

June 2024



Communication and Stakeholder Engagement Plan

CopperString 2032



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| Revision | Revision date | Revision description |
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| Rev 1 | 01/07/2024 | Updated in line with eastern alignment review |

Summary

The CopperString 2032 Communication and Stakeholder Engagement Plan (CSEP) sets the benchmark for project-wide communication and engagement.

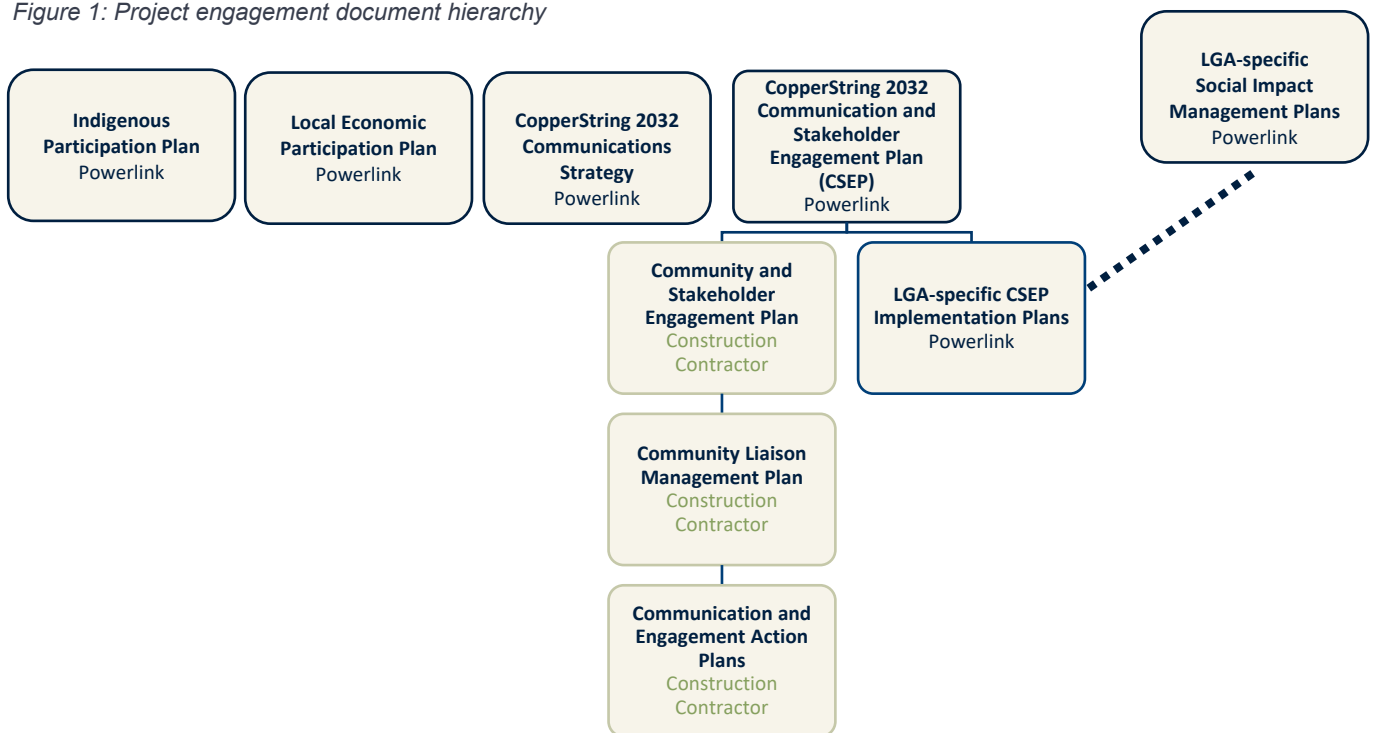
It will be applied in concert with the project’s Indigenous Participation Plan (IPP) and Local Economic Participation Plan (LEPP) which respectively focus on the creation of meaningful opportunities for Traditional Owners, Aboriginal and Torres Strait Islander people, local suppliers, and workers to participate in and benefit from CopperString 2032. The CSEP also informs the audiences, priorities and activities outlined in the CopperString 2032 Communications Strategy.

The CSEP details how communication and engagement activities will be carried out consistently across the project and complies with the imposed conditions on social matters included in the Queensland Coordinator-General’s evaluation report released on 28 September 2022 and the amended imposed conditions on social matters included in the change report for Hughenden workforce accommodation and facilities released on 30 May 2024.

Practical application of the CSEP will be delivered through CSEP Implementation Plans for each Local Government Area (LGA) along the project corridor. LGA CSEP Implementation Plans will exist as appendices to the CopperString 2032 CSEP and are linked to LGA-specific Social Impact Management Plans (SIMPs) as outlined in Figure 1.

The CSEP will also guide the development and delivery of communication and engagement activities undertaken by our delivery partners and sub-contractors during the construction phase of the project.

Figure 1: Project engagement document hierarchy



Project overview

About the project

CopperString 2032, led by Powerlink, initially involves building approximately 840 kilometres (km) of new electricity transmission line from Mount Isa to near Townsville that will connect Queensland's North West Minerals Province (NWMP) to the national electricity grid for the first time in Australia's history.

Approximately 200km of additional transmission line will be required to connect new renewable generators to CopperString 2032.

Construction commenced in mid-2024 and is expected to be completed by 2029.

The project will connect the NWMP to the National Electricity Market (NEM) and includes:

- ~360km of 500kV transmission line from Townsville to Hughenden
- ~400km of 330kV transmission line from Hughenden to Cloncurry
- ~100km of 220kV transmission line from Cloncurry to Mount Isa
- up to six new substation sites
- workforce accommodation and facilities in strategic locations along the corridor.

Project scope

Since Powerlink took responsibility for project delivery on behalf of the Queensland Government in March 2023, the project's transmission line design and supporting infrastructure have been refined.

The transmission line from south of Townsville to Hughenden is now planned to be constructed at 500 kilovolts (kV) instead of 330kV. This will allow increased access to renewable generation in the Flinders Renewable Energy Zone (REZ) which has the potential to be one of the largest REZs in Australia.

This connection forms part of the Queensland SuperGrid which will allow a planned and cohesive approach to the state's transition to renewable energy and forms part of the [Queensland Energy and Jobs Plan](#).

In addition, detailed design has been undertaken to confirm the most suitable location for the transmission line and supporting infrastructure.

Through this review, significant environmental and constructability impacts associated with the existing corridor have been identified east of Hughenden, between the Burdekin River and the proposed Mulgrave Substation.

The alignment follows one of the most extreme sections of the Leichhardt Range where access is not currently possible. Heavy vehicle access is also very limited due to steep terrain and road constraints from the west as well as numerous irrigation channel crossings and narrow gravel roads.

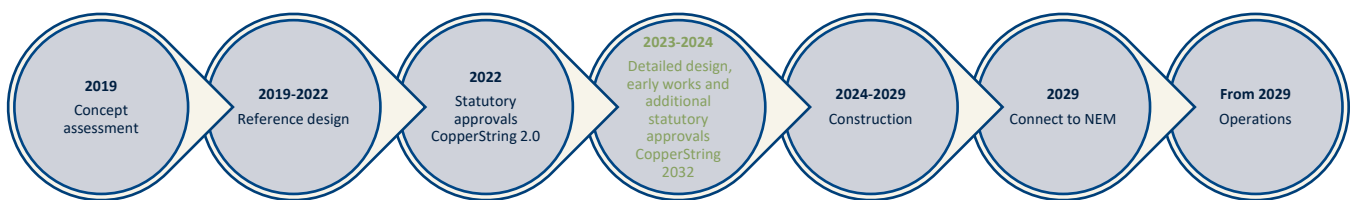
Due to these significant constructability issues, Powerlink will investigate an alternative corridor between the Burdekin River and Reid River. This corridor will take into consideration these topographical constraints and extensive field investigations. Engagement with community, landholders and Traditional Owners will further refine and inform this corridor.

Project timing

Since 2019, work has focused on progressing the project’s transmission line design, statutory approvals and engagement with landholders and other key stakeholders along the proposed alignment.

We are continuing to work alongside the Queensland and Australian governments to progress project approvals. At the same time, work is continuing on detailed engineering design, field and geotechnical investigations, cultural heritage and ecological surveys, community engagement and landholder consultation. Figure 2 outlines the project’s timeline.

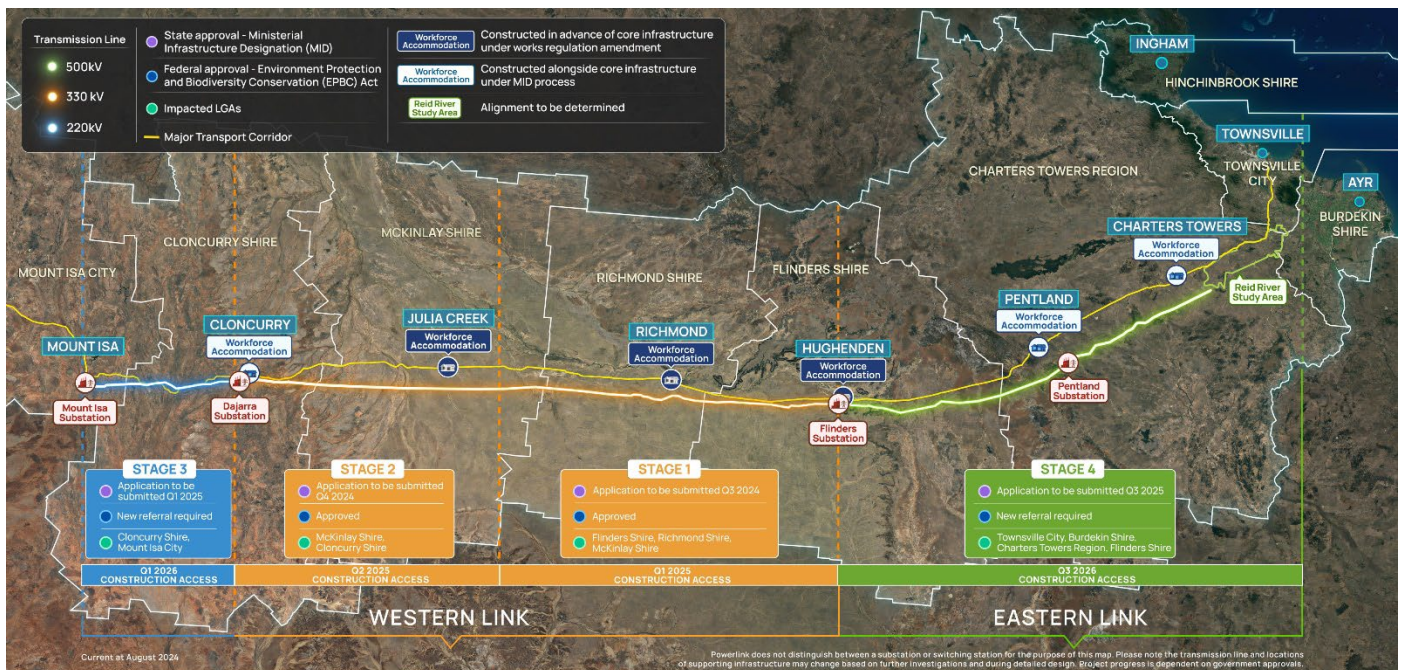
Figure 2: Project phases and anticipated timing



Due to the size and scope of CopperString 2032, the project has been staged to ensure timely delivery and safe travel distances for workers.

