



Clean Energy Council – Best Practice Charter Report 2025



About OX2

OX2 is one of the leading developers of onshore wind in Europe. As an industry pioneer, we are active in eleven markets and offer fully customised renewable energy solutions involving several technologies, including wind and solar energy, in addition to energy storage projects.

We design and build sustainable projects and tailor them to meet our customers' needs. OX2 has a proven business model and in-house expertise at every step of the process – from project inception and financing to engineering and design, permitting, procurement, construction, and technical and commercial management.

Our mission is to accelerate access to renewable energy. We see ourselves becoming the leading provider of renewable energy solutions globally, thereby powering the great shift.



Sustainable by design

Sustainability permeates everything we do. It is the very foundation of our company's existence and guides everything down to the smallest detail in our renewable energy solutions.

Our sustainability efforts are based on our material sustainability issues, which we group into environmental, social sustainability, and business conduct. Together, these focus areas help us accelerate the transition to renewable energy in a sustainable way.

We consider where we develop projects, and how we develop them, with regards to biodiversity values and the local community. Remediating negative impacts and enhancing positive impacts promotes nature and our social license to operate.



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.

OX2 develops projects using state-specific guides for renewable energy project engagement, ensuring compliance with each approval authority's requirements.

To ensure respectful and authentic engagement, OX2 aims to implement measures that exceed statutory requirements beginning with the development of a dynamic Stakeholder and Community Engagement Plan for each project.

Case Study – Reflect Reconciliation Action Plan (RAP)

Since 2006, Reconciliation Action Plans (RAPs) have enabled organisations to take meaningful, sustainable, and strategic steps to advance reconciliation. Built around the core pillars of relationships, respect, and opportunities, RAPs deliver tangible benefits for Aboriginal and Torres Strait Islander peoples by promoting economic equity and supporting First Nations self-determination.

OX2 has committed to developing a Reflect Reconciliation Action Plan. This commitment begins with engaging staff and leadership to deepen their understanding of the importance of reconciliation.

Case Study – Company wide cultural awareness training

OX2 is committed to providing company-wide cultural awareness training to develop greater awareness and understanding within the team.

This will lead to improved engagement with Traditional Owners during project development, construction, and operation.

This training will be expanded and localised for individual projects to reflect the unique aspects of different Traditional Owner Groups across the country.



Images courtesy of Koorie Heritage Trust



2.

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

OX2 ensures every project provides:

- clear information about the proposed development,
- ways to contact us with questions or concerns, and
- opportunities to give feedback.

Key features include accessible contacts, prompt responses, and effective complaint management:

- Free call 1800 numbers
- Contact us pages on our website
- Dedicated Community liaisons
- Surveys to understand community's concerns and needs
- Early engagement with project information as early as practicable
- Feedback loops into refinement of a project
- Dedicated concern reporting via our website
- Cultural awareness training for staff to allow appropriate engagement

Case Study – Project Websites and Stakeholder Engagement Database

To ensure a best practice, user-friendly experience for stakeholders, OX2 is developing standalone, project-specific websites. These sites will make it easier to access information, request details, and lodge complaints in a streamlined way.

Project websites will be launched progressively throughout 2025 and early 2026.

To support this, a dedicated Stakeholder Management Database has been introduced for Australian projects, improving the handling of stakeholder details, enquiries, and complaints.

A grievance and complaint link is available on all project pages of the OX2 Australia website. It directs users to a form that is sent directly to the relevant team member for follow-up within 48 hours or next working day.

3.

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

Our biodiversity strategy guides us in how to work with biodiversity and aims to support us achieving our biodiversity targets. The biodiversity strategy encompasses three goal areas:

- Use the mitigation hierarchy as a guiding principle to manage impacts on nature
- Create awareness, credibility and transparency around the work on biodiversity by measuring, documenting, reporting and communicating
- Collaborate with scientists, landowners and other external stakeholders for knowledge and action, to achieve more impact than if we were to do it on our own

Following the mitigation hierarchy implies working with remediating negative impacts on nature and contributing to increasing biodiversity values in the area.

