekly environmental inspections during construction
- Post-completion land restoration to original condition
- Community benefit works addressing land management issues

Documented Results:

- Golden Plains Wind Farm: 13 weekly environmental inspections completed, monitoring sediment/erosion controls, noxious weeds, waste storage and water quality management, with actions closed out promptly.
- TransGrid audit confirmed “environmental controls established in key areas for sediment erosion control, concrete wash out and waste segregation”
- Flood repair works completed along Two Bridges Road, preserving agricultural land throughout catchment
- Farmer Concerns Addressed: Our protocols specifically address the three main farmer concerns: water management, weed control, and erosion prevention.

5. Meaningful Community Impact Consultation

CEC Commitment: *“We will consult the community on the potential visual, noise, traffic and other impacts of the Project, and on the mitigation options.”*

Workforce Accommodation Challenge: As a major contractor, CPP recognises that accommodating large workforces in regional areas represents our most significant community impact. Understanding that regional towns depend on tourism, and face limited accommodation capacity, we strategically stage work to reduce peak workforce numbers and actively collaborate with local councils and accommodation providers to minimise disruption to existing tourism and residential markets.

Solutions Implemented:

- Regional accommodation capacity studies (exemplified by comprehensive Dubbo region analysis for Orana BESS)
- High local employment targets (achieved 33% local workforce on Waratah Super Battery)
- Engagement with accommodation providers to minimise tourism and rental market disruption
- Noise and Traffic Management:
- Regular noise monitoring (Golden Plains: measured plant and vehicle noise levels to ensure compliance)
- Traffic management plans developed with local authorities
- Community notification systems for heavy vehicle movements

Ongoing Challenges: Balancing project workforce requirements with community accommodation capacity remains complex, particularly for projects in smaller regional centres.

6. Local Employment and Procurement

CEC Commitment: *“We will support the local economy by providing local employment and procurement opportunities.”*

Our approach: CPP operates under a 'local and regional first' policy supported by formal Local Industry and Indigenous Participation Plans for each project. Our 'local and regional first' approach proves major infrastructure can drive sustainable regional development. We actively seek out local talent and embrace differences, knowing that our collective experiences achieve better project and community outcomes.

Measured Outcomes

Waratah Super Battery:

- 179 locals employed during peak construction
- 12 local apprentices employed
- 4,508 training hours delivered to Hunter locals
- Indigenous partnerships: Jugun (labour hire), Two Way Cranes (crane hire), ACG (employment)
- 30% of the contract value was local (within 100km) and 5% of the local spend were indigenous contractors

Templers BESS:

- 181 jobs created
- Majority of workforce sourced locally from Adelaide and SA Mid-North
- \$1.2 million Community Benefit Sharing Scheme established

Golden Plains Wind Farm:

- 4 local apprentices sponsored (including 3 female apprentices)
- Youth development and gender diversity prioritised

Current Performance:

- 11% of workforce are apprentices (above industry average)
- 5% recent university graduates
- Multiple ongoing Indigenous business partnership

7. Energy Transition Benefit Sharing

CEC Commitment: *“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.”*

Our approach: CPP delivers community benefits through employment, skills development, infrastructure contributions, and strategic investment. Recognising that regional communities experience the greatest impacts from energy transition; from skills shortages to traffic and accommodation pressures, we're committed to ensuring our projects create lasting positive outcomes for the communities that host Australia's renewable energy infrastructure.

Delivered Benefits

Skills Transition Programs:

- 4,508 training hours for Hunter locals (Waratah Super Battery)
- 6,707 training hours during Bouldercombe Primary Plant Replacement

Infrastructure Contributions (Golden Plains):

- Rokewood Main Street upgrades
- Pedestrian refuge crossings in Rokewood and Teesdale
- Rokewood toilet refurbishment
- 2.5 kilometers flood-repair roadworks
- Irrigation infrastructure upgrades at Rokewood Football Club

8. Education and Tourism Opportunities

CEC Commitment: *“We commit to using the Project to support education and tourism opportunities where appropriate.”*

CPP developed comprehensive workforce development that addresses Australia’s critical skills shortage while creating career pathways into renewable energy.