Project delivery timing for stages one to four, including the transmission line and supporting infrastructure, is shown in Figure 3.

Figure 3: CopperString 2032 project sequencing



Communication and engagement approach

Powerlink is committed to genuine and timely communication and stakeholder engagement that leads to improved decision-making and better outcomes for our stakeholders¹.

We are committed to:

- engaging early with stakeholders in the decision-making process
- working with stakeholders to identify engagement preferences
- presenting information in a clear and accessible manner
- providing a clear scope of engagement opportunities
- genuinely considering feedback
- demonstrating how engagement has improved decision making
- educating staff to improve their engagement skills, identifying future opportunities, and building a strong internal culture that values engagement.

Engagement principles

Our [Stakeholder Engagement Framework](#) guides our interactions with individuals and organisations and ensures our communication and engagement is effective and meaningful.

Table 1: Powerlink's five principles for effective stakeholder engagement

| Principle | Our commitment | We will do this by: |
|-----------------------|--|---|
| Integrity | We will be honest and act with integrity at all times. | <ul style="list-style-type: none"> ▪ interacting respectfully with our stakeholders ▪ delivering honest communication ▪ acting ethically in how we engage with people. |
| Transparency | We will share information on matters that are important to stakeholders. | <ul style="list-style-type: none"> ▪ ensuring that information is accessible and clear for all stakeholders ▪ presenting balanced, accurate and complete information ▪ clearly communicating the decision-making processes to stakeholders ▪ providing opportunities for stakeholders to provide input and ask questions. |
| Responsiveness | We will respond to stakeholders in a timely way. | <ul style="list-style-type: none"> ▪ being available to listen and respond to stakeholders in a timely way ▪ acknowledging and addressing stakeholders' needs and concerns ▪ keeping the promises we make to stakeholders. |
| Accountability | We will monitor and report on our performance and matters of importance to stakeholders. | <ul style="list-style-type: none"> ▪ surveying stakeholders to monitor progress towards achieving Powerlink's stakeholder engagement performance goals including our social licence to operate |

¹ <https://www.powerlink.com.au/stakeholder-engagement>

| Principle | Our commitment | We will do this by: |
|----------------------|--|---|
| | | <ul style="list-style-type: none"> ▪ reporting Powerlink’s performance in a way that is reliable, accurate and enables comparability over time. |
| Inclusiveness | We will engage with stakeholders to understand, consider and respond on matters of importance to them and seek mutually beneficial outcomes. | <ul style="list-style-type: none"> ▪ identifying relevant stakeholders and actively seeking their involvement in engagement activities ▪ selecting the most suitable engagement methods ▪ genuinely listening to stakeholders ▪ encouraging and being open to stakeholder feedback ▪ acknowledging and respecting the diversity of views and sensitivities of stakeholders ▪ developing and fostering long-term relationships with existing and new stakeholders. |

Objectives

To ensure the CSEP delivers on the Queensland Coordinator-General’s conditions of approval and subsequent change report, the project’s targeted communication and engagement objectives are to:

- ensure stakeholders are clearly identified and their specific needs are understood and managed
- ensure information about the project is shared with and understood by those who are potentially affected and/or interested in the project
- ensure engagement and communication activities are transparent, equitable and accessible, with adequate opportunities for stakeholders to comment or provide feedback
- regularly demonstrate to stakeholders how feedback has been, or will be, considered
- demonstrate a commitment to building long-term relationships with stakeholders based on trust and mutual respect
- record and report on feedback received and ensure it is considered by Powerlink, particularly in relation to impact identification and measures for management and/or mitigation.

Roles and responsibilities for engagement

The structure of the CopperString 2032 communication and engagement team is shown in Figure 4.

Figure 4: Project communication and engagement team structure



Table 2 summarises the CopperString 2032 communication and engagement team roles and responsibilities as they relate to this plan.

Table 2: Team member responsibilities

| Role | Summary of responsibilities |
|--|--|
| Manager Community & Stakeholders | Oversee the team function and lead the implementation of timely, robust, and genuine communication and stakeholder engagement across the project. |
| Project Engagement Specialists | Design and deliver on-ground stakeholder engagement to support key deliverables and project approvals and provide high-quality engagement advice. |
| Communications Advisor | Design and deliver internal and external communication activities that build support for and underpin successful project delivery. |
| Regional Development Advisor (Indigenous Participation) | Develop and administer the IPP in line with project requirements and best practice to support genuine pathways into the project and deliver direct benefits. |
| Regional Development Advisor (Local Participation) | Develop and administer the LEPP in line with project requirements and best practice to support local participation and capability and capacity building. |
| Experience Centre Manager – CopperString 2032 | Manage the project’s immersive, hands-on learning centre and interface with communities and key stakeholders. |
| Project Administrator | Support the project’s communication and engagement team by providing an efficient and effective project administration function. |

While this plan largely pertains to the project’s communication and engagement function, it is important to note that successful engagement is reliant on open and transparent coordination of activities across the organisation and with our delivery partners.

We will work closely with cross-functional Powerlink teams and our Construction Contractor to ensure alignment and consistency. Table 3 outlines the activities each team is responsible for during project delivery.

Table 3: Powerlink team and delivery partner activity interface

| Organisation | Team | Activities |
|--------------|---|--|
| Powerlink | Property Services with support from Landholder Relations and Indigenous Partnerships teams, as required | <ul style="list-style-type: none"> Manage corridor property matters and approval process with Queensland and Australian government interface Input into communication and engagement planning and materials Identify directly impacted and adjacent landholders Coordinate communication and engagement with directly and indirectly impacted landholders and recording of interactions Negotiate Land Access Protocols with all impacted landholders Ongoing communication and engagement with Traditional Owner groups along the corridor Engagement, issues management, record keeping and reporting (directly impacted and adjacent landholders and Traditional Owners) |
| Powerlink | Community Relations | <ul style="list-style-type: none"> Input into communication and engagement planning and delivery, as required Community profiling and social performance monitoring and evaluation Identify and deliver community investment opportunities Engagement, issues management, record keeping and reporting (community-based organisations, councils at operational level) |
| Powerlink | Project Engagement, including local and Indigenous participation | <ul style="list-style-type: none"> Drive strategic and effective communication and engagement across the full project lifecycle Develop and deliver communication and engagement strategies and tactics, including local and Aboriginal and Torres Strait Islander participation Support project government liaison activities Manage key stakeholder relationships Identify and facilitate proactive media opportunities Key messaging, FAQs and project collateral Deliver on-ground engagement including forums and information sessions Project engagement issues and risk management Communication, engagement, and issues record keeping and reporting (key stakeholders, operational level government representatives, business and industry, advocacy groups, broader community, interest groups) |
| Powerlink | External Communications | <ul style="list-style-type: none"> Media relations – proactive, enquiries and Minister’s Office engagement and 24/7 communications emergency response External design Corporate sponsorships Corporate brand advice Digital media – website, social media |
| Powerlink | Internal Communications | <ul style="list-style-type: none"> Internal communication planning and delivery Internal crisis and incident communication |

| Organisation | Team | Activities |
|--------------------------------|--|--|
| Powerlink | Government Relations | <ul style="list-style-type: none"> ▪ Input into communication and engagement planning and delivery, as required ▪ Manage elected representative and local, Queensland and Australian government relationships ▪ Engagement and issues management record keeping and reporting (government/elected representatives) |
| Construction Contractor | Communication and Stakeholder Engagement | <ul style="list-style-type: none"> ▪ Support successful project delivery through the following dedicated roles during construction: <ul style="list-style-type: none"> ○ Director Communications and Engagement ○ Community and Stakeholder Engagement Manager ○ Social Inclusion and Industry Capability Manager ○ Community Engagement Advisors ○ Indigenous Engagement Advisors ○ Communications Support Officer ○ Communications and Engagement Administrator ▪ Work closely with Powerlink to support meaningful opportunities for project participation across all stakeholder, including social procurement for local and Aboriginal and Torres Strait Islander people ▪ Deliver effective construction-related communication and engagement activities and collateral in liaison with Powerlink ▪ Communication, engagement and issues record keeping and reporting in liaison with Powerlink ▪ Support community investment and related programs ▪ Support project government liaison activities ▪ Manage key stakeholder relationships as guided by the approved Stakeholder Management Plans |

Community and stakeholder analysis

Understanding the environment in which a project exists is integral to successful communication and engagement planning and delivery.

CopperString 2032 extends across the rural and relatively remote regions of North and North West Queensland. While there are common attributes amongst local communities and key stakeholders, each local community requires a tailored communication and engagement approach based on issues, impacts, and identified and emerging needs and preferences.

The approach must consider the complexities of the project, not just in terms of proposed infrastructure, but within the demographic and social setting. This helps the project team better understand and acknowledge the perspectives and concerns people may hold, so that these can be taken into consideration, handled sensitively, and reflected in meaningful ways to deepen relationships and enhance social licence.

The project directly and indirectly impacts nine LGAs. The following analysis looks at the project infrastructure impacts on each LGA, the demographic profile of communities along the alignment and categorises stakeholders according to their interest in and influence on the project.

Local Government Areas

LGAs have been categorised according to their project proximity and infrastructure impacts, as well those defined as local (within ~125km of the project corridor) for the purpose of local industry participation.

Figure 5: LGA boundaries in relation to the project alignment



Table 4 lists the impacted and adjacent communities from west to east along the corridor, noting each LGA listed is defined as local under the LEPP.

