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# DRAFT COMMUNITY BENEFITS SHARING FRAMEWORK

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Marinus Link - 2026



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**We acknowledge the First Peoples of the Country on which Marinus Link will be constructed in Tasmania, across Bass Strait and in Victoria. We recognise the Tasmanian Aboriginal Community and Traditional Owners in Victoria and their continuing connection to land, sea, waterways, sky, and culture and pay our respects to all elders past and present.**

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	<b>Name and title</b>	<b>Date</b>
Prepared by	Marinus Link Corporate Affairs Team	
Reviewed by	Director Corporate Affairs	
Reviewed by	Senior Corporate Counsel	
Authorised by	MLPL Board and Executive	

### **Responsibilities**

This document is the responsibility of the Marinus Link Team,  
Marinus Link Pty Ltd  
PO Box 721,  
Hobart,  
TAS 7001  
ABN 47 630 194 562  
(hereafter referred to as "Marinus Link").

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# The Framework positions benefit sharing as a living program that will evolve with stakeholder input and regulatory considerations ...



# Executive summary

**This Community Benefits Sharing Framework (the ‘Framework’) sets out how Marinus Link Pty Ltd (MLPL) will design, govern, deliver and evaluate community benefits arising from the development, construction and operation of the Stage 1 Marinus Link interconnector.**

It outlines the project as a public, regulated asset and explains how benefit sharing differs from private energy projects, emphasising responsible use of public funding, alignment with national and state policy, and the need to demonstrate clear community value. The Framework provides practical guidance, intended for ongoing use across Tasmanian and Victorian communities as the project progresses.

MLPL will align its benefits sharing with its broader Sustainability Strategy by ensuring that social, environmental, and economic outcomes are embedded across the project lifecycle, rather than treated as separate initiatives.

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**The Framework is designed to deliver tangible, place-based benefits, such as regional employment, skills development, and support for local infrastructure, while also reinforcing long-term resilience and environmental stewardship in host communities.**

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This integrated approach directly supports MLPL’s commitment to achieve strong performance under the Infrastructure Sustainability (IS) Rating scheme, by directly addressing key IS Rating criteria, including stakeholder engagement, legacy outcomes, and integrated sustainability performance. By systematically linking community investment decisions to measurable sustainability objectives and benchmarks under the IS Rating scheme, MLPL is creating a transparent, accountable model that demonstrates how major infrastructure projects can generate shared value while meeting rigorous sustainability standards.

MLPL propose a Three-Tier Community Benefits Sharing Model (Immediate, Enduring, Legacy) to deliver both near-term and long-term outcomes for communities. The Framework outlines proposed distribution principles for Tasmania and Victoria, integrates stakeholder feedback from engagement activities, and highlights priority areas. It also includes indicative funding figures and a focus on transparency in how benefits are allocated and reported.

Governance, adaptive management and communications are core to the Framework. MLPL commits to clear performance and outcome measures, annual public reporting, regular reviews with communities, and to learn and adjust over the project lifecycle.

The Framework positions benefit sharing as a living program that will evolve with stakeholder input and regulatory considerations (including Tasmanian and Victorian policy contexts and transmission frameworks), with an emphasis on building trust, demonstrating tangible benefits, and sharing lessons learned.

# Purpose and overview

## **This Framework establishes how MLPL will design, govern, deliver and evaluate community benefits arising from the development, construction and operation of the Stage 1 Marinus Link interconnector.**

The Framework reflects MLPL's role as a publicly owned, regulated transmission asset, its sustainability commitments, and the expectations of governments, communities and stakeholders in Tasmania and Victoria that the project will deliver enduring social, economic, environmental and cultural benefits.

The Framework:

1. Articulates why and how MLPL approaches benefit sharing differently from private energy projects.
2. Aligns benefit sharing to national, state and jurisdictional policy guidance.
3. Establishes a three-tiered (immediate, enduring and legacy) benefits sharing model.
4. Sets out governance options for delivery by MLPL, partners and community.
5. Defines a principled and transparent Tasmania and Victoria distribution framework, based on project impacts, and aligned to MLPL's Sustainability Framework and ISC ratings.
6. Does not outline specific benefits sharing programs, rather provides the foundation and guidance for programs to be developed and delivered.
7. Does not consider or include direct payments or compensation to impacted landholders.

An extensive engagement program with a wide range of stakeholders was undertaken throughout 2025, specifically for the purpose of informing the development of this Framework.

# Introduction

## The Project

### **Marinus Link is a new undersea and underground electricity and telecommunications interconnector between Victoria and Tasmania.**

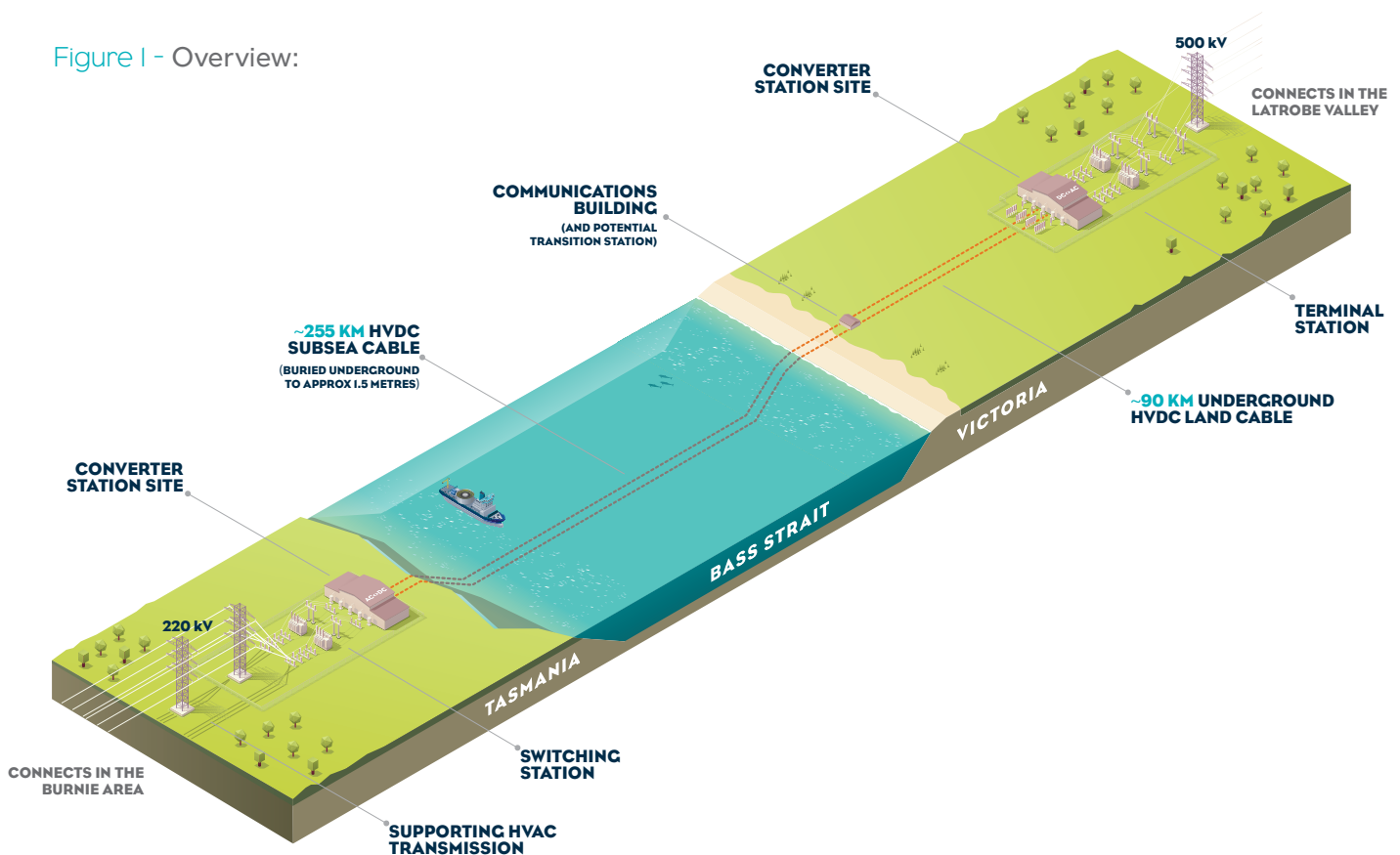
The project comprises high voltage direct current (HVDC) cables, fibre optic cables, a fibre-optic terminal station (Victoria) and converter stations at each end (Tasmania and Victoria). This includes 255 km of undersea cables across Bass Strait and 90 km of underground cables in Gippsland, Victoria.