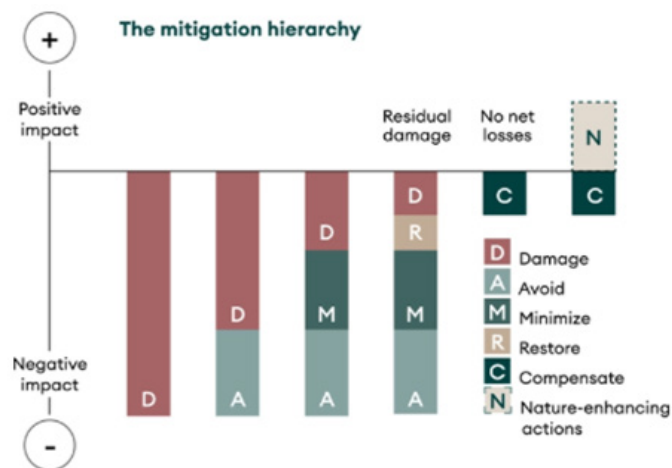
Examples from global OX2 projects:

- Avoid areas of natural value through choice of location and layout
- Minimizing fragmentation by considering spacing between wind turbines for migration corridors
- Restoring area temporarily used for storing wind turbine blades with native seeds to recreate natural habitat and benefit pollinators
- Compensating for felled trees by planting new trees
- Enhancing nature by re-establishment of the freshwater pearl mussel and stocking juvenile trout

Case Study - Project Refinement – Muswellbrook solar farm, NSW

At Muswellbrook, the solar farm layout was shaped by a thorough assessment process and ongoing design refinement. This responsive approach incorporated technical studies and stakeholder feedback.

As part of continued optimisation, the approved layout was further adjusted to avoid an additional 5.5 hectares of endangered vegetation and to protect a culturally modified tree, reducing environmental and cultural impacts.



4.

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



Ross River Solar Farm, QLD

We work closely with primary producer landowners, incorporating their feedback into project planning to ensure renewable energy infrastructure can coexist with ongoing agricultural operations. By integrating renewable energy with farming, we aim to reduce impacts on primary and secondary productivity.

There is growing interest in combining solar energy with complementary agricultural uses, leveraging benefits such as:

- Partial shading and weather protection
- Improved soil moisture and vegetation growth
- Shelter for livestock, particularly sheep

We actively encourage the adoption of Agrisolar practices, with 75% of our managed solar farms already incorporating this approach.

Wind farms also coexist well with agriculture, occupying only a small portion of land, allowing farming to continue largely uninterrupted.

We are committed to promoting dual land use across our projects and, at the end of a project's life, we will decommission infrastructure and aim to restore or enhance the land for continued agricultural use.

Case Study – OX2 Business Model Shift

As OX2 evolves, so does our business model. We are transitioning to become an Hybrid Independent Power Producer, adopting a develop–construct–own–and–operate approach. This long-term model enables us to build lasting relationships with landowners, neighbours, and communities, while creating local jobs and a workforce embedded in the region.

5.

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

Meetings with local stakeholders are held throughout the project's lifetime, including early information meetings and open house events during and after construction. We believe it is extremely important to create open dialogue and show respect for the people who live and work in the local area.

As part of our early engagement, we consult with the community on preliminary visual, noise, ecological, and heritage assessments. This supports meaningful discussion and invites early feedback on potential project impacts.

Throughout the detailed assessment phase, we continue sharing technical findings—including traffic—and seek input on proposed mitigation measures to ensure they reflect local needs and context.



Case Study – Qld Solar Farm and Battery Project

Before recent legislative changes made Social Impact Assessments (SIA) mandatory for solar farm development in Queensland, OX2 proactively chose to undertake one. This decision was aimed at understanding potential social impacts and identifying measures to support and strengthen the local community.

The SIA is being conducted early in the project lifecycle to ensure social considerations are integrated into the design and to begin building meaningful relationships with the community.

Early engagement is being undertaken with the local Council to assist in informing future engagement with the broader community and limiting consultation fatigue.

We have also commenced early and respectful engagement with the representative Traditional Owner body, to embed cultural awareness into the project—both physically and spiritually. The group provided positive feedback on the decision to engage early and openly on the project.

6.

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

We develop workforce accommodation strategies in consultation with councils and collaborate with local communities and contractors to minimize inconvenience. We aim to support local economies through increased spending on accommodation, food, and services.

We also strive to create and advertise local employment opportunities to benefit the community.

Case Study – SEC Renewable Energy Park - Horsham, VIC.

The project's key social procurement goals are to engage Victorian Aboriginal people and Traditional Owners, support job readiness for women and young people, and maximise local employment.

OX2 (formerly Esco Pacific) joined the Kinaway Chamber of Commerce to connect with Aboriginal businesses and partnered with the Industry Capability Network (ICN) to promote local opportunities via an ICN Gateway page.