Table 4: LGA categories and associated infrastructure impacts

| LGA | Key town/s | Project infrastructure |
|---|---|--|
| <i>Directly impacted local communities (within the project easement)</i> | | |
| Mount Isa City | <ul style="list-style-type: none"> ▪ Mount Isa | <ul style="list-style-type: none"> ▪ Mount Isa Substation ▪ Transmission line |
| Cloncurry Shire | <ul style="list-style-type: none"> ▪ Cloncurry | <ul style="list-style-type: none"> ▪ Dajarra Substation ▪ Cloncurry workforce accommodation ▪ Transmission line |
| McKinlay Shire | <ul style="list-style-type: none"> ▪ Julia Creek ▪ McKinlay | <ul style="list-style-type: none"> ▪ Julia Creek workforce accommodation ▪ Transmission line |
| Richmond Shire | <ul style="list-style-type: none"> ▪ Richmond | <ul style="list-style-type: none"> ▪ Richmond workforce accommodation ▪ Transmission line |
| Flinders Shire | <ul style="list-style-type: none"> ▪ Hughenden ▪ Prairie ▪ Torrens Creek ▪ Stamford | <ul style="list-style-type: none"> ▪ Flinders Substation ▪ Hughenden workforce accommodation ▪ Transmission line |
| Charters Towers Region | <ul style="list-style-type: none"> ▪ Charters Towers ▪ Pentland | <ul style="list-style-type: none"> ▪ Pentland Switching Station ▪ Charters Towers workforce accommodation ▪ Pentland workforce accommodation ▪ Transmission line |
| Burdekin Shire* | <ul style="list-style-type: none"> ▪ Ayr ▪ Home Hill | <ul style="list-style-type: none"> ▪ Mulgrave Substation ▪ Transmission line |
| <i>Indirectly impacted local communities (adjacent to the project easement)</i> | | |
| Townsville City* | <ul style="list-style-type: none"> ▪ Townsville City ▪ Bohle ▪ Cleveland Bay ▪ Greater Townsville | <ul style="list-style-type: none"> ▪ N/A |
| Hinchinbrook Shire | <ul style="list-style-type: none"> ▪ Ingham | <ul style="list-style-type: none"> ▪ N/A |

*Note, direct and indirect impacts to Burdekin Shire and Townsville City are indicative of the existing alignment and do not reflect the eastern alignment review currently underway.

Community profiles

All directly impacted population centres along the alignment except for Mount Isa and Cloncurry, which have a focus on critical minerals and mining, are rural communities with facilities that support the agricultural industry. It is estimated the project will make a significant contribution to these LGAs by unlocking jobs and boosting regional development and investment.

The demographic profiles of directly impacted and adjacent communities, excluding any changes following the eastern alignment review as detailed above, are outlined in Table 5. Further commentary is provided in LGA CSEP Implementation Plans attached as appendices to this plan.

Table 5: Demographic profiles by LGA²

| LGA | Total population | Average age | Median household income/ week | Aboriginal & Torres Strait Islander people | Highest education level (top 3) | Highest employing industries (top 3) | Unemployment | Occupied private dwellings | Internet accessed from dwelling ³ |
|--------------------------|------------------|-------------|-------------------------------|--|--|---|--------------|----------------------------|--|
| <i>Directly impacted</i> | | | | | | | | | |
| Mount Isa City | 18,727 | 31 | \$2,231 | 21.5% | <ul style="list-style-type: none"> ▪ Degree 14.3% ▪ Dip 5.9% ▪ Cert 23.1% | <ul style="list-style-type: none"> ▪ Copper ore mining ▪ Silver-lead-zinc ore mining ▪ Hospitals | 4.3% | 81.8% | 80.2% |
| Cloncurry Shire | 3,167 | 34 | \$1,879 | 23.8% | <ul style="list-style-type: none"> ▪ Degree 11.1% ▪ Dip 5.4% ▪ Cert 21.9% | <ul style="list-style-type: none"> ▪ Beef cattle farming ▪ Copper ore mining ▪ Silver-lead-zinc ore mining | 4% | 78.2% | 69.8% |
| McKinlay Shire | 836 | 37 | \$2,166 | 5.6% | <ul style="list-style-type: none"> ▪ Degree 3.8% ▪ Dip 4.4% ▪ Cert 19.5% | <ul style="list-style-type: none"> ▪ Beef cattle farming ▪ Silver-lead-zinc ore mining ▪ Waste services | 0% | 72.8% | 76.7% |
| Richmond Shire | 578 | 38 | \$1,672 | 7.8% | <ul style="list-style-type: none"> ▪ Degree 8.4% ▪ Dip 6.4% ▪ Cert 17.9% | <ul style="list-style-type: none"> ▪ Local government administration ▪ Beef cattle farming ▪ Education | 1.3% | 68.8% | 82.5% |
| Flinders Shire | 1,500 | 42 | \$1,343 | 11.3% | <ul style="list-style-type: none"> ▪ Degree 10.2% ▪ Dip 4.7% ▪ Cert 16.7% | <ul style="list-style-type: none"> ▪ Beef cattle farming ▪ Local government ▪ Hospitals | 2.4% | 73.5% | 71.1% |

² Demographic data sourced from Australian Bureau of Statistics 2021 Census.

³ Internet accessed from dwelling figures are drawn from Australian Bureau of Statistics 2016 Census due to a change in 2021 Census questions.

| LGA | Total population | Average age | Median household income/ week | Aboriginal & Torres Strait Islander people | Highest education level (top 3) | Highest employing industries (top 3) | Unemployment | Occupied private dwellings | Internet accessed from dwelling ³ |
|-------------------------------|------------------|-------------|-------------------------------|--|--|--|--------------|----------------------------|--|
| Charters Towers Region | 11,794 | 42 | \$1,307 | 9.7% | <ul style="list-style-type: none"> ▪ Degree 9.6% ▪ Dip 5.1% ▪ Cert 18.1% | <ul style="list-style-type: none"> ▪ Beef cattle farming ▪ Education ▪ Gold ore mining | 5.4% | 83.5% | 69.4% |
| Burdekin Shire | 16,692 | 45 | \$1,345 | 6.6% | <ul style="list-style-type: none"> ▪ Degree 9% ▪ Dip 5.6% ▪ Cert 21.8% | <ul style="list-style-type: none"> ▪ Sugar cane growing ▪ Sugar manufacturing ▪ Primary education | 3.4% | 85.6% | 71.5% |
| <i>Indirectly impacted</i> | | | | | | | | | |
| Townsville City | 234,283 | 37 | \$1,621 | 9% | <ul style="list-style-type: none"> ▪ Degree 16.4% ▪ Dip 7.7% ▪ Cert 20.9% | <ul style="list-style-type: none"> ▪ Hospitals ▪ Defence ▪ Primary education | 5% | 88.7% | 83.6% |
| Hinchinbrook Shire | 10,920 | 51 | \$1,158 | 6.9% | <ul style="list-style-type: none"> ▪ Degree 8.5% ▪ Dip 5.4% ▪ Cert 23.4% | <ul style="list-style-type: none"> ▪ Sugar cane growing ▪ Sugar manufacturing ▪ Primary education | 4.2% | 82.5% | 88.7% |

Observations and opportunities

Table 6 outlines observations and opportunities for project communication and engagement based on an analysis of impacted and adjacent communities.

Further review will be undertaken at regular intervals in line with the project's conditions of approval to ensure currency. Tactical alignment across Powerlink and our delivery partners will also ensure opportunities are maximised throughout the project lifecycle.

Table 6: Observations and opportunities across LGAs

| Observation | Opportunities |
|---|--|
| <p>The average age across all LGAs is <40</p> | <ul style="list-style-type: none"> ▪ Younger Australians are more likely to turn to social media for their news content and more adults than previously reported used community and special interest groups for news via social media⁴. ▪ Powerlink’s social media channels are integral to sharing project information and opportunities for involvement. ▪ The project team will leverage existing community groups for broad information sharing. |
| <p>Communities are regional and/or relatively remote</p> | <ul style="list-style-type: none"> ▪ Face-to-face engagement is well received in regional communities. ▪ The project will build relationships through focused engagement with Traditional Owners, landholders, communities, and key stakeholders, and being part of community events, where possible. ▪ Regional Australians are more likely than those in metropolitan areas to access news through free-to-air television, print newspaper and radio compared to those in metropolitan areas⁵. ▪ Project advertising, including opportunities for involvement, across traditional and digital media outlets will be undertaken as standard. |
| <p>Strong representation of Aboriginal and Torres Strait Islander communities</p> | <ul style="list-style-type: none"> ▪ The Aboriginal and Torres Strait Islander population ranges between 5.6% in McKinlay Shire and 23.8% in Cloncurry Shire, which is significantly higher than the Queensland average of 4.5%. ▪ The project will maximise opportunities for meaningful Traditional Owner and Indigenous engagement and participation through culturally sensitive and appropriate communication. |
| <p>The average internet access from homes is around 77%</p> | <ul style="list-style-type: none"> ▪ While this figure is largely commensurate with the Queensland average of 83.7%, it still leaves more than 20% of communities with limited or no internet access. ▪ A mix of digital and face-to-face communication and engagement is important for inclusivity and accessibility. ▪ We will support improved community and economic outcomes through the staged delivery of the SuperGrid Telecommunications Program alongside Queensland Capacity Network. |
| <p>Agriculture (farming) and mining are the highest employing industries along the alignment</p> | <ul style="list-style-type: none"> ▪ This presents an opportunity to engage with communities through agricultural field days and industry activities. |
| <p>While there is low unemployment in the majority of LGAs, there is also a relatively low skilled</p> | <ul style="list-style-type: none"> ▪ Ranging between 0% in McKinlay Shire and 5.4% in Charters Towers Region, unemployment is generally lower than the Queensland average of 5.4%. ▪ There are opportunities to support skills development within the existing workforce. |

⁴ Australian Communications and Media Authority (ACMA) ‘how we access news’ February 2024.

⁵ ACMA ‘how we access news’ February 2024.

| Observation | Opportunities |
|--|--|
| workforce (excluding Townsville City) | <ul style="list-style-type: none"> Project advocacy and regional benefits messaging will support workforce attraction. |
| Housing occupancy rates are lower than average in all LGAs | <ul style="list-style-type: none"> With a private dwelling occupancy rate low of 68.8% in Richmond Shire and a high of 88.7% in Townsville, this figure is lower than the Queensland average of 90.7%. Workforce influx impacts are anticipated during project construction and will be managed through the establishment of workforce accommodation and facilities in strategic locations along the corridor as well as the project's LEPP. There may be opportunities to bring additional economic uplift to communities through an increase in occupancy where it is appropriate to do so. |

Stakeholder analysis

Stakeholder groups have been categorised at a macro level according to their level of interest in and influence over the project, level of participation as described within the industry best-practice *International Association for Public Participation (IAP2) Public Participation Spectrum*, issues, approach, and indicative tools and tactics. The matrix shown in Figure 6 has been used to assess the influence and interest of stakeholder groups and is reflected in **Error! Reference source not found..**

General project communication mechanisms including electronic and hard copy project updates, key messages, project 1800 number, project email, project website and digital hub and Powerlink’s social media channels are applicable to all stakeholder groups.