Marinus Link Pty Ltd (MLPL) is jointly owned by the Commonwealth of Australia, the State of Tasmania and the State of Victoria. MLPL is responsible for progressing the Marinus Link interconnector project.

Marinus Link will be delivered in two stages. Initially as a 750 MW project (Stage 1) with a second 750 MW link to follow at a later date (Stage 2).

At peak construction of Stage 1, Marinus Link is expected to create thousands of direct and indirect jobs in Victoria and Tasmania, and thousands more because of growing industries.

Figure I - Overview:

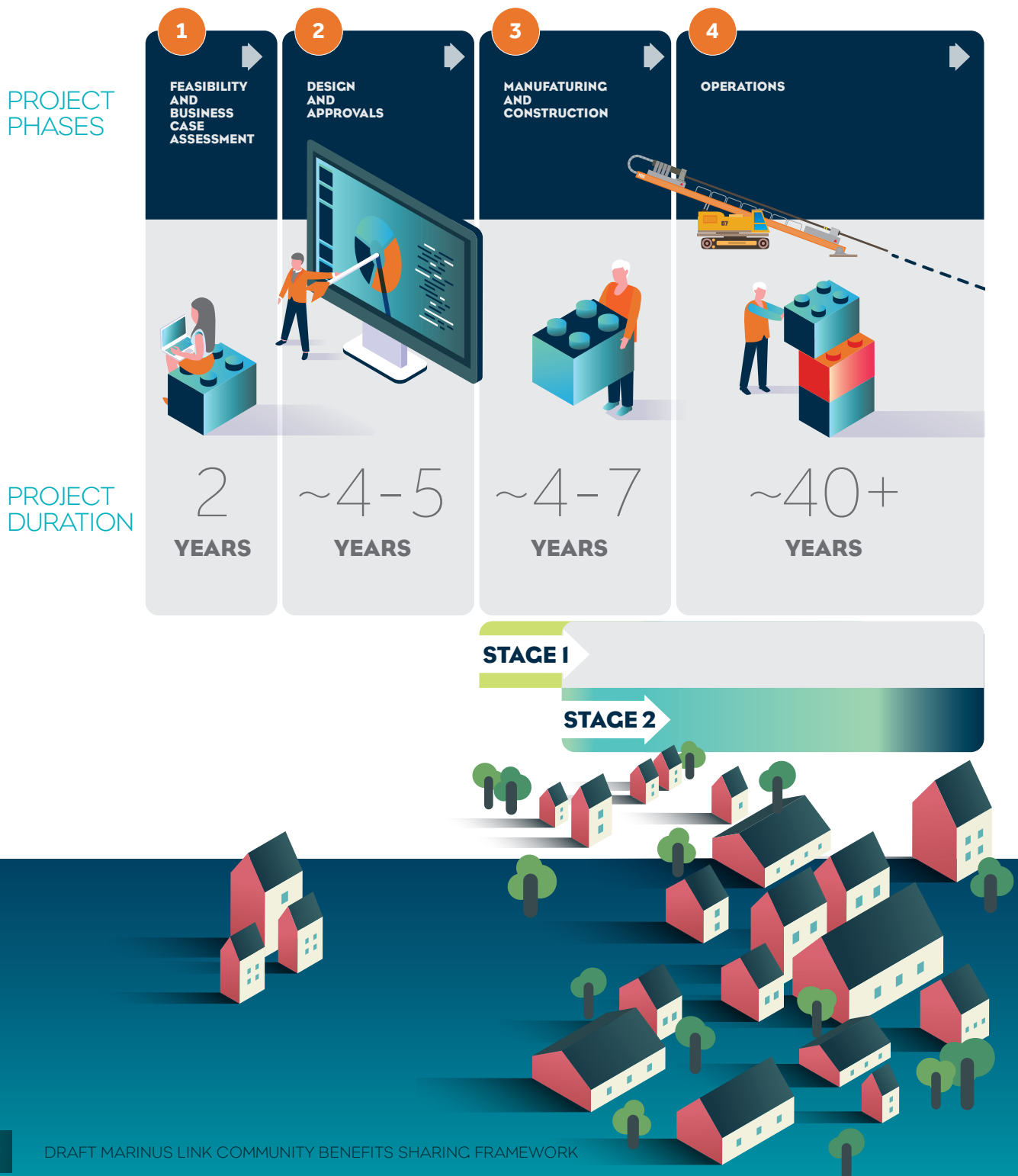


# Project timeframe

The Framework is based on several key project phases outlined in Figure 2 below.

Aligning with this schedule is key to the project's delivery and to upholding MLPL's integrity, reputation and social licence.

Figure 2 - Timeframe:



# Benefits sharing

## What is benefits sharing

Benefits sharing describes activities that aim to distribute the financial and non-financial benefits of a project across its stakeholders. Stakeholders include the developer of the

project and the communities that will host the project and include a focus of mitigating the impacts of a project by delivering outcomes to impacted communities.

## Benefits sharing in context of Marinus Link

A community benefit, in the context of major infrastructure projects such as Marinus Link, refers to the positive and lasting outcomes that a project delivers for the communities it affects, beyond its core technical or commercial purpose.

While Marinus Link is primarily designed to strengthen energy security, support renewable energy integration, and connect Tasmania and Victoria through an undersea electricity interconnector, its success is also measured by how it contributes to social, economic, cultural, and environmental wellbeing.

Marinus Link will:

- Put downward pressure on electricity prices across the National Electricity Market.
- Maintain reliability in the transition from ageing baseload generators to a renewables-led grid.
- Ensure customers and businesses have access to the lowest cost, most reliable power.
- Support economic growth, build stronger communities and create thousands of regional jobs.
- Help address climate change, creating a better future for generations to come.
- Provide greater telecommunications choice and reliability.

### Market related benefits

Marinus Link delivers a range of measurable economic benefits, including, but not limited to:

- Net market benefits
- Net consumer benefits
- Broader economic contribution

**Net market benefits** are the overall resource cost savings in the electricity market because of Marinus Link. It compares the expenses for new generation and transmission assets, fuel, and other resources that would be needed to meet future electricity demand. The net market benefits are modelled as part of the Regulatory Investment Test for Transmission (RIT-T), part of a process led by the Australian Energy Regulator. The Project Marinus RIT-T confirms net market benefits of circa \$3B for Stage 1 and Stage 2.

**Net consumer benefits** look at the impact on prices that customers pay for electricity. This involves analysing changes in who produces electricity and where, and how these changes affect wholesale prices. One significant factor is the competition benefits, whereby increased competition from Marinus Link is expected to drive lower wholesale prices.

Consumer benefits modelling that has been undertaken demonstrates that the typical household in Tasmania and Victoria will save between \$25 and \$36 on average every year.

The **broader economic contribution** captures the direct and indirect flow-on effects to the Tasmanian and Victorian economies resulting from the construction and operations of Marinus Link. These have been modelled and estimated at \$2.4B for Stage 1 of Project Marinus.