Local briefing sessions encouraged contractor engagement, training, and apprenticeships, supported by ICN's business registration assistance. Guidance to the Principal Contractor has led to:

- 5 local apprenticeships, with 13–15 more expected
- 65% of site-based workers from the Horsham region
- Employment of 3 First Nations people
- 21.55% female participation in trade-based roles

A partnership with Goolum Goolum Aboriginal Corporation is creating pathways for First Nations employment, with a construction career session scheduled for August 2025.

Case Study - Muswellbrook Solar Farm and Battery

OX2 is collaborating closely with BlackRock Industry's Second Chance for Change Program, which provides Indigenous incarcerated men with opportunities for long-term, stable employment. This initiative aims to reduce recidivism by offering eligible participants comprehensive support, including pre- and post-employment services, training, and mentoring.

As the project advances toward construction, OX2 seeks to partner with the Muswellbrook program to actively support local employment opportunities.



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.

OX2 is committed to delivering long term benefits to the communities in which our projects are located. We strive to collaborate with the community to design a benefit program that drives positive economic and social outcomes whilst providing lasting value.

Case Study – Qld Solar Farm and Battery Project

Before recent legislative changes made Social Impact Assessments (SIA) mandatory for solar farm development in Queensland, OX2 proactively chose to undertake one.

This decision was aimed at understanding potential social impacts and identifying measures to support and strengthen the local community.

The SIA is being conducted early in the project lifecycle to ensure social considerations are integrated into the design of a Community Benefit Agreement and to begin building meaningful relationships with the community.

We have also commenced early and respectful engagement with the representative Traditional Owner body, to embed cultural awareness into the project—both physically and spiritually and determine an appropriate Community Benefit Agreement.

Case Study – Muswellbrook Solar Farm, Muswellbrook, NSW

To ensure the Muswellbrook Solar Farm aligns with and exceeds the NSW energy policy framework, OX2 developed a comprehensive community benefit sharing program.

OX2 has engaged with the local authority to establish how the community benefits fund could be managed through a Voluntary Planning Agreement (VPA). The terms of the VPA have been finalised and include a neighbour benefit of an annual rate rebate.

Muswellbrook Solar Farm Community Benefit Sharing Program

2024

Muswellbrook Solar Farm is a 135MW solar and battery project. Annually, Muswellbrook solar farm will contribute \$850 per MW of installed capacity to a Community Benefit Sharing Program.

The current estimated installed capacity is 135MW which equates to a total of \$114,750.00 provided each year to the program. If the project capacity decreases, the program's total funding will decrease.

The funds are divided between different aspects of the Program, agreed with Muswellbrook Shire Council under a Voluntary Planning Agreement.

The two main aspects of the Community Benefit Sharing Program to which the funds will be divided are:

- Community Benefit Fund
- Neighbour Benefit Fund

Neighbour Benefit Fund

45% of the Community Benefit Sharing Program is designated for a neighbour benefit fund.

This is to be distributed to all existing dwellings within 1.2km of the solar farm boundary via an annual rate rebate. Rebates will begin once the solar farm is constructed and becomes operational.

The rebate will be a reduction in the annual rates payable by those dwelling owners of approximately \$150 each year for the life of the project (anticipated to be 35 years) and will increase annually in line with CPI (inquiries to over \$20,000 in total).

Having dwelling owners at the time of approval of the solar farm will also be eligible for the rebate once a dwelling is constructed on the property.

Community Benefit Fund

45% of the Community Benefit Sharing Program funding is designated for a community benefit fund.

This is to be distributed through the Muswellbrook Shire Council Grants Program, each year for the life of the project (35 years) and will increase annually in line with CPI.

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100 Acres
Total 1.15 Gigawatt-hour
between 18-2025

10-12-2024
info@ox2.com.au

Powering the great shift

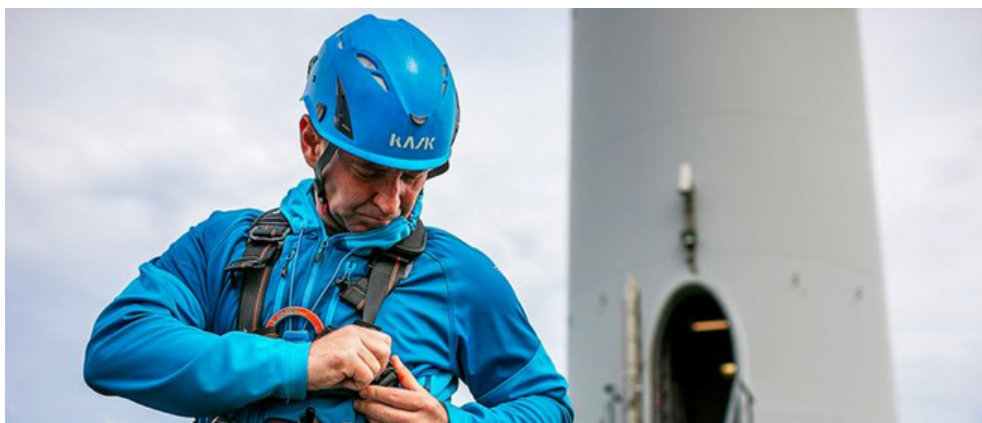
8.