Note, the level of participation within each stakeholder group may vary depending on their level of interest in and influence over the project. Powerlink’s Government Relations team is responsible for managing relationships and communication with local, Queensland and Australian government departments and elected representatives, the Landholder Relations team is responsible for landholder engagement and the Property Project and Indigenous Partnerships teams are responsible for Traditional Owner engagement.

A detailed list of project stakeholders within each group, including areas of interest by LGA and Powerlink team roles and responsibilities, are contained within the project’s stakeholder map which exists as a living document for internal use. Further contextual analysis of stakeholder groups will be undertaken for specific project communication and engagement activities as the project progresses and is detailed in individual LGA CSEP Implementation Plans.

Figure 6: Interest/influence matrix

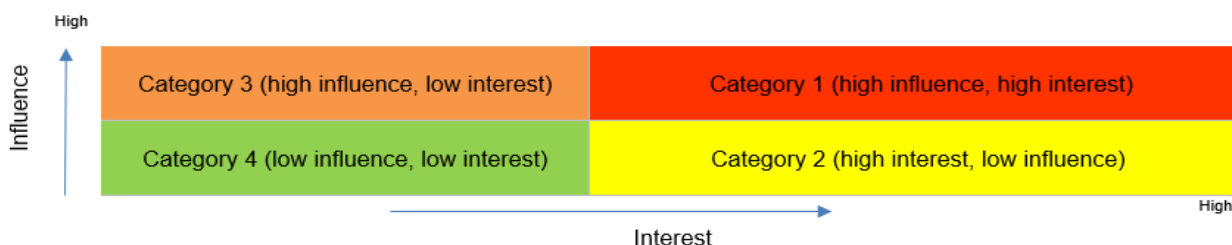


Table 7: Stakeholder group analysis, issues, approach and indicative tools and tactics

| Category | Stakeholder group | Level of participation | Issues/areas of interest | Approach | Tools and tactics |
|----------|---|--------------------------|--|--|--|
| 1 | Directly impacted landholders | Inform, consult, involve | <ul style="list-style-type: none"> Land access Local roads impacts Compensation Acquisition Visual amenity Transmission infrastructure impacts Construction impacts | <ul style="list-style-type: none"> Maintain regular communication and engagement through dedicated and consistent relationship manager in Landholder Relations team Build relationships through nominated Powerlink personnel to establish two-way communication, build trust and facilitate early resolution of emerging issues | <ul style="list-style-type: none"> 1:1 engagement Regular meetings (in-person or via phone) Consistent Landholder Relations relationship manager Land Access Protocols Options Agreements Construction notifications |
| 1 | Primary regulatory authorities (Queensland and Australian governments) | Inform, consult, involve | <ul style="list-style-type: none"> Environmental approvals Statutory approval compliance | <ul style="list-style-type: none"> Establish strong relationships to leverage project opportunities Establish and maintain regular, proactive and two-way communication with relevant feedback loop in place | <ul style="list-style-type: none"> 1:1 meetings and briefings Regular communication cadence in-person and online |
| 1 | Other Queensland and Australian government departments and agencies | Inform, consult, involve | <ul style="list-style-type: none"> Governance Project ownership Legislation implementation Local and Indigenous participation Supply chain capability and capacity | <ul style="list-style-type: none"> Establish strong relationships to leverage project opportunities Establish and maintain regular, proactive and two-way communication with relevant feedback loop in place | <ul style="list-style-type: none"> Meetings and briefings Working groups Co-designed engagement activities Combined state agency forums Network-wide information sharing through |

| Category | Stakeholder group | Level of participation | Issues/areas of interest | Approach | Tools and tactics |
|----------|--------------------------------|--------------------------|---|--|---|
| | | | <ul style="list-style-type: none"> Workforce and job opportunities Regional development Water management Environmental matters Planning and public works Utilities, roads and rail infrastructure Health and community wellbeing Safety | | existing communication channels |
| 1 | Local government | Inform, consult, involve | <ul style="list-style-type: none"> Legacy infrastructure Community investment Local supply chain and industry participation Biosecurity Water Jobs and economic development Impacts to local roads and infrastructure | <ul style="list-style-type: none"> Early engagement on issues and opportunities to ensure community needs and legacy items are considered Establish and maintain regular, proactive and two-way communication with relevant feedback loop in place | <ul style="list-style-type: none"> 1:1 meetings and briefings Working groups Workshops Joint decision-making Network information sharing through existing communication channels |
| 1 | Elected representatives | Inform, consult | <ul style="list-style-type: none"> Portfolio and constituent impacts and opportunities along the corridor Potential escalation point for landholders, community members and | <ul style="list-style-type: none"> Maintain regular communication and engagement through Government Relations team | <ul style="list-style-type: none"> 1:1 meetings and briefings |

| Category | Stakeholder group | Level of participation | Issues/areas of interest | Approach | Tools and tactics |
|----------|---|--------------------------|--|---|---|
| | | | other key stakeholders | | |
| 1 | Traditional Owners | Inform, consult, involve | <ul style="list-style-type: none"> Indigenous participation Economic benefits Cultural Heritage Native Title Environmental impacts on Country Genuine pathway into project | <ul style="list-style-type: none"> Establish strong relationships to leverage project opportunities Maintain regular communication and engagement through Property Project and Indigenous Partnerships teams Support the communication and engagement needs of the IPP which covers employment and training, supply chain and procurement, cultural heritage and opportunities for legacy-building | <ul style="list-style-type: none"> Meetings and briefings Joint decision-making Walks on Country Cultural awareness training Supply chain and job-seeker capability and capacity training Jobseeker platforms Traditional Owner input into naming of relevant project infrastructure |
| 2 | Indirectly impacted (adjacent) landholders | Inform, consult | <ul style="list-style-type: none"> Local roads impacts Visual amenity Construction impacts | <ul style="list-style-type: none"> Provide clear communication of project progress Ensure project communication channels are known and the project team is easily accessible Gather feedback and provide timely responses to enquiries Employ proactive issues management and communications activities to | <ul style="list-style-type: none"> 1:1 engagement in person or via phone, as required Construction notifications Letterbox drops |

| Category | Stakeholder group | Level of participation | Issues/areas of interest | Approach | Tools and tactics |
|----------|---|--------------------------|---|---|---|
| | | | | mitigate and/or counteract potential concerns | |
| 2 | Local businesses, supply chain, industry organisations and job seekers, including Aboriginal and Torres Strait Islander people | Inform, consult, involve | <ul style="list-style-type: none"> ▪ Skills development ▪ Supply chain development ▪ Jobs ▪ Labour draw impacts ▪ Sustainable economic development | <ul style="list-style-type: none"> ▪ Ensure clear and consistent messaging to potential subcontractors, suppliers and job seekers regarding project and procurement opportunities ▪ Provide accessible and equitable opportunities for involvement ▪ Support community-wide supply chain and employment development programs | <ul style="list-style-type: none"> ▪ Information sessions ▪ Workshops ▪ Training ▪ Industry events ▪ Jobseeker platforms ▪ Supplier development program ▪ CopperString 2032 supplier register ▪ Felix ▪ Construction Contractor’s webpage (job vacancies) |
| 2 | Broader communities | Inform, consult | <ul style="list-style-type: none"> ▪ Opportunities for project participation and feedback ▪ Sponsorships and partnerships ▪ Construction impacts | <ul style="list-style-type: none"> ▪ Communicate via various channels to raise awareness of the project, upcoming activities and opportunities to provide feedback ▪ Provide various feedback methods to enable stakeholders and communities to easily access information and participate ▪ Information sessions to provide an | <ul style="list-style-type: none"> ▪ Community information drop-in sessions ▪ Fact sheets ▪ Signage and posters ▪ Advertisements in local publications and community social media groups ▪ Interactive kiosks ▪ CopperString 2032 Experience Centre ▪ Construction notifications |

| Category | Stakeholder group | Level of participation | Issues/areas of interest | Approach | Tools and tactics |
|----------|---|------------------------|---|--|---|
| | | | | opportunity for the community to meet the team and ask questions | |
| 2 | Environmental groups, advocacy bodies including CopperString 2032 Regional Reference Group, and industry | Inform, consult | <ul style="list-style-type: none"> ▪ Regional environmental impacts and issues ▪ Renewable energy supply ▪ Supply chain involvement ▪ Cumulative impacts ▪ Liveability ▪ Capability and capacity building ▪ Sustainable economic development ▪ Impacts on services and utilities and opportunities for enhancement ▪ Digital capacity building | <ul style="list-style-type: none"> ▪ Establish strong relationships to leverage project opportunities ▪ Establish and maintain regular, proactive and two-way communication with relevant feedback loop in place ▪ Utilise existing communication channels to extend reach of project communication and engagement activities | <ul style="list-style-type: none"> ▪ Meetings and briefings ▪ Collateral sharing and social media tagging ▪ Industry events |
| 2 | Community groups | Inform, consult | <ul style="list-style-type: none"> ▪ Community benefits ▪ Sponsorships and partnerships | <ul style="list-style-type: none"> ▪ Maintain regular communication and engagement through Community Relations team ▪ Proactively identify opportunities to engage or to provide benefit to local community organisations | <ul style="list-style-type: none"> ▪ Meetings and briefings (in-person or online), as required ▪ Presentations ▪ In-kind or in-person support for community-based activities as a 'good neighbour' /community benefits initiatives |

| Category | Stakeholder group | Level of participation | Issues/areas of interest | Approach | Tools and tactics |
|----------|-------------------|------------------------|--|---|--|
| 4 | Media | Inform | <ul style="list-style-type: none"> Project milestones and announceables Project impacts and benefits | <ul style="list-style-type: none"> Share information about project milestones and opportunities Be responsive to requests and deadlines | <ul style="list-style-type: none"> Media releases Media events |

Methodology

The methodology outlined in this CSEP proposes a phased approach to communication and stakeholder engagement during the life of the project to comply with the Queensland Coordinator-General’s imposed conditions.

Phases of engagement

Table 8 outlines broad phases of engagement from development to construction, noting CopperString 2032 is a complex project and phases and activities have been, and will continue to be, undertaken in parallel.