## Community related benefits

Local communities along transmission corridors and near landing points experience tangible impacts during construction and operation. These can include land access restrictions, visual and environmental changes, construction noise, biosecurity risks, and disruptions to farming, fishing, and tourism activities. Even where impacts are managed responsibly, they represent a real and ongoing burden for residents.

While direct financial contributions, such as funding for local initiatives, grants, or investments in community infrastructure can be valuable, they represent only one form of benefit.

Non-financial benefits are often equally important and, in some cases, more enduring. These can include skills development, employment pathways, knowledge sharing, and long-term partnerships that strengthen community capacity well beyond the construction phase of the project.

For MLPL, community benefits may include supporting local employment and training opportunities, particularly in regional areas where the project infrastructure is located. This could involve apprenticeships, workforce development programs, or collaboration with local suppliers and businesses. Such initiatives help ensure that communities share in the economic opportunities created by the project and are better positioned for future growth.

Community benefits can also take the form of partnerships with leading community organisations.

By working alongside established local and regional groups, MLPL can help address identified community priorities, such as education, social inclusion, environmental stewardship, or resilience to climate change. These partnerships enable benefits to be delivered in ways that are informed by local knowledge and aligned with existing community strengths, rather than imposed from the outside.

Engagement with First Peoples communities is a particularly important aspect of defining and delivering meaningful community benefit. This includes recognising cultural heritage, respecting connection to Country, and creating opportunities for genuine collaboration. Community benefits in this context may involve supporting cultural programs, employment and training pathways for First Peoples, or co-designed initiatives that reflect community aspirations and values. These benefits are not solely transactional. They are grounded in respect, long-term relationships, and shared decision-making.

Importantly, benefit sharing is not compensation alone. It is a partnership approach. Well-designed programs are developed with community input, tailored to local needs, and endure beyond the project's construction phase. In the context of the energy transition, projects like Marinus Link are foundational assets. Ensuring that the communities most impacted share proportionally and fairly in the benefits is a prerequisite for delivering the infrastructure Australia needs at pace and scale.

Ultimately, a community benefit related to MLPL is about ensuring that the project leaves a positive legacy. It reflects a commitment to listening to communities, understanding their needs and aspirations, and responding in ways that are transparent and inclusive. Whether financial or non-financial, a well-designed community benefit contributes to stronger relationships, greater trust, and outcomes that endure long after the physical infrastructure is in place.



# Marinus Link as a public regulated asset

## Nature of the asset

Marinus Link is a publicly owned electricity transmission project, jointly supported by the Australian, Tasmanian and Victorian governments.

It is intended to operate as a regulated asset within the National Electricity Market (NEM), subject to oversight by the Australian Energy Regulator (AER).

As a regulated transmission asset:

- Funding is approved and scrutinised through public and regulatory processes.
- Expenditure must be efficient, prudent and in the long-term interests of electricity consumers.
- Investment decisions must balance cost control with broader public value outcomes.

## Responsible use of public funding

MLPL is required to allocate and spend its funding responsibly, transparently and in line with:

- Government shareholder expectations
- Regulatory determinations
- Public sector accountability standards

Community benefits sharing is therefore not discretionary philanthropy. It is a deliberate, structured investment designed to:

- Mitigate project impacts
- Strengthen social licence
- Deliver enduring public value aligned with policy objectives

## Difference from private energy projects

Marinus Link differs fundamentally from private energy generation and storage projects. Its direct benefits sharing approach is guided in public policy, equity, transparency and intergenerational outcomes.

Table I - Public and Private Energy Projects

Public regulated asset (MLPL)	Private energy projects
Public ownership and oversight	Privately owned
Regulated returns	Profit-maximising
Long asset life (40+ years)	Often shorter project cycles
Consumer interest focus	Shareholder interest focus
Structured, accountable benefit sharing	Voluntary or negotiated benefits

# Calculating the value of our CBSF

MLPL is unique in the energy industry, with limited domestic benchmarks to gauge what is a responsible level of investment for benefits.

**As the first benefits sharing framework of this size, structure, and located across multiple jurisdictions, to be implemented there has been a significant amount of work that there has been.**

This has included:

- Desktop research of global and domestic examples
- Community Advisory Panel and stakeholder engagement
- Government engagement.

This has resulted in the following value being allocated to the tiers of our CBSF for Stage 1. **See page 24.**

- Immediate Benefits - \$600K through to 2030
- Enduring Benefits - \$400K through to 2032 (plus additional Contractor Funded Local Benefit Initiatives)
- Legacy Benefits - \$20M through to 2030 (or beyond)



# Policy and guideline context

A significant body of National, Tasmanian and Victorian policy provides guidance on community engagement and benefit sharing for major infrastructure and energy projects.

Whilst there are consistencies throughout each, with relation to expectations around community and stakeholder engagement, the following section summarises approaches.

Table 2 - Policy and guideline summary matrix

CBSF sections	Community Engagement and Benefit Sharing in Renewable Energy Development in Victoria	A Guide to Benefit Sharing Options for Renewable Energy Projects	Guide to Regional Benefit Sharing	National Guidelines: Community engagement and benefits for electricity transmission projects	Community Engagement and Social Value Guidelines for Renewable Energy and Transmission Projects	Victorian Transmission Investment Framework: Final design paper	Renewable Energy Development in Tasmania: a guideline for community engagement, benefit sharing and local procurement	Marinus Link Sustainability Strategy
Benefits sharing		✓	✓	✓	✓		✓	✓
Marinus Link as a public regulated asset	✓	✓	✓	✓	✓		✓	✓
Policy and guideline context	✓	✓	✓		✓		✓	
Stakeholder engagement and consultation	✓	✓	✓	✓	✓	✓	✓	✓
Guiding principles	✓	✓	✓	✓	✓	✓	✓	✓
Three-tier community benefits sharing model	✓	✓	✓	✓	✓	✓	✓	✓
Distribution framework	✓	✓	✓	✓			✓	
Monitoring, evaluation and reporting	✓	✓	✓	✓	✓	✓	✓	✓

## National policy and guidance

National Guidelines for Community Engagement and Benefits for Electricity Transmission Projects establish expectations for projects like Marinus Link.

They emphasise that benefit sharing should be:

- Transparent and equitable
- Proportionate to impacts

- Developed in partnership with communities.

The Guidelines further note that:

**"Benefits should be enduring and, where possible, support long-term regional development rather than one-off or short-term contributions."**

## Tasmanian policy context

Tasmania's Guideline for Community Engagement, Benefit Sharing and Local Procurement provides a clear framework for renewable and transmission projects. It states that:

**"Benefit sharing should be meaningful, proportionate and designed to create lasting value for local communities that host or are impacted by the project."**

The Guideline highlights:

- Early engagement
- Inclusion of the Tasmanian Aboriginal Community
- Alignment with regional development priorities
- Transparent governance of benefit funds.

This guidance directly informs MLPL's approach in Tasmania.

## Victorian policy context

In Victoria, benefit sharing is embedded across renewable energy, planning and major project frameworks. Policy principles consistently emphasise:

- Community participation in decision making
- Recognition of Traditional Owners
- Fair distribution of project benefits
- Long-term regional resilience.

Victorian policy recognises that large energy infrastructure projects should:

**"Deliver tangible benefits to host communities and contribute to broader social, economic and environmental outcomes."**

## Alignment across jurisdictions

This Framework integrates these national and state-based expectations into a single, coherent approach that:

- Is consistent across Tasmania and Victoria
- Is flexible enough to respond to local context
- Meets regulatory, shareholder and community expectations.

See **Appendix A: Policy and Guideline References** for a more detailed summary of those benchmarked by Marinus Link for the purposes of the Framework's development.