Workforce Development Programs

2025 Graduate Cohort Program:

- 17 engineering and finance graduates participated
- 3-day program including site visits, technical challenges, and professional development
- Site visits to Templers BESS and Consolidated Power Industries facilities

Life Skills Development:

- South Australian apprentices completed MATES in Construction ‘Life Skills Toolbox’
- Training covered budgeting, communication, mental health, goal setting, workplace rights
- Program concluded with leadership dinner including company President

Educational Partnerships:

- Facilitate school group site visits (safety permitting)
- Staff available for school presentations on renewable energy careers
- Technical training partnerships with local education providers

Current Statistics:

- 11% apprenticeship ratio (double industry average)
- 5% recent university graduates
- Ongoing mentorship programs

2025 Graduate Cohort Program

CPP's Adelaide head office hosted 16 first-year engineering graduates (electrical, civil, structural) and one finance graduate for three days of networking, learning, and professional development.

- Industry and company overview presentations by senior management
- Team-based 'Transmission Lines Challenge' encouraging collaboration
- Site visit to Templers BESS demonstrating sustainable energy infrastructure
- Workshop on behavioural styles using DiSC methodology
- Engineering-specific safety course

Josh Hanley, fourth year apprentice

Josh Hanley recently completed his apprenticeship with CPP. Josh has been meaningfully involved at Golden Plains Stage 2 and, as a mature-age apprentice, found the Dave Evans Apprenticeship Program to be a supportive pathway that built both his technical skills and his confidence to thrive in the renewable energy industry.

*"From the outside, I always thought CPP had a **strong culture**. And once I joined, I saw it firsthand. Everyone wants to help each other, and no one hesitates to stop what they're doing to give you a hand,"*



9. Responsible Land Stewardship

CEC Commitment: *“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.”*

Greenfleet Partnership (2017-2024)

CPP has maintained a 7-year partnership with Greenfleet for systematic carbon offsetting.

Measured Impact 2024:

1,560 tonnes CO2 offset, \$28,080 invested.

Lifetime:

4,427 tonnes CO2 offset, \$76,383 contributed

55% year-over-year increase demonstrating expanding commitment.

Additional Environmental Initiatives:

- Renewable Energy Cup participation supporting marine conservation
- Cultural land recognition mapping across project sites
- Native forest restoration in Australia and New Zealand

Land Use Innovation

Our projects increasingly incorporate land use improvements. Bunday Substation exemplifies this approach:

- Water infrastructure installed remains available for Country Fire Service use
- Site rehabilitation exceeded original land condition requirements
- CPP took part in Greenfleet’s Supporter Event held on Dharawal Country in the Lucas Heights conservation area.

1,100 native trees were planted, including species such as Sydney green wattle, grey gum, blady grass and the endangered turpentine. The planting contributes to the restoration of the endangered Sydney Turpentine Ironbark Forest—an ecologically significant and legally protected community that extends local wildlife habitat and may provide crucial support for endangered koala populations.

10. Waste Material Recycling

CEC Commitment: “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.”

CPP delivers comprehensive waste management and environmental stewardship. Our systematic approach spans active operations through end-of-life planning, ensuring responsible resource management throughout project lifecycle.