Table 8: Project phases of engagement

| Phase | Development | Approvals | Construction |
|--------|---|--|--|
| Timing | Mid-2023 to mid-2024 | Mid-2023 to late 2026 | Mid-2024 to late 2029 |
| Status | Underway | Underway | Not yet underway |
| Focus | <ul style="list-style-type: none"> Introduce Powerlink to key stakeholders within the project landscape and establish presence in Townsville and Mount Isa Transition and build on relationships with key stakeholders including government representatives, industry groups, customers, landholders and Traditional Owners Ensure CopperString 2032 Regional Reference Group (RRG) is fit for purpose and establish membership/ meeting cadence | <ul style="list-style-type: none"> Identify opportunities to enhance and support the reputation of government partners, Powerlink and CopperString 2032 project and relationships with key stakeholders Support Queensland and Australian government statutory approvals communication and engagement requirements Define communication and engagement requirements of construction contractors and interface with project communication and engagement function, | <ul style="list-style-type: none"> Deliver communication and engagement activities in accordance with Powerlink’s five guiding principles Deploy CSEP and associated plans Support proactive and localised community and stakeholder communication and engagement activities Support management of landholder and other key stakeholder relationships throughout delivery Ensure construction contractor resources are trained in the ‘Powerlink way’ |

| Phase | Development | Approvals | Construction |
|-------|---|--|---|
| | <ul style="list-style-type: none"> ▪ Ensure project communication and engagement planning is developed in line with Powerlink’s engagement framework and meets statutory requirements ▪ Collaborate with Powerlink’s corporate stakeholder engagement and community relations functions to ensure consistency of approach and integration of project activities ▪ Work with Powerlink’s Government Relations and External Communications teams to support ministerial requests and media opportunities ▪ Foster CopperString team cohesion through a shared understanding of the project and key messaging ▪ Support CopperString Property Project team to undertake discussions with landholders and impacted communities ▪ Work with Traditional Owner groups to progress Cultural Heritage surveys, engagement and procurement and employment opportunities ▪ Support the development of the CopperString 2032 Experience Centre plan, including Ministerial engagement to ensure the plan meets the Queensland Government’s objectives | <ul style="list-style-type: none"> including roles and responsibilities ▪ Work with construction contractors on joint stakeholder engagement and procurement opportunities ▪ Further develop supporting community and stakeholder engagement implementation plans including policies, procedures, processes, reporting, tools and mechanisms, management of incidents, issues/complaints, and enquiries, monitoring and evaluation in consultation with Construction Contractor ▪ Support development of the project’s SIMP ▪ Submit and finalise CSEP and constructed-related plans in consultation with Construction Contractor ▪ Continue working closely with Powerlink’s corporate functions to ensure consistency of approach and integration of project activities ▪ Continue working with Powerlink’s Government Relations and External Communications teams to support ministerial requests and media opportunities ▪ Continue to work with Traditional Owner groups on cultural heritage inductions, and progress opportunities for involvement and legacy building ▪ Support the initial implementation of the CopperString 2032 | <ul style="list-style-type: none"> ▪ Encourage positive community and key stakeholder sentiment and project support through robust and transparent communication and engagement ▪ Ensure opportunities for participation and community investment are accessible and equitable ▪ Support the ongoing implementation of the CopperString 2032 Experience Centre Plan including reporting, review and continuous improvement ▪ Support the implementation of the CopperString 2032 IPP and LEPP, including reporting, review and continuous improvement |

| Phase | Development | Approvals | Construction |
|-------------------|--|---|---|
| | | Experience Centre Plan, including reporting <ul style="list-style-type: none"> ▪ Support the initial implementation of the CopperString 2032 IPP and LEPP, including reporting | |
| Activities | <ul style="list-style-type: none"> ▪ Presentations by Powerlink and project representatives at industry events and conferences along the alignment ▪ Staffed exhibition booths at industry events and conferences along the alignment ▪ Renewed membership with Townsville Enterprise Limited and Mount Isa to Townsville Economic Development Zone, as well as business chambers along the corridor ▪ Alignment tour/s ▪ Key stakeholder meetings and briefings with government representatives, industry, customers, landholders and Traditional Owner groups ▪ RRG meetings ▪ Support potential media opportunities, as required | <ul style="list-style-type: none"> ▪ 1:1 meetings and briefings, as required ▪ Presentations and attendance at industry events and conferences, as required ▪ Alignment tours and site visits, as required ▪ Local industry participation and procurement forums and events ▪ Statutory approvals engagement and public consultation activities ▪ Community information drop-in sessions ▪ RRG meeting/s ▪ Support potential media opportunities, as required | <ul style="list-style-type: none"> ▪ 1:1 meetings and briefings, as required ▪ Presentations and attendance at industry events and conferences, as required ▪ Alignment tours and site visits, as required ▪ RRG meeting/s ▪ Implement CSEP and associated action plans and support construction contractor activities ▪ Undertake key stakeholder and landholder engagement activities including ongoing meetings and briefings, presentations and attendance at events ▪ Deliver meaningful, accountable, responsive and equitable communication and engagement activities which minimise project and reputational risks and maximise benefits and opportunities ▪ Support community engagement activities including sponsorships and grants, investment and resilience opportunities ▪ Support potential media opportunities, as required |

Communication and engagement activities and tools

The following communication and engagement activities and tools will be used to support the phased delivery of CopperString 2032 from project development and approvals through to procurement, construction, and operations.

Activities and tools will be further defined and customised to the needs and preferences of stakeholder groups as the project progresses.

- 1:1 resident and landholder engagement
- 1800 hotline
- Community information drop-in sessions
- Community sentiment surveys
- Community-wide mail-outs
- CopperString 2032 Experience Centre (Stanley Street, Townsville City)
- Customer Relationship Management (CRM) Engagement+ application
- Digital and hard copy feedback forms
- Email updates
- Fact sheets
- Industry forums and events
- Interactive kiosk information stands
- Jobseeker platforms
- Local and Indigenous supplier register
- Maps and infographics
- Media releases
- Meetings and briefings
- Notifications and letterbox drops
- Photos and videos
- Pop-up and virtual CopperString 2032 Experience Centre
- Posters
- Presentations
- Print and digital advertising campaigns
- Project contact card
- Project email address
- Project newsletter updates
- Project web page
- Public notices
- Questions & Answers and key messages
- Social media posts
- Stalls and attendance at local events
- Supplier development program
- Tours and roadshows
- Visualisations.

CSEP Implementation Plans

We will develop CSEP Implementation Plans for each LGA impacted by the project.

Each plan will become an appendix to the CopperString 2032 CSEP and will include communication and engagement activities prescribed by statutory authorities during project planning and approvals, as well as supplementary activities designed to enhance the communication and engagement experience. Planning will also support project construction in line with Powerlink's commitment to whole-of-project engagement practices.

Plans will also be developed and/or amended and submitted to relevant government departments in response to changed circumstances or increased knowledge of project impacts, and/or project components commencing construction.

Protocols and procedures

Clear guidelines are essential to ensuring consistency and accountability across Powerlink projects.

The following protocols and procedures underpin the development and implementation of communication and engagement activities for baseline and major projects across the organisation. Table 9 details relevant documents the project team and our delivery partners will comply with.

Table 9: Powerlink protocols and procedures

| Powerlink document | Purpose |
|---|--|
| Stakeholder Engagement Framework | To enhance how we interact and engage with our stakeholders to maintain our social licence to operate and deliver on our vision to connect Queenslanders to a world-class energy future. |
| Community Investment Pillars | To outline Powerlink's approach to supporting sustainable communities and economic development through the three pillars of investment including grants and sponsorships, community benefits/resilience funds and community investment. |
| Communication and Engagement Protocols for Contractors | To set out Powerlink's expectations regarding communication and engagement activities, roles and responsibilities, and issues and risks management, and ensure alignment and compliance. |
| Land Access Protocol (LAP) | To outline Powerlink's collaborative approach to accessing land for planning, investigation, easement acquisition, construction, and maintenance activities. The protocol includes specific access standards and conditions such as entry notifications, vehicle wash down practices and other measures specific to a landholder, as well as any other property-specific information, rules, and entry conditions. Landholder-specific LAPs are embedded into Option Agreements and further refined prior to construction commencing to incorporate specific landholder requirements and mitigate disturbance to landholder operations. |
| Project Participation and Access Allowance Protocol for landholders | To acknowledge landholders in providing input and facilitating access to their properties for field investigations for new high voltage transmission lines and substations through payment of an allowance. |
| Media Management Standard | To ensure all media enquiries are managed professionally and efficiently, and all employees are familiar with their responsibilities in relation to media relations on behalf of Powerlink. |
| Operational Complaints Procedure | To define Powerlink's detailed procedure for Operational Complaints Management under the Complaints Management framework . |
| Social Media Conduct Guidelines | To guide Powerlink staff on professional, official, and personal use of social media and outline expectations to ensure legal and responsible representation of the organisation within social media. |

Communication protocols and procedures

The project's communication protocols and procedures dictate a stringent record-keeping process for all community and stakeholder interactions including enquiries and complaints.

As a GOC, Powerlink is required to comply with the *Public Records Act 2002 (Qld)* and has several policies, frameworks, and standards to support compliance with its legislative obligations. These include:

- Powerlink Information Management Framework
- Powerlink Records Management Standard
- Powerlink Data Management Standard
- Records Management Checklist
- Privacy Statement.

All stakeholder interactions must be recorded in the Engagement+ CRM and reported in line with project requirements. Information recorded must include the stakeholder, issue/s raised, commitment/s made, action/s required and status of the interaction.