**See page 29.**

# Stakeholder engagement and consultation

## Engagement overview

An extensive engagement program was undertaken in mid to late 2025 to inform the development of the Framework.

Over several months, MLPL engaged with a diverse range of stakeholders including, but not limited to:

- ReCFIT
- VicGrid
- Local councils
- Community groups and residents
- Industry and workforce representatives
- Traditional Owners in Gippsland
- Members of the Tasmanian Aboriginal Community
- Regional authorities
- Consumer advocates
- Community foundations

The engagement program was designed to be inclusive, transparent, and responsive to the needs of those most impacted by the project.

Through a series of workshops, targeted meetings, briefings, and ongoing conversations, stakeholders were invited to share their perspectives on what constitutes meaningful community benefit, how benefits should be distributed, and what governance arrangements would foster trust and accountability.

The feedback received has been instrumental in shaping the principles, priorities, and operational approach of the Framework.

Key themes emerging from the engagement include the importance of fairness and equity, the need for benefits to be tangible and enduring, and the value of ongoing dialogue between MLPL and the communities it serves.

Stakeholders also emphasised the importance of aligning the Framework with broader policy objectives, including the transition to renewable energy, local and regional economic development, and social inclusion.

A comprehensive summary of the consultation and feedback provided is captured in **Appendix B: Community Benefits Sharing Framework – Engagement Program Summary Report**. See page 30.

## Consistent feedback received

Community feedback has consistently highlighted:

- The importance of local legacy outcomes
- The need for a proportional approach between Tasmania and Victoria
- The value of transparent decision making
- Strong expectations for First Peoples involvement
- Balancing the impact of infrastructure with the natural environment.

These themes are embedded throughout this Framework.

## Ongoing engagement

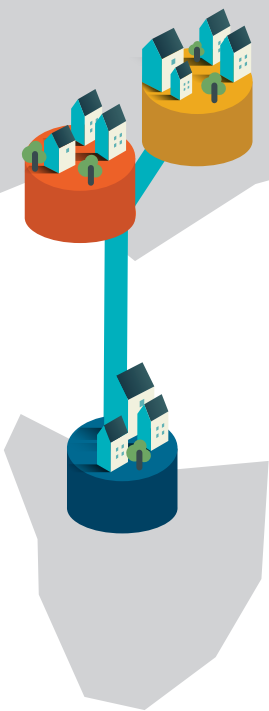
Throughout the development of the Framework, community and stakeholders were provided the opportunity to feed into its development. Further opportunities for community and

stakeholder involvement in MLPL's benefits sharing delivery, including assessment and advisory options, will be available following the development of benefits sharing programs.

# Guiding Principles

**The Framework's Guiding Principles set the benchmark for the development and delivery of community benefits programs.**

For community benefits to be achieved effectively and fairly they must fulfil these principles.



**Public value:** MLPL must deliver demonstrable social, environmental and economic outcomes.



**Transparent:** MLPL will establish and publicise clear governance structures for the development and delivery of community benefits.



**Legacy:** MLPL will seek to deliver outcomes that endure beyond construction.



**Measurable:** MLPL will monitor community benefits and share the results publicly.



**Proportionate:** MLPL will allocate community benefits funds responsibly, responding to consumer needs, and proportionate to the project's local impact.



**Local:** MLPL will prioritise community benefits to the project's most impacted communities.



**Accountable:** MLPL will deliver community benefits in line with the Framework, with local communities provided an opportunity to participate.



**Respect:** MLPL recognises First Peoples culture and connection to Country.



**Partnerships:** MLPL will co-design programs in partnership with local communities.

# Three-tier community benefits sharing model

## The Framework aims to be in place for the entirety of Marinus Link's project life cycle.

For this to be achieved, it needs to rest on a foundation of realisable objectives, strong principles, and shared values.

This section outlines the mechanisms MLPL will use to achieve its three objectives.

**Immediate benefits:** Distribution of funds through MLPL's Community Grants and Sponsorship Programs to ensure they are directed to eligible and relevant initiatives.

**Enduring benefits:** Identifying and enabling the development of skills, capability and capacity, and supporting positive social outcomes through procurement and participation.

**Legacy benefits:** Ensuring the investments made through MLPL's partnerships align with the priorities of MLPL and deliver long-term benefit to impacted communities.

Primary responsibility for the delivery and reporting of community benefits sits with MLPL.

## Tier 1 – Immediate Benefits

### Marinus Link Community Grants and Sponsorships Program

#### Purpose

Provide immediate and ongoing support to communities during planning and construction.

#### Key features

- Delivered directly by MLPL
- \$120k per year funded through MLPL's long-term operating budget
- Available now and throughout construction
- Open to eligible community and not-for-profit organisations.

#### Assessment and governance

- Applications assessed by MLPL and Community Focus Groups in Tasmania and Victoria once established.
- Focus Groups provide local insight, priority setting and advice.

#### Typical initiatives

- Community events and organisation sponsorships
- Capacity building activities
- Environmental and sustainability projects
- Social inclusion initiatives.

# Tier 2 – Enduring Benefits

## Contractor Funded Local Benefits Initiatives

### Purpose

Leverage construction activity to deliver additional social and environmental value.

### Key features

- Funded through contractor community investment allocations
- Delivered during the construction period
- Compliment, rather than replace, Tier I funding.

### Priority outcomes

- First Nations Owned Business Capacity Building
- Environment First Initiatives – First Nations and Community Led
- Women in Construction Initiatives

### Delivered through

- Education and training pathways
- Employment and workforce participation
- Local procurement facilitation
- Environmental restoration and protection
- Support for underrepresented groups.

### Assessment and governance

- Included as part of contractor selection process
- Initiatives identified and assessed in collaboration with MLPL
- Strong alignment with local needs and construction impacts.

## Marinus Link and Burnie City Council Partnership Program

### Purpose

Dedicated to delivering initiatives in the Burnie area that align to MLPL's Sustainability Framework and Burnie City Council's Strategic Plan.

### Key features

- MLPL has committed \$400,000 to Burnie City Council over ten years of the project.
- Two organisations are chosen to receive \$20k per year for a three-year community program.

### Priority outcomes

- Program is managed by Burnie City Council and guided by a formal partnership agreement.
- MLPL participates throughout the assessment period and is connected through ongoing promotional and planning activities.

### Typical initiatives

- Recruitment and retention initiatives
- Environmental projects
- Programs which encourage Burnie locals to be socially active.

# Tier 3 – Legacy Benefits

## Marinus Link Community Benefits Sharing Program

### Purpose

Deliver long term benefits through activation of the \$20 million community benefits sharing allocation, with distinct allocation for both Tasmania and Victoria aligned with project impacts.

Legacy Benefits is an emerging approach in Australia, where traditional institutional investment mechanisms are used to advance social and environmental outcomes.

### Key features

- Strategic deployment of funds over many years, not just construction.
- Focus on transformational and intergenerational outcomes.
- Partnership with community / not-for-profit foundation/s.
- Establishment of a Marinus Link Benefits Sharing Advisory Group.
- Structured to reflect the difference in approach required between Tasmanian and Victorian communities.

### Assessment and governance

- Take a portfolio approach to ensure a balanced approach to investing the allocation.
- Requires strict management to deliver a mix of social, environmental and economic returns.
- Progress towards long-term, legacy benefits is measured, reported and communicated.

### Governance frameworks

MLPL places extremely high importance on effective management of funds allocated to benefits sharing. It is important that MLPL has effective governance structures in place to ensure that the funds are allocated in a way that is aligned with the intent of the Framework, and that the outcomes it commits to are realised.

The importance of good governance applies to whether MLPL delivers the legacy benefits program, and if legacy benefits are delivered through partnering with a community / not-for-profit foundation/s.

All programs developed to deliver community benefits will comply with our sustainability requirements and align to this Framework.