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

Although relatively new to the Australian market, OX2 is one of Europe's largest developers of onshore wind power, with a strong global track record in supporting educational initiatives. We are eager to bring this experience and approach to Australia.

Examples of our global initiatives include:

- OX2 Poland: In partnership with Windhunter Academy, we launched a training program for former miners to address the growing labour demand in the wind energy sector. This program provides miners transitioning from their industry with opportunities to retrain and secure new employment.



Examples of our Australian initiatives include:

Case Study - Student Technology Access Program

OX2 has established a Student Technology Access Program to repurpose company laptops no longer in use. These devices will be refurbished and provided to students at local schools, helping bridge the digital divide for those who may not otherwise have access to essential technology.

Case Study – Scholarships

OX2 is exploring opportunities to partner with regional TAFEs associated with our projects under development. The goal of this partnership is to establish scholarships that build the skills and knowledge needed for the renewables industry.

These scholarships could support a broad range of study options, including university degrees, vocational training, and short courses.

Discussions are underway with Hunter TAFE Foundation and Central Queensland University (CQU).

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.

OX2 is a hybrid/IPP in Australia that sells some projects at financial close, and retains others, our current plans are to retain ownership of more projects than we sell. OX2 passes on all development obligations to construction and management teams to ensure that recommendations included in ecological, cultural heritage and agricultural impact assessments aimed at reducing, mitigating or managing impacts to the project are implemented. In addition, OX2 provides asset management services to many of its projects and can continue responsible land stewardship over the life of a project.

Case Study – Corporate Volunteering – Tree Planting

As part of our corporate social responsibility, OX2 partnered with Horsham Landcare Group for a volunteer day, planting over 100 trees at a degraded site near the SEC Renewable Energy Park – Horsham.

The replanting initiative supports native vegetation and biodiversity. We are committed to ensuring that renewable energy developments protect and enhance the natural environment, with a goal of delivering wind and solar farms that give back to nature.



OX2 volunteer tree planting at Horsham in collaboration with Landcare.

Case Study - Partnership with Dalki Garringa Native Nursery

During the development phase of the SEC Renewable Energy Park – Horsham, OX2 partnered with Dalki Garringa Native Nursery to support landscape planting. OX2 engaged the nursery to source native plants for the landscape screening required for the project boundary.

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.

Waste is generated throughout the life time of our projects which is why we need to work together with the industry to achieve circular material flows. OX2 participates in several industry organizations and initiatives that aim to promote the transition to a circular economy.

Circularity forums:

- WindEurope's sustainability and supply chain working groups
- SolarPower Europe sustainability working group
- RISE Rekovind Initiative
- The Swedish Wind Energy Association's sustainability committee

Case Study – Muswellbrook Solar Farm, Muswellbrook, NSW

A waste management plan (WMP) is being prepared for the project and will be implemented in consultation with the local authority to effectively manage waste during construction, operation and decommissioning of the project.

PV module recycling companies are emerging in Australia, and they are expected to be well established by the time the project is decommissioned as the industry develops. A feasibility study is being developed for a solar recycling plant at a neighbouring retired coal mine.

Case Study - Circular Material Management Plan (CMMP).

OX2 commissioned a Circular Material Management Plan (CMMP) during the development of the Horsham Solar Farm project. The CMMP supports sustainable, circular management of materials throughout the project's lifecycle – from design and construction to operation and decommissioning. While renewable energy plays a key role in reaching net zero targets, it's increasingly important to consider how materials are used, reused, and managed. The CMMP aligns with the three core principles of the circular economy and proposes strategies to be applied to project components:

- Eliminate waste
- Circulate Materials
- Regenerate Nature

Although circular materials management may be new for some suppliers, it is gaining traction across infrastructure projects – including renewables. Promoting transparency and end-of-life reporting along the supply chain will help improve material recovery and reuse.



Powering the great shift

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