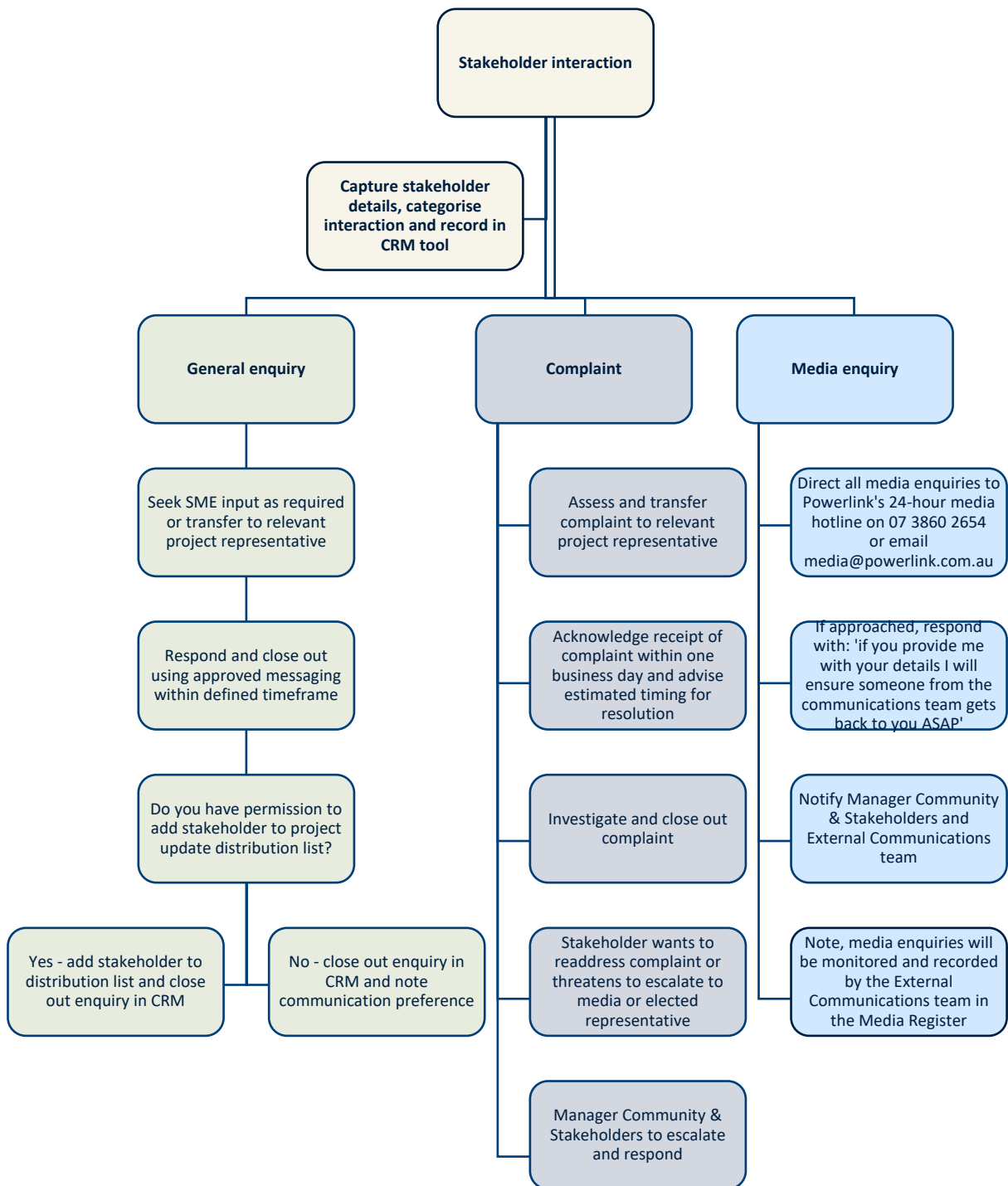
Enquiries and complaints handling

A proactive, responsive, and consistent approach to identifying and handling enquiries and complaints is critical to managing project issues and risks. A project-wide database of approved key messages will be used to support this approach.

While responses to and subsequent reporting of enquiries are the responsibility of the relevant team, the project communication and engagement team will triage enquiries and complaints according to Figure 6.

Complaints should be assessed and addressed in line with the Operational Complaints Procedure and additional guidance sought using Powerlink's risk assessment matrix checklist, as required.

Figure 7: Enquiries and complaints management flowchart



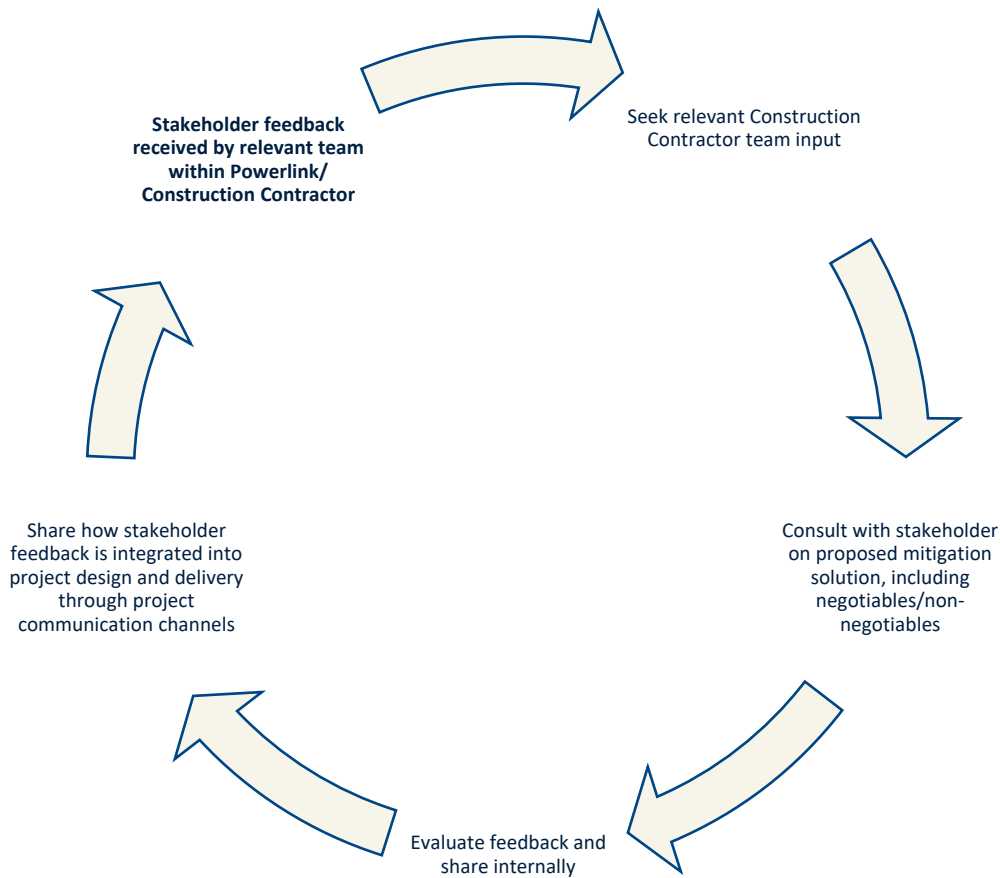
Resolving potential issues and complaints should be undertaken at the earliest opportunity in a way that respects and values the stakeholder’s feedback. Further, communication and engagement activities should be designed to support involvement in the project. This can help prevent further escalation.

Powerlink will ensure the project team and its delivery partners are adequately equipped to identify, respond to, and resolve potential issues and complaints, including understanding how to deescalate through proactive/preventive engagement activities and Powerlink’s principles of engagement.

All enquiries and complaints will be formally recorded and tracked.

In addition, the following process will support enquiries and complaints to ensure stakeholder feedback is used, where appropriate, to develop project-specific impact mitigation measures. Figure 8: outlines the functional loop that will be used to support cyclical communication and continuous improvement.

Figure 8: Process for incorporating stakeholder feedback into project-specific impact mitigation measures



Response timeframes

Contact made via the CopperString 2032 project inbox and online forms will receive an automated acknowledgement of receipt.

Contact made via Powerlink’s 1800 number will be triaged by Powerlink reception and forwarded to the project team for response. Table 10 details the minimum standards expected.

Table 10: Response timeframes by method of contact

| Method of contact | Response timeframes |
|--|---|
| Email | <ul style="list-style-type: none"> ▪ Automated acknowledgement of receipt ▪ Customised acknowledgement within 24 hours ▪ Standard enquiries to be closed out within three business days ▪ Simple complaints to be closed out within five business days ▪ Enquiries and complaints requiring more complex investigation to be closed out within seven business days. If this cannot be achieved, provide stakeholder with updates to advise Powerlink is still looking into the matter |
| Phone | <ul style="list-style-type: none"> ▪ Acknowledgement of receipt noted within 24 hours (return call or text) ▪ Standard enquiries responded to in full within three business days ▪ Simple complaints to be closed out within five business days ▪ Enquiries and complaints requiring more complex investigation to be closed out within seven business days. If this cannot be achieved, provide stakeholder with updates to advise Powerlink is still looking into the matter |
| Online enquiry and/or feedback form | <ul style="list-style-type: none"> ▪ Automated acknowledgement of receipt ▪ Customised acknowledgement via phone or email within 24 hours ▪ Standard enquiries responded to in full within three business days ▪ Simple complaints to be closed out within five business days ▪ Enquiries and complaints requiring more complex investigation to be closed out within seven business days. If this cannot be achieved, provide stakeholder with updates to advise Powerlink is still looking into the matter |
| Letter | <ul style="list-style-type: none"> ▪ If letter is a complaint, respond within 24 hours of receipt via phone or email if details are provided ▪ Standard enquiries to be closed out within five business days. ▪ Simple complaints to be closed out within seven business days ▪ Enquiries and complaints requiring more complex investigation to be closed out within 10 business days. If this cannot be achieved, provide stakeholder with updates to advise Powerlink is still looking into the matter |

Works notifications

During project construction, advance notice of activities and associated impacts will be managed in accordance with the Construction Contractor’s Communications and Stakeholder Engagement Plan and Community Liaison Management Plan.

The project’s Construction Contractor will be responsible for informing landholders, key stakeholders, and the broader community of current and upcoming works, including high impact and out-of-hours activities, as well as proposed mitigation.

Information will also be shared by Powerlink on the project web page and distributed via the project’s digital communication channels.

Notification of works will be undertaken at least five calendar days in advance of commencement.

Table 9 outlines indicative construction activities and corresponding communication tools.

Table 11: Construction activities and communication tools

| Construction activity/impact | Indicative tools |
|--|---|
| Impacts to local council roads | <ul style="list-style-type: none"> ▪ 1:1 engagement with key stakeholders as required ▪ VMS and/or static signage ▪ Traffic management ▪ Opt-in SMS ▪ Digital works notification – project hub and email |
| Impacts to Queensland Government roads | <ul style="list-style-type: none"> ▪ 1:1 engagement with key stakeholders as required ▪ VMS ▪ Traffic management ▪ Opt-in SMS ▪ Digital works notification – project hub and email |
| High impact and/or outside of hours works | <ul style="list-style-type: none"> ▪ Letter box drop including in-depth information on scheduled activities and impact mitigation to invite consultation and participation through subsequent discussion either by email, telephone, meeting etc. ▪ In-person engagement with identified stakeholders determined by proximity and anticipated impacts ▪ Digital works notification – project hub and email ▪ Opt-in SMS |
| Ongoing works | <ul style="list-style-type: none"> ▪ Opt-in SMS updates will be used to generate immediate updates on activities underway, including emergency rectification works, where prior notice has been provided |

Job seeker and service provider notifications

Processes and procedures designed to notify job seekers and service providers, including Aboriginal and Torres Strait Islander people and businesses, of opportunities for involvement will be undertaken in accordance with the project’s IPP and LEPP.