### Community led foundation model

MLPL is looking to establish a structured approach to delivering community benefits by partnering with an independent third-party community foundation/s in Tasmania and Victoria. This foundation/s will serve as the primary vehicle for managing and distributing the project's legacy community benefits programs, ensuring transparency, independence, and alignment with local priorities.

Through this arrangement, MLPL intends to:

- Centralise community funding: The foundation/s will act as a neutral body to receive, manage, and allocate funds dedicated to community initiatives, reducing potential conflicts of interest and promoting impartial decision-making.
- Engage local communities: The foundation/s will work closely with regional stakeholders, including residents, local councils, and community organisations, to identify projects and programs that address local needs and generate meaningful social, economic, and environmental outcomes.
- Ensure transparency and accountability: By leveraging an independent governance structure, the foundation/s will provide clear reporting on fund allocation, project outcomes, and long-term community impact, building trust and confidence among stakeholders.
- Enable sustainable impact: The foundation/s expertise in managing community grants and programs will allow for strategic, long-term investment in initiatives that align with both Marinus Link's community commitments and the broader interests of the regions it serves.

Overall, the use of a third-party community foundation/s positions MLPL to deliver a structured, accountable, and locally responsive legacy community benefits program, reinforcing the project's commitment to positive social impact while maintaining independence from operational management.

## Benefits of community led foundation model

Using community / not-for-profit foundation/s to administer the legacy fund offers significant advantages:

- Established governance and fiduciary expertise
- Deep local knowledge and trust
- Transparent grant assessment processes
- Ability to leverage co-investment
- Long-term stewardship beyond construction
- Long-term community outcomes.

Investment through community / not-for-profit foundation/s can:

- Support community led priorities
- Build local capacity and resilience
- Deliver outcomes well beyond the project lifecycle
- Ensure benefits remain in impacted regions for future generations.

The final approach around community foundations partnerships will be subject to endorsement by the MLPL Board and will trigger the development of appropriate governance and terms of reference frameworks, and subsequent programs.

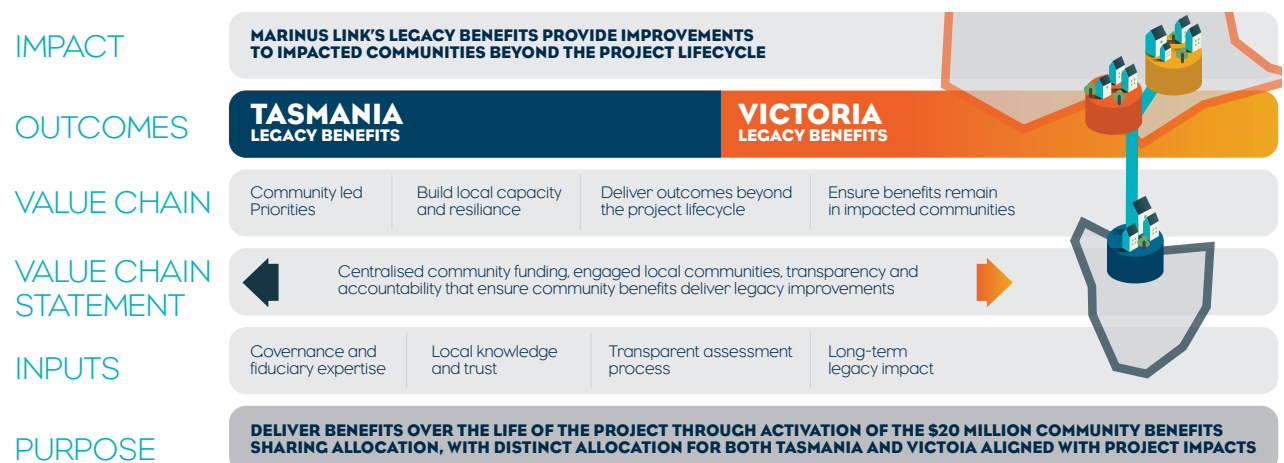
# Unique approach for Tasmania and Victoria Legacy Benefits

**The impacts of the project on Tasmania and Victoria are unique, as are the needs of the communities where MLPL will operate. To ensure that MLPL acknowledges this difference, a structured approach will focus on the respective geographies independently. This will enable the Legacy Benefits program to invest into the initiatives that matter most to those communities.**

To maximise efficiencies when delivering Legacy Benefits and ensure that investment into community benefits sharing isn't impacted by over-administration, we will use a consistent approach to how we invest into those communities.

This unique, yet consistent, approach to delivering community benefits in Tasmania and Victoria respects the differences in not just the communities but also the policy environment in the different jurisdictions. We have captured this in the Legacy Benefits Logic Model.

Figure 3 - Legacy Benefits Logic Model



# Alignment with Marinus Link Sustainability Strategy and Infrastructure Sustainability Rating

**The MLPL Sustainability Framework and Sustainability Strategy provide the roadmap for achieving long-term value and guiding MLPL's sustainability commitments as detailed in the Environment and Sustainability Policy.**

The MLPL Sustainability Framework and Sustainability Strategy provide the roadmap for achieving long-term value and guiding MLPL's sustainability commitments as detailed in the Environment and Sustainability Policy.

Developed through a materiality assessment and extensive stakeholder engagement, the Sustainability Framework identifies three core objectives:

- 1. Healthy Planet**
- 2. Community Prosperity**
- 3. Trusted Organisation**

These objectives are supported by nine priorities and focus areas aligned with the United Nations Sustainable Development Goals, ensuring a best-practice approach to sustainable development. The objectives are implemented through targets and actions outlined in MLPL's Sustainability Strategy.

MLPL will align its benefits sharing with the Sustainability Framework and Strategy by ensuring that social, environmental, and economic outcomes are embedded across the project lifecycle, rather than treated as separate initiatives. The Framework provides a key mechanism to

translate strategic sustainability commitments into tangible, place-based outcomes, including regional employment, skills development, and targeted support for local and community infrastructure.

**The Framework also supports long term community resilience and environmental stewardship by ensuring benefits are designed in partnership with communities and are responsive to local priorities.**

This integrated approach also supports MLPL's commitment to achieve an Infrastructure Sustainability (IS) Rating through the Infrastructure Sustainability Council (ISC). The IS Rating provides a recognised and comprehensive framework for measuring economic, environmental, social, and governance outcomes across infrastructure projects.

MLPL will be required to demonstrate strong performance against benchmarks and criteria related to stakeholder engagement, legacy and governance outcomes as part of achieving the IS Rating. The Framework provides a clear pathway for supporting the IS Rating by demonstrating how MLPL is planning for, resourcing and governing long term community benefits that extend beyond the construction period of the project. This includes defining legacy outcomes in partnership with communities, embedding them in decision making, and establishing mechanisms to support their continuation over time, consistent with IS Rating best practice for legacy planning.

By systematically linking community investment decisions to measurable sustainability objectives and IS Rating scheme benchmarks, the Framework establishes a transparent and

accountable model for social value delivery. In doing so, MLPL demonstrates how major infrastructure projects can generate shared value while meeting rigorous sustainability standards.

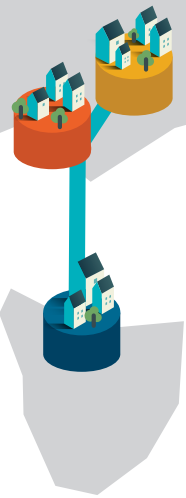
Figure 4 - Marinus Link Sustainability Framework



# Distribution framework: Tasmania and Victoria

**It is important that community benefits are split across the geographic footprint of the project in a manner that is proportionate with the localised level of impact.**

**The funds are split transparently based on project impact between Tasmania and Victoria.**



## **Tasmania catchment:**

- Localised project impact – Heybridge
- Benefits sharing catchment: within communities and local government agencies represented by the Cradle Coast Authority.