Waste Management During Operations

Material Recovery and Recycling

- All refuse and disposable materials undergo appropriate recycling processes
- Vendors remove waste materials with full regulatory compliance reporting
- Regulated waste tracking meets all governing body requirements

Community Resource Sharing

- Partner with charitable organizations like Men’s Shed for equipment reuse
- Redirect serviceable tools and materials to community benefit programs
- Minimize landfill waste through strategic material redistribution

Environmental Impact Reduction

Carbon Management

- Light vehicle fleet carbon emissions fully offset
- Environmental pollutant management and mitigation
- Energy efficient measures investigation and implementation
- Renewable energy transition planning where practical

Resource Conservation

- Sustainable resource management reduces waste generation
- Circular economy principles optimize resource use
- Biodiversity preservation through responsible land use practices
- Ester oil use in transformers minimizes environmental impacts

End-of-Life Responsibility

Regulatory Compliance

- Australian Anti-Dumping Commission equipment identification and reporting
- Full compliance with current anti-dumping measures

Community Engagement

- Local community consultation on environmental concerns
- Collaborative environmental risk mitigation strategies
- Transparent communication throughout project lifecycle

This systematic approach ensures CPP meets our commitment to responsible decommissioning, refurbishment, or repowering while delivering measurable environmental benefits throughout project operations.

Circular Economy Implementation: CPP has developed systematic waste reduction and material reuse practices.

Bundey Substation Innovation:

- On-site concrete batching plant reduced transport emissions
- Site-won limestone utilised instead of importing materials
- Water management infrastructure designed for community legacy use
- Repurposed materials for erosion control and water management

BESS Sustainability:

- Steel pile foundations reduced material waste
- Local material sourcing prioritised
- Advanced battery management systems for operational longevity

Environmental Management System Focus:

- Waste recycling protocols for all projects
- Carbon footprint reduction measures
- Resource conservation and circular economy principles
- Community liaison on environmental impact concerns

Case Studies

Mental Health Leadership Initiative

MATES in Construction Partnership: CPP addresses the construction industry's critical mental health challenge: 190 annual worker suicides (8x more likely than workplace accidents).

Program Implementation:

- 170+ workers trained in General Awareness Training across multiple sites
- 19 specialised 'Connectors' trained to provide crisis support
- Site accreditations achieved (Ulinda BESS, Brendale BESS)
- Annual charity fundraising participation

Our Approach:

- Training delivered at Mortlake Power Station, Golden Plains Wind Farm, Doncaster office
- One-third of participants volunteered for additional Connector training
- Safety Leadership Forum 2025 reinforced mental health priorities across all operations

Industry Impact

Our systematic implementation contributes to industry-wide mental health improvements and has influenced government policy development.

Challenges and Ongoing Development

Areas Requiring Continued Attention:

1. Remote Project Engagement: Maintaining consistent community communication in very remote locations remains challenging
2. Skills Shortage: While we achieve high local employment rates, specialist skills shortages in regional areas sometimes limit local hiring
3. Cultural Heritage Discovery: Balancing project schedules with potential archaeological discoveries requires ongoing protocol refinement
4. Accommodation Impact: Large project workforces can strain regional accommodation markets despite our mitigation efforts

Continuous Improvement Process:

- Annual review of all engagement protocols
- Regular stakeholder feedback collection
- Industry best practice monitoring
- Government policy development participation

Life Skills Development Initiative

South Australian apprentices participated in MATES in Construction's comprehensive training covering budgeting, communication, dealing with difficult behaviour, drugs and alcohol awareness, goal setting, mental health and self-care, nutrition, problem-solving, suicide awareness, and work/life balance. The program concluded with team debrief at West Beach Driving Range and group dinner with senior leaders including President Wallie van Hoving.



Conclusion

This report documents CPP's systematic implementation of Best Practice Charter commitments across our operations. Our approach recognises that as Australia's leading renewable energy infrastructure contractor, we have significant responsibility for ensuring the energy transition benefits regional communities and respects Traditional Owner lands.

Our practices often exceed basic contractual requirements because we understand that our long-term success depends on maintaining community trust and environmental stewardship. We continue developing our approaches based on stakeholder feedback and evolving industry standards.

The evidence presented demonstrates measurable progress across all Charter commitments, while acknowledging areas where challenges persist and improvement continues.