Opportunities will be shared via the project’s primary communication channels listed in Table 12 and supported by direct engagement with job seekers, suppliers, and Aboriginal and Torres Strait Islander people through relevant teams within Powerlink and the project. This will be leveraged through information sharing with key stakeholders and via secondary communication channels.

Table 12: Channels and timing for notifying job seekers and suppliers of project opportunities

| Stakeholder | Channels | Timing |
|--|---|---|
| Job seekers, including Aboriginal and Torres Strait Islander people | <p><i>Primary tools (Powerlink and Construction Contractor-led)</i></p> <ul style="list-style-type: none"> ▪ CopperString 2032 digital hub ▪ Powerlink website ▪ Construction Contractor job vacancies webpage/s ▪ CopperString 2032 IPP Implementation Working Group <p><i>Supporting communication channels:</i></p> <ul style="list-style-type: none"> ▪ Australian Government Department of Employment and Workplace Relations ▪ Construction Skills Queensland ▪ Energy Skills Queensland ▪ HOME Pty Ltd (formerly Jangga Operations) ▪ JobsNorthQueensland.com.au ▪ JobsNorthWestQueensland.com.au ▪ Manufacturing Skills Queensland ▪ National Indigenous Australians Agency ▪ Queensland Government ‘Tradies for the Transition’ portal ▪ Queensland Government Department of Employment, Small Business and Training ▪ Regional Development Australia Townsville and North West Queensland ▪ RSL Queensland ▪ Townsville Multicultural Support Group ▪ Workforce Australia | <p>Job seekers can create job alerts to receive notification of opportunities via primary tools.</p> <p>Supporting communication channels will then be notified and share opportunities as appropriate.</p> <p>It is anticipated most job applications will remain open for up to three weeks during times of peak employment demand. This excludes jobs which require a continuous application pool to meet project needs.</p> |

| Stakeholder | Channels | Timing |
|---|--|--|
| <p>Suppliers, including Aboriginal and Torres Strait Islander businesses</p> | <p><i>Primary tools (Powerlink and Construction Contractor-led activities)</i></p> <ul style="list-style-type: none"> ▪ CopperString 2032 digital hub ▪ CopperString 2032 IPP Implementation Working Group ▪ CopperString 2032 supplier register ▪ Felix (Construction Contractor’s procurement platform) ▪ ICN Gateway ▪ QTenders <p><i>Supporting communication channels:</i></p> <ul style="list-style-type: none"> ▪ Ayr Chamber of Commerce ▪ Charters Towers Chamber of Commerce ▪ Commerce North West ▪ Hinchinbrook Chamber of Commerce ▪ Home Hill Chamber of Commerce ▪ HOME Pty Ltd (formerly Jangga Operations) ▪ Hughenden Chamber of Commerce ▪ Mount Isa to Townsville Economic Development Zone ▪ National Indigenous Australians Agency ▪ Queensland Government Department of State Development and Infrastructure ▪ Queensland Government Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts ▪ Townsville Chamber of Commerce ▪ Townsville Enterprise Limited | <p>Most works packages have now been advertised. This attracted expressions of interest from approximately 600 suppliers.</p> <p>To date, procurement expressions of interest have been open for a minimum of two months.</p> <p>Future procurement expressions of interest will be for specialist only packages and open for a minimum of two weeks to two months depending on the procurement schedule.</p> <p>Suppliers registered in ICN Gateway/Felix receive notifications of opportunities in their nominated category/categories the moment they are published.</p> <p>Businesses in the project’s supplier register will receive ongoing updates on project progress and opportunities during project delivery.</p> |

CopperString 2032 digital hub

The digital hub provides information on our commitment to local and Indigenous employment and supply opportunities and links to Powerlink’s project-specific job vacancies page and the job vacancies pages of our delivery partners.

Job seekers can register to receive notifications for Powerlink vacancies. Users will also be able to register to receive real time updates as the page content is updated.

CopperString 2032 supplier register

The register is the project’s central repository for supplier information which includes business details, capability statements, capacity assessments and supplier development requirements.

Business details included in the register are also used to share the latest project information, including upcoming opportunities for involvement and development. Businesses in the register can also be filtered by location and whether they are Aboriginal and Torres Strait Islander owned.

Indigenous participation

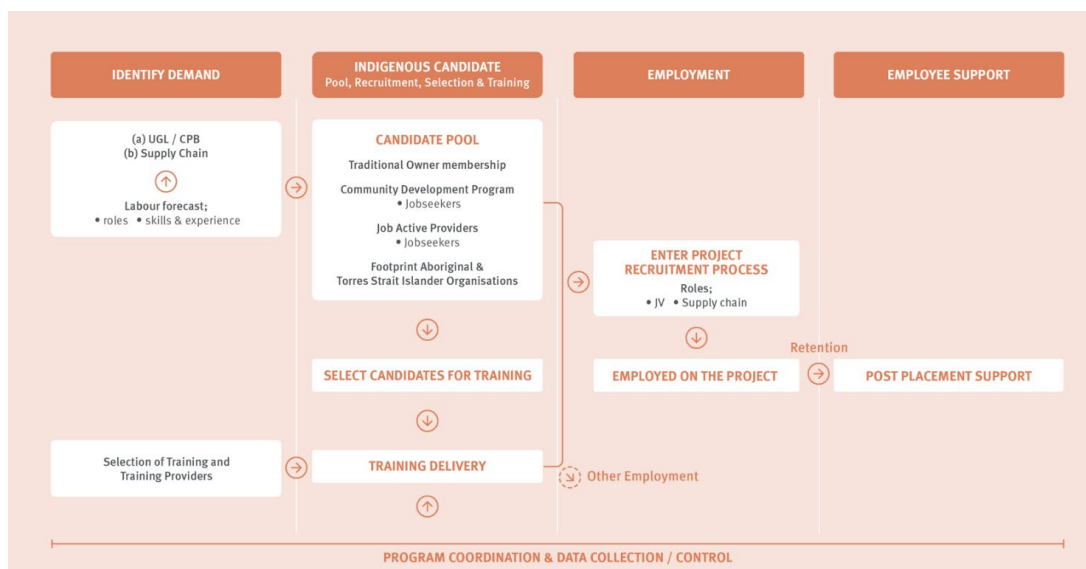
The project’s IPP seeks to ensure all appropriate measures are taken to facilitate the equitable treatment of Aboriginal and Torres Strait Islander people.

The IPP takes a holistic approach to attraction and retention and includes initiatives such as ensuring Aboriginal and Torres Strait Islander people are aware of job opportunities through local networks, project-wide cultural awareness training, individual mentoring programs, training and education programs, making procurement opportunities accessible to Aboriginal and Torres Strait Islander-owned businesses and providing them with support to increase business capabilities.

Essential to the successful implementation, monitoring and review of the IPP is the establishment of the CopperString 2032 IPP Implementation Working Group to provide advice and support regarding best practice Indigenous employment, training and procurement practices as applied to the project.

To achieve this, the project’s Indigenous Training and Employment Strategy takes a coordinated approach as indicated in Figure 9.

Figure 9: Indigenous Training and Employment Strategy



Issues and risk management

The project maintains a comprehensive risk register administered by the Project Controls team.

Table 13 summarises potential communication and engagement impacts/issues and risks associated with CopperString 2032, as well as proposed mitigation measures to support overall project delivery and CSEP objectives. Note, Powerlink’s [five principles of stakeholder engagement](#) are central to issues and risk management.

Location-specific issues and risks will also be identified, and mitigations proposed, in relevant CSEP Implementation Plans for each LGA, as well as during planning for other project activities.

Table 13: Summary of issues and risks and proposed mitigation

| Impact/issues | Risks | Proposed mitigation |
|---|---|---|
| <p>Community and stakeholder discontent about project staging and perceived delay in regional benefits</p> | <ul style="list-style-type: none"> ▪ Reputational damage ▪ Negative media coverage ▪ Direct pressure on government | <ul style="list-style-type: none"> ▪ Proactive, no surprises approach to communication and engagement through thorough planning and timely delivery of activities that meet the needs of communities and key stakeholders ▪ Transparent and consistent messaging for project staging rationale shared across all communication platforms and interactions with the project team ▪ Communication and engagement that establishes relationships and builds trust |
| <p>Project impacts on landholders and communities, including construction activities.</p> | <ul style="list-style-type: none"> ▪ Landholder and community discontent ▪ Loss of social licence ▪ Reputational damage ▪ The time required for landholders to engage with the project may increase requirements for property management and reduce property productivity | <ul style="list-style-type: none"> ▪ Engage early and often and maintain open lines of communication ▪ Undertake regular briefings and establish strong relationships with impacted landholders through dedicated Landholder Relations representatives ▪ Development and ongoing review of LAPs ▪ Promote mechanisms for project information and how to speak with and provide feedback to the project team |
| <p>Lack of real or perceived project benefits, including discrepancies between communities</p> | <ul style="list-style-type: none"> ▪ Reputational damage ▪ Community outrage ▪ Loss of social licence | <ul style="list-style-type: none"> ▪ Benefits and legacy items tailored to communities and stakeholders ▪ Implementation and broad promotion of the CopperString 2032 Community Grants Program |
| <p>Engagement fatigue, apathy, and loss of experience</p> | <ul style="list-style-type: none"> ▪ Negative sentiment ▪ Project opposition ▪ Loss of social licence | <ul style="list-style-type: none"> ▪ Build alliances and relationships with key stakeholders and communities ▪ Apply genuine and transparent communication and engagement through a wide range of tools and tactics to target different audiences |
| <p>Criticism about lack of opportunities for local involvement and disagreement about what constitutes 'local'</p> | <ul style="list-style-type: none"> ▪ Negative sentiment ▪ Project opposition ▪ Loss of social licence ▪ Direct pressure on government | <ul style="list-style-type: none"> ▪ Clear and consistent communication and engagement about definitions and targets supported by legislative requirements ▪ Supporting local supply chain through on-ground capacity and capability building activities |

| Impact/issues | Risks | Proposed mitigation |
|--|--|---|
| Project cost increases or time delays | <ul style="list-style-type: none"> ▪ Reputational damage ▪ Negative sentiment ▪ Direct pressure on government | <ul style="list-style-type: none"> ▪ Robust planning with timely engagement with government stakeholders ▪ Transparent and genuine communication and engagement |
| Lack of awareness of Powerlink and its role as a Government Owned Corporation | <ul style="list-style-type: none"> ▪ Negative sentiment | <ul style="list-style-type: none"> ▪ Clear and consistent messaging ▪ Early and ongoing communication and engagement ▪ Relationship-building through regular on ground engagement activities |
| Confusion about Powerlink’s role in project delivery and interface with delivery partners | <ul style="list-style-type: none"> ▪ Reputational damage ▪ Negative sentiment | <ul style="list-style-type: none"> ▪ Maintain open channels of communication ▪ Early mobilisation of key roles ▪ Ensure robust handover approach as required |
| Adverse media reporting | <ul style="list-style-type: none"> ▪ Reputational damage ▪ Negative sentiment | <ul style="list-style-type: none"> ▪ Establish positive working relationships with local media ▪ Contribute to positive media coverage ▪ Promote project benefits ▪ Ensure project team and contractors are aware of media protocols regarding project communication ▪ Identify designated spokespeople |
| Community and key stakeholder dissatisfaction with project responsiveness | <ul style="list-style-type: none"> ▪ Reputational damage ▪ Negative sentiment | <ul style="list-style-type: none"> ▪ Establish sound lines of communication within project team ▪ Consistent and timely processes to capture and respond to enquiries and complaints, and escalate issues and risks ▪ Induct team members with regard to roles and responsibilities ▪ Accessible project team ▪ Digital and community-based information sharing and engagement |

Reporting and evaluation

Project communication and engagement activities will be reported on internally to the Project Leadership team and other relevant personnel, Chief Executive and Board, and externally to applicable Queensland and Australian government departments, agencies, and Shareholding Ministers for monitoring and continuous improvement.