## **Victoria catchment:**

- Localised project impact:
- Latrobe City – Churchill, Hazelwood, Morwell
- South Gippsland – Buffalo, Darlimurla, Dumbalk, Fish Creek, Mardan, Meeniyah, Mirboo North, Sandy Point.
- Benefits sharing catchment: within prescribed communities impacted within Latrobe City Council and South Gippsland Shire Council.

## Principles

- Proportionate between jurisdictions
- Alignment with project impacts
- Responsiveness to community need
- Transparency and accountability.

# Proposed distribution

## Immediate benefits

### Key features:

- Approximately 50/50 split between Tasmania and Victoria, adjusted for activity location and eligible applications received.

Table 3 - Immediate benefits distribution

	2026	2027	2028	2029	2030	Total
Community Grants and Sponsorship Programs (TAS and VIC)	120k	120k	120k	120k	120k	600k
<b>TOTAL</b>	<b>120k</b>	<b>120k</b>	<b>120k</b>	<b>120k</b>	<b>120k</b>	<b>\$600k</b>

## Enduring benefits

### Key features:

- Location-based, reflecting construction footprint.

Table 4 - Enduring benefits distribution

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Contractor Funder Local Benefit Initiatives (TAS and VIC)	N/A	N/A	N/A	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Burnie City Council Partnership Program	40k	40k	40k	40k	40k	40k	40k	40k	40k	40k	400k
<b>TOTAL</b>	<b>40k</b>	<b>40k</b>	<b>40k</b>	<b>40k</b>	<b>40k</b>	<b>40k</b>	<b>40k</b>	<b>40k</b>	<b>40k</b>	<b>40k</b>	

## Legacy benefits

### Key features:

- Funds split between Tasmania and Victoria, based on localised project impact
- MLPL notes the \$10m benefits sharing allocation from TasNetworks in response to its North West Transmission Developments Project in Tasmania
- Multiplied by \$16k per km of transmission impacts in state-based jurisdictions (5.5km in Tasmania and 95.5km in Victoria)
- \$5.7m per converter station – based on 1.5% of the estimated cost for a converter station in Tasmania and Victoria in 2023
- Funds allocated over expected construction period – 2026 to 2030.
- Legal and administration fees - \$520k.

## Legacy benefits distribution

### Tasmania

- 5.5km offshore transmission – Tasmanian jurisdiction
- Converter Station / Shore Crossing – Heybridge.

Table 5 - Tasmanian allocation

	2026	2027	2028	2029	2030	Total
Transmission	88k	88k	88k	88k	88k	440k
Converter stations and shore crossing construction	1.14m	1.14m	1.14m	1.14m	1.14m	5.7m
<b>TOTAL</b>	<b>\$1.228m</b>	<b>\$1.228m</b>	<b>\$1.228m</b>	<b>\$1.228m</b>	<b>\$1.228m</b>	<b>\$6.14m</b>

### Victoria

- 90km land transmission – Victorian jurisdiction
- 5.5km offshore transmission – Victorian jurisdiction
- Converter Station – Hazelwood.

Table 6 - Victorian allocation

	2026	2027	2028	2029	2030	Total
Transmission	1.528m	1.528m	1.528m	1.528m	1.528m	7.64m
Converter stations and shore crossing construction	1.14m	1.14m	1.14m	1.14m	1.14m	5.7m
<b>TOTAL</b>	<b>\$2.668m</b>	<b>\$2.668m</b>	<b>\$2.668m</b>	<b>\$2.668m</b>	<b>\$2.668m</b>	<b>\$13.34m</b>

# Monitoring, evaluation and reporting

Regular publications, promotions, and engagement will inform the community of the progress of the benefit sharing program. This will include:

- Annual public reporting on benefits delivered
- Clear performance and outcome measures
- Regular review with communities and stakeholders
- Adaptive management over the project lifecycle.

## Adaptive management

To mitigate risk related to the Framework, MLPL will adopt adaptive management, a type of regular review cycle.

Adaptive management is a procedure for managing while continuing to learn which actions are effective and ineffective.

Changes are then made to avoid ineffective actions in the future.

MLPL's adaptive management procedure will include five steps:

1. Set objectives for effective management of the Framework
2. Create a process model by describing the potential risks to the objectives and how the current management actions will overcome them
3. Plan which management actions will be trialled and how they will be monitored for effectiveness
4. Implement the management actions
5. Analyse the monitoring data and use this information to update the process model and select the next management actions.

## Lessons learned and knowledge sharing

To maximise the benefits of the Framework's adaptive management, MLPL could integrate it into a lessons learned and knowledge sharing process. This would share the insights gathered through the adaptive management to other teams within MLPL and, in addition, to its network of peer organisations.

MLPL's lessons learned and knowledge sharing process will include four steps:

1. Identify lessons learned from the data analysed during the adaptive management procedure
2. Document the lessons learned in a clear summary document
3. Store the lessons learned document in a shared folder for other teams to access
4. Present the lessons learned to internal team members or external peers.

# Appendices

# Appendix A: Extract from the complete Marinus Link Community Benefits Sharing Framework Engagement Program Summary Report

The Engagement Summary Report presents the outcomes of an extensive engagement program undertaken to inform the development of the Community Benefits Sharing Framework (CBSF) for the Marinus Link Project.

A Community Benefits Sharing Framework is a structured approach that outlines how the social, economic, and environmental benefits of a project are distributed among local communities. It aims to ensure that those most affected by a project also share in its positive outcomes, fostering trust, equity, and long-term local value.

The framework will determine how funds will be expended to deliver community benefits. At the time of the engagement and summary report, Marinus Link was waiting for the determination of the final allocations to be contributed to the CBSF from the Australian Energy Regulator.

Over a number of months, Marinus Link Pty Ltd engaged with a diverse range of stakeholders including government agencies, local councils, regional authorities, community groups, First Peoples, industry representatives, and consumer advocates, to gather insights, expectations, and concerns regarding the distribution of benefits associated with the project.

The engagement program was designed to be inclusive, transparent, and responsive to the needs of those most impacted by the project. Through a series of workshops, targeted meetings, and ongoing conversations, stakeholders were invited to share their perspectives on:

- What constitutes meaningful community benefit
- How and when benefits should be distributed
- What governance arrangements would foster trust and accountability.

The feedback received has been instrumental in shaping the principles, priorities, and operational approach of the CBSF.

Key themes emerging from the engagement include the importance of fairness and equity, the need for benefits to be tangible and enduring, and the value of ongoing dialogue between Marinus Link and the communities it serves. Stakeholders also emphasised the importance of aligning the CBSF with broader policy objectives, including the transition to renewable energy, regional economic development, and social inclusion. The Engagement Summary report documents the engagement process, synthesises the key insights and themes, and outlines the next steps in the development and implementation of the CBSF.

## Key themes and insights

Throughout the engagement program, several key themes and insights emerged that will shape the CBSF's development and implementation.

### Fairness and Equity:

Stakeholders consistently highlighted the importance of fairness in the distribution of benefits. There was a strong view that communities most directly impacted by the Marinus Link project should be prioritised, but that the framework should also consider broader regional impacts and opportunities. Equity was discussed not only in terms of geographic distribution but also in relation to social and economic inclusion, ensuring that vulnerable and underrepresented groups are not left behind.

### Tangible and Legacy Benefits:

Participants emphasised that benefits should be meaningful, visible, and long-lasting. Suggestions ranged from direct community investments (such as infrastructure, education, and health initiatives) to support for local businesses and workforce development. There was a clear preference for benefits that create lasting value and contribute to the resilience and sustainability of local communities.

Whilst the emphasis was on long-term legacy outcomes, there was also a desire for short-term wins that would build trust between Marinus Link and communities.

### **Transparency and Governance:**

Trust in the process was a recurring theme. Stakeholders called for transparent decision-making processes, clear criteria for benefit allocation, and robust governance structures that include community representation. There was a desire for ongoing communication and opportunities for feedback as the CBSF is implemented.

### **Alignment with Policy and Community Values:**

Many participants noted the importance of aligning the CBSF with broader policy objectives, such as the transition to renewable energy, regional economic development, and social inclusion. There was also a strong emphasis on ensuring that the framework reflects the values and aspirations of local communities, rather than being a “one size fits all” approach.

### **Ongoing Engagement:**

Stakeholders expressed appreciation for the opportunity to be involved in the process and encouraged Marinus Link to maintain open channels of communication. There was a strong appetite for continued engagement, including co-design of specific initiatives and regular updates on progress and outcomes.

## **Principles guiding Community Benefits Sharing Engagement**

The engagement program was guided by a set of principles designed to ensure that the CBSF is fair, transparent, and aligned with both regulatory requirements and community expectations. These principles include:

- Ensuring that the allocation of benefits is determined following regulatory approvals and in consultation with stakeholders
- Aligning the CBSF with the Marinus Link Sustainability Framework and the specific impacts of the project
- Setting clear parameters for the development of future benefits sharing programs, including eligibility criteria and governance arrangements
- Considering the broader regulatory landscape and project risks, including the need for flexibility and adaptability
- Providing robust governance structures to guide decision-making and ensure accountability
- Prioritising the sharing of rewards with local communities and regions most impacted by the project
- Achieving and maintaining social license as an integral part of successful project development.

## **Social value to shape the CBSF conversations**

Social values were at the heart of the engagement program, providing a compass for navigating complex issues such as social impact, equity, and benefit sharing. Stakeholders were invited to articulate their values and priorities, and these were used to shape the design and implementation of the CBSF.

Stakeholders identified a range of social values, including community wellbeing, economic opportunity, environmental stewardship, and cultural recognition. There was a strong emphasis on delivering benefits that are meaningful, measurable, and aligned with local priorities.

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**This is an extract from the complete Marinus Link Community Benefits Sharing Framework Engagement Program Summary Report.**

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# Appendix B: Marinus Link Community Benefits Sharing Framework

Alignment of best-practice guidelines and strategies to CBSF.

Documents reviewed:

1. Community Engagement and Benefit Sharing in Renewable Energy Development in Victoria, Victorian Department of Environment, Land, Water and Planning, July 2021
2. A Guide to Benefit Sharing Options for Renewable Energy Projects, Clean Energy Council, October 2019
3. Guide to Regional Benefit Sharing, Community Power Agency, July 2025
4. National Guidelines: Community engagement and benefits for electricity transmission projects, Energy and Climate Change Ministerial Council, July 2024
5. Community Engagement and Social Value Guidelines for Renewable Energy and Transmission Projects, VicGrid, September 2025
6. Victorian Transmission Investment Framework: Final design paper, Victorian Department of Energy, Environment and Climate Action, July 2023
7. Renewable Energy Development in Tasmania: a guideline for community engagement, benefit sharing and local procurement, Renewables, Climate and Future Industries Tasmania, May 2024
8. Marinus Link Sustainability Strategy, Marinus Link, July 2025.

## Alignment

1. Community Engagement and Benefit Sharing in Renewable Energy Development in Victoria, Victorian Department of Environment, Land, Water and Planning, July 2021

Key principle or expectation	Relevant section of the guideline/strategy	How the CBSF aligns	Relevant section of the CBSF
Early and ongoing engagement.	<ul style="list-style-type: none"> <li>● Section I: Understanding Community Engagement</li> </ul>	An extensive engagement program was undertaken in mid-2025 specifically to inform the framework. Engagement commenced before the framework was finalised and is designed to continue across the project lifecycle. This will include regular reviews of programs by community focus groups and the ongoing perspective of the Benefit Sharing Advisory Board, which will include community members and other stakeholders.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
Tailored and flexible engagement strategies to maximise participation.	<ul style="list-style-type: none"> <li>● Section I: Understanding Community Engagement</li> </ul>	Marinus Link engaged with community members, local councils, state government departments, community groups, First Nations people and groups, industry representatives, regional authorities, and consumer advocates. A range of engagement activities were undertaken to ensure everyone who was interested in participating had the ability to do so.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> </ul>

Key principle or expectation	Relevant section of the guideline/strategy	How the CBSF aligns	Relevant section of the CBSF
Transparency.	<ul style="list-style-type: none"> <li>● Section 1: Understanding Community Engagement</li> <li>● Section 2: Understanding Community Benefit Sharing</li> </ul>	<p>The CBSF was developed based on extensive engagement with stakeholders. Stakeholders were informed that a CBSF was being created and asked to share their perspectives on how to maximise its value.</p> <p>The CBSF now exists as a public facing document, ensuring its transparency. The public will be informed of the progress of the benefit sharing program through annual public reporting, including reviews against performance indicators.</p>	<ul style="list-style-type: none"> <li>● Section 5: Marinus Link as a public regulated asset</li> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
Benefit sharing plan delivered on time and on budget.	<ul style="list-style-type: none"> <li>● Section 2: Understanding Community Benefit Sharing</li> </ul>	<p>The CBSF aims to be in place for the entirety of Marinus Link's project lifecycle. The three-tier community benefits sharing model indicates the timeline of its immediate, enduring, and legacy benefits, and the budget for each tier is explicitly stated. There will be multiple governance and advisory bodies to ensure deadlines and budgets are being met.</p>	<ul style="list-style-type: none"> <li>● Section 5: Marinus Link as a public regulated asset</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 11: Distribution framework</li> </ul>
Benefit sharing co-designed with the community and tailored to their needs.	<ul style="list-style-type: none"> <li>● Section 1: Understanding Community Engagement</li> <li>● Section 2: Understanding Community Benefit Sharing</li> </ul>	<p>The CBSF has been informed by extensive engagement undertaken in mid-2025. This included a significant focus on the local community and their values, concerns, and needs. A review of local policy and guidelines has also informed the development of the CBSF, ensuring it accurately reflects the local policy context.</p> <p>The importance of a local focus is reflected in the CBSF's Guiding Principles, which states that community benefits will be prioritised to the project's most impact communities.</p>	<ul style="list-style-type: none"> <li>● Section 5: Marinus Link as a public regulated asset</li> <li>● Section 6: Policy and guideline context</li> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 8: Guiding principles</li> </ul>
Benefit sharing commensurate with the impacts.	<ul style="list-style-type: none"> <li>● Section 2: Understanding Community Benefit Sharing</li> </ul>	<p>The CBSF has been informed by extensive research into the local social context. This was conducted through engagement undertaken in mid-2025, desktop research on the local communities, and a review of local policy and guidelines. This built the understanding of the impacts of the project, to ensure benefits are commensurate.</p> <p>The CBSF's three-tier model spans community grants and sponsorships (Tier 1), employment, training and procurement initiatives (Tier 2), and strategic long-term investments (Tier 3), meaning benefits significant, long-term, and mutually beneficial across a range of community members and for MLPL. Benefit sharing is also distributed equitably across Tasmania and Victoria.</p>	<ul style="list-style-type: none"> <li>● Section 5: Marinus Link as a public regulated asset</li> <li>● Section 6: Policy and guideline context</li> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 11: Distribution framework</li> </ul>
Cumulative impacts considered.	<ul style="list-style-type: none"> <li>● Section 1: Understanding Community Engagement</li> <li>● Section 2: Understanding Community Benefit Sharing</li> </ul>	<p>An understanding of the cumulative impacts faced by the communities was built during the extensive engagement program in mid-2025 and through desktop research. The CBSF's three-tier benefits sharing model was built with these impacts in mind.</p>	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 9: Three-tier community benefits sharing model.</li> </ul>