Reporting

Regular reporting, including a content overview and frequency, is captured in Table 14. Additional ad hoc reports will be run in line with project and broader Powerlink needs.

Table 14: Project communication and engagement monitoring and reporting

| Report | Content summary | Frequency |
|--|---|------------|
| Work in progress (WIP) activity report | Project communication and engagement team status report including activities underway and upcoming, as well as time and priority monitoring. | Weekly |
| Delivery Launch Package (DLP) tracker | Reporting to capture completed, ongoing and agreed activities as well as a three-month milestone look-ahead for Stakeholder Engagement stream to monitor progress against DLP objectives. | Weekly |
| Enquiries, complaints and feedback report | Regular reporting on and tracking of community and key stakeholder interactions. Data shared with the project team to incorporate stakeholder feedback into project-specific impact mitigation strategies and compliance with KPIs. | Weekly |
| Commitments tracker | Record of expectations expressed by stakeholders and communities in relation to project delivery in their area. Expectations will be assessed by Powerlink and commitments recorded, tracked and communicated. | Weekly |
| Media register | Record of upcoming media activities and opportunities for Powerlink projects including indicative timing. | Weekly |
| Landholder reporting | Reporting on number of LAPs negotiated and Options Agreements in place, as well as the number of land access requests for site investigations and early works on landholder properties. This information will also be incorporated into CSEP Implementation Plans for each LGA. | Monthly |
| Media and social media analysis report | Summary prepared by Powerlink's External Communications team to report on project mentions, sentiment, issues and opportunities and monitor compliance with KPIs. | Monthly |
| Risk register | Review and analysis of existing/emerging issues/risks. | Monthly |
| Divisional report | Contribution to high-level report curated for the Powerlink executive. | Monthly |
| Project community sentiment surveys | The project will initially undertake two community sentiment surveys annually to gain insights into how stakeholders and | Biannually |

| Report | Content summary | Frequency |
|--|---|-----------|
| | community members perceive the project and our approach to comply with KPIs. | |
| Stakeholder perceptions survey | Powerlink undertakes a perceptions survey amongst a range of stakeholders including government, landholders, and environmental groups each year. The results provide valuable insights into social license and reputation, key stakeholder issues and customer service. | Annually |
| Community sentiment research | Annual community research is undertaken to gauge sentiment about Powerlink and renewable development/transition. | Annually |
| Employee engagement survey | All employees are encouraged to participate in an annual engagement survey to help Powerlink understand what's working well and what can be improved, including actions to move forward. | Annually |
| Social Impact Management Report | Input into annual report to the Coordinator-General on the implementation and effectiveness of measures to manage the project's social impacts during each year of construction. | Annually |

Evaluation

The CSEP will be reviewed at six-monthly intervals and in response to changed circumstances, increased knowledge of impacts, and/or project components commencing construction within an LGA. This is to ensure communication and engagement activities are implemented in accordance with the plan and its objectives, and alignment with Powerlink’s principles of engagement. Performance in relation to the *IAP2 Spectrum of Public Participation* will also be considered.

Table 15

Table 15 details the ways in which we’ll conduct project communication and engagement in support of the CSEP objectives, as well as how we’ll measure our performance through project reporting to strive for continuous improvement.

Table 15: Evaluation of CSEP objectives

| Objective | Our commitment | Measurement |
|--|--|--|
| Ensure stakeholders are clearly identified and their specific needs are understood and managed. | <ul style="list-style-type: none"> We will undertake comprehensive community analysis and stakeholder mapping and continue to update information as the project progresses. | <ul style="list-style-type: none"> Review stakeholder mapping to ensure scope and contact accuracy. Opportunities identified through demographic profiling and feedback on needs and preferences is reflected in communication and engagement planning and on-ground delivery. |

| Objective | Our commitment | Measurement |
|--|---|---|
| <p>Ensure information about the project is shared with and understood by those who are potentially affected by and/or interested in the project.</p> | <ul style="list-style-type: none"> ▪ We will use a range of traditional and digital communication tools and tactics to ensure broad reach and accessibility. ▪ We will use clear and consistent messaging that is easy to understand. ▪ We will be responsive to requests for information and clarification. | <ul style="list-style-type: none"> ▪ Quantitative reporting on communication and engagement activities. ▪ Review key messages for readability and accuracy. ▪ Reporting on enquiry response and closeout times. ▪ Community sentiment survey reporting. ▪ Stakeholder feedback. |
| <p>Ensure engagement and communication activities are transparent, equitable and accessible, with adequate opportunities for stakeholders to comment or provide feedback.</p> | <ul style="list-style-type: none"> ▪ We will ensure key stakeholders and communities are aware of the ways feedback can be shared including in-person, by email, phone, and our digital and paper-based feedback forms. ▪ Demonstrated collection and consideration of feedback and inputs from stakeholders and the community. | <ul style="list-style-type: none"> ▪ Quantitative and qualitative reporting on communication and engagement activities. ▪ Community and key stakeholder feedback. ▪ Community sentiment survey reporting. |
| <p>Regularly demonstrate to stakeholders how feedback has been, or will be, considered.</p> | <ul style="list-style-type: none"> ▪ We will be cyclical in our engagement approach to ensure a functional communication loop. ▪ We will be open and transparent, acknowledging in and out-of-scope requests. ▪ We will regularly share information through our project mechanisms. | <ul style="list-style-type: none"> ▪ Reporting on project feedback and stakeholder enquiry closeout times. ▪ Stakeholder feedback is shared internally for consideration and practical application. ▪ Stakeholder feedback and how it applies to the project is included in project communication. |
| <p>Demonstrate a commitment to building long-term relationships with stakeholders based on trust and mutual respect.</p> | <ul style="list-style-type: none"> ▪ We will be accountable, open and genuine in our approach, and act with integrity. ▪ We will operate in accordance with Powerlink’s principles of engagement and work to enhance the lives and livelihoods of stakeholders and communities. | <ul style="list-style-type: none"> ▪ Community sentiment survey reporting. ▪ Stakeholder feedback. |
| <p>Record and report on feedback received and ensure it is considered by Powerlink, particularly in relation to impact identification and</p> | <ul style="list-style-type: none"> ▪ We will be diligent in our recording and reporting of communication and engagement activities, and ensure opportunities are identified and risks are brought to the attention of | <ul style="list-style-type: none"> ▪ Risk reporting. ▪ Issues and opportunities reporting. ▪ Reporting on project feedback and stakeholder enquiry closeout times. |

| Objective | Our commitment | Measurement |
|---|---|--|
| measures for management and/or mitigation. | project leadership for management and/or mitigation. | <ul style="list-style-type: none"> Stakeholder feedback is shared internally for consideration and practical application. |
| Protect and enhance Powerlink’s corporate and community reputation as a company that is connecting Queenslanders to a world-class energy future. | <ul style="list-style-type: none"> We will work to support the project’s positive social, economic and environmental outcomes through our communication and engagement planning and delivery. We will deliver what we say and honour our commitments. | <ul style="list-style-type: none"> Media reporting and sentiment tracking. Community sentiment survey reporting. Reporting on commitments. SIMP reporting. |

Key Performance Indicators

The Key Performance Indicators (KPIs) outlined in Table 16 will be used to monitor and evaluate Powerlink’s project delivery and engagement activities.

Table 16: KPIs associated with Powerlink’s project delivery and engagement activities

| KPI | Measurement | Timing |
|---|--|-----------------------------|
| Landholders, Traditional Owners and other stakeholder acceptance of and satisfaction with the project | <ul style="list-style-type: none"> Direct feedback provided during all phases of project delivery. Demonstrate evidence of how community and stakeholder feedback has influenced project decision making. | Ongoing |
| Complaints are managed and responded to in a timely and effective manner (per Powerlink’s defined processes) | <ul style="list-style-type: none"> All complainants are contacted within one business day of the complaint being received to acknowledge the complaint and advise them of an estimated date of resolution and completion. | Ongoing |
| Legal challenges are managed and responded to in a timely and effective manner | <ul style="list-style-type: none"> Monitor any legal issues related to the project, taking advice from the Powerlink legal team regarding process and next steps. | Ongoing |
| Landholders and other stakeholders are informed about project developments and impacts | <ul style="list-style-type: none"> Number of phone calls and face-to-face meetings held. Number of enquiries and/or complaints received. Number of communication tools issued, e.g. newsletters, community notices, newspaper advertisements. Website updated with key information in a timely manner. | Ongoing |
| Media enquiries are effectively managed in a timely manner | <ul style="list-style-type: none"> Any media enquiries are responded to the same day or before advised deadline. | Within deadline or same day |

| KPI | Measurement | Timing |
|---|--|---------|
| Neutral/positive traditional and social media coverage | <ul style="list-style-type: none"> Media monitoring. | Ongoing |
| Management of non-media issues | <ul style="list-style-type: none"> Issues are proactively identified and action taken as appropriate. | Ongoing |
| Effective engagement with landholders and other stakeholders does not result in significant delays to project delivery | <ul style="list-style-type: none"> Project milestones are reached on time with any significant delays stemming from factors other than deficiencies in Powerlink’s engagement approach. | Ongoing |

To further support continuous improvement, a project close-out session will be held with relevant members of the project team and delivery partners on completion of project construction.

The purpose of this session will be to explore what worked well and opportunities for improvement to further refine Powerlink’s communication and engagement approach, particularly in the delivery of major projects that support Queensland’s energy future.

Contact us

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