2. A Guide to Benefit Sharing Options for Renewable Energy Projects, Clean Energy Council, October 2019

Key principle or expectation	Relevant section of the guideline/strategy	How the CBSF aligns	Relevant section of the CBSF
Benefit sharing is tailored to local context, culture, and needs.	<ul style="list-style-type: none"> <li>● Principles of benefit sharing</li> <li>● Context and community</li> </ul>	The CBSF has been informed by extensive engagement undertaken in mid-2025. This included a significant focus on the local community and their values, concerns, and needs. A review of local policy and guidelines has also informed the development of the CBSF, ensuring it accurately reflects the local policy context. The importance of a local focus is reflected in the CBSF's Guiding Principles, which states that community benefits will be prioritised to the project's most impact communities.	<ul style="list-style-type: none"> <li>● Section 5: Marinus Link as a public regulated asset</li> <li>● Section 6: Policy and guideline context</li> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 8: Guiding principles</li> </ul>
Benefit sharing is flexible, accommodating any changing circumstances over time.	<ul style="list-style-type: none"> <li>● Principles of benefit sharing</li> <li>● Context and community</li> </ul>	The CBSF's monitoring process includes adaptive management, a type of regular review cycle which allows changes to be made to how benefit sharing is conducted by MLPL if the original approach is deemed ineffective. Regular reviews with communities and stakeholders and internal monitoring will inform these changes.	<ul style="list-style-type: none"> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
The benefit sharing strategy is transparent to the community.	<ul style="list-style-type: none"> <li>● Principles of benefit sharing</li> <li>● Context and community</li> <li>● Developing a benefit sharing strategy</li> </ul>	The CBSF was developed based on extensive engagement with stakeholders. Stakeholders were informed that a CBSF was being created and asked to share their perspectives on how to maximise its value. The CBSF now exists as a public facing document, ensuring its transparency. The public will be informed of the progress of the benefit sharing program through annual public reporting, including reviews against performance indicators.	<ul style="list-style-type: none"> <li>● Section 5: Marinus Link as a public regulated asset</li> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
Benefit sharing is integrated into a broader approach to community engagement and project development.	<ul style="list-style-type: none"> <li>● Principles of benefit sharing</li> <li>● Context and community</li> </ul>	MLPL's engagement program is robust and included extensive engagement on the CBSF in mid-2025. The results of this engagement are the basis for the CBSF.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> </ul>
Benefit sharing is mutually beneficial to local communities and the project.	<ul style="list-style-type: none"> <li>● Principles of benefit sharing</li> <li>● Types of benefit sharing</li> </ul>	The CBSF's three-tier model spans community grants and sponsorships (Tier 1), employment, training and procurement initiatives (Tier 2), and strategic long-term investments (Tier 3), meaning benefits are mutually beneficial across a range of community members and for MLPL. Benefit sharing is also distributed equitably across Tasmania and Victoria.	<ul style="list-style-type: none"> <li>● Section 4: Benefits sharing</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 11: Distribution framework</li> </ul>
Benefit sharing creates lasting legacy and addresses long-term community needs, providing benefits from at least the start of construction and throughout operation.	<ul style="list-style-type: none"> <li>● Principles of benefit sharing</li> <li>● Types of benefit sharing</li> </ul>	The CBSF's three-tier model means benefits are ensured on an immediate, enduring, and legacy basis; i.e., in the planning phase, throughout construction, and long-term through the life of the project.	<ul style="list-style-type: none"> <li>● Section 4: Benefits sharing</li> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>

3. Guide to Regional Benefit Sharing, Community Power Agency, July 2025

Key principle or expectation	Relevant section of the guideline/ strategy	How the CBSF aligns	Relevant section of the CBSF
<p>Coordinate benefit sharing across multiple projects in a region to reduce duplication and maximise positive impact.</p>	<ul style="list-style-type: none"> <li>● Section I: The challenge at hand</li> <li>● Section 4: Design elements of regional benefit sharing</li> </ul>	<p>The CBSF's approach to benefit sharing is designed to complement, not duplicate, existing programs. This is reflected in MLPL's partnership with Burnie City Council for part of MLPL's local initiative funding, allowing the local council to decide what is most needed in their community. This approach is also upheld in the distribution of funds between Tasmania and Victoria, which was decided based on the knowledge of TasNetworks' \$10 million allocation to benefit sharing in Tasmania as part of its North West Transmission Developments Project.</p>	<ul style="list-style-type: none"> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section II: Distribution framework</li> </ul>
<p>Empower communities to contribute to the planning and governing of the benefit sharing program.</p>	<ul style="list-style-type: none"> <li>● Section 4: Design elements of regional benefit sharing</li> </ul>	<p>The CBSF was created with the input of local communities, councils, and other stakeholders, as part of an extensive engagement program undertaken in mid-2025. The stakeholders' values, concerns, and needs are the basis of MLPL's approach to benefit sharing. The governance of the benefit sharing program will include regular reviews from communities and stakeholders through program specific focus groups, the Benefit Sharing Advisory Board, which will include community members, and other engagement activities.</p>	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
<p>Ensure flexibility in the approach to benefit sharing over time and between different communities.</p>	<ul style="list-style-type: none"> <li>● Section 4: Design elements of regional benefit sharing</li> </ul>	<p>The CBSF is flexible in its approach to benefit sharing between its two major jurisdictions: Tasmania and Victoria. Its Guiding Principles reflect the importance it places on a local focus, and all programs have been informed by extensive community engagement and a review of local policy and guidelines. Flexibility over time is ensured through the CBSF's monitoring process, which includes adaptive management, a type of regular review cycle which allows changes to be made based on the program's effectiveness or changes to context. These changes will be based on regular reviews with communities and stakeholders and internal monitoring.</p>	<ul style="list-style-type: none"> <li>● Section 6: Policy and guideline context</li> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 8: Guiding principles</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
<p>Benefits should not only be related to renewable energy, but should contribute to social, economic, environmental, and cultural sectors.</p>	<ul style="list-style-type: none"> <li>● Section I: The challenge at hand</li> <li>● Section 4: Design elements of regional benefit sharing</li> </ul>	<p>The CBSF has a three-tier model for community benefits sharing, which includes community grants for initiatives run by community and not-for-profit organisations. Typical initiatives are environmental and sustainability projects, community events, and social inclusion initiatives. The CBSF aims to align itself with MLPL's Sustainability Framework.</p>	<ul style="list-style-type: none"> <li>● Section 4: Benefits sharing</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 10: Alignment with sustainability strategy</li> </ul>

Key principle or expectation	Relevant section of the guideline/ strategy	How the CBSF aligns	Relevant section of the CBSF
Align benefit sharing with local priorities, including those from local and state government strategic plans.	<ul style="list-style-type: none"> <li>● Section 4: Design elements of regional benefit sharing</li> </ul>	The CBSF was informed by engagement on local values and priorities and a review of local policy and guidelines. This focus is reflected throughout the CBSF, including in the Marinus Link and Burnie City Council Partnership Program, which will see the Burnie City Council choosing two organisation receive funding for their initiatives, allowing the local government to decide what best reflects the local priorities.	<ul style="list-style-type: none"> <li>● Section 5: Marinus Link as a public regulated asset</li> <li>● Section 6: Policy and guideline context</li> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>

4. Guide to Regional Benefit Sharing, Community Power Agency, July 2025

Key principle or expectation	Relevant section of the guideline/ strategy	How the CBSF aligns	Relevant section of the CBSF
Engage at the right time and maintain engagement throughout the project lifecycle.	<ul style="list-style-type: none"> <li>● Section 1: Engage at the right time</li> <li>● Section 3: Be responsive to community input and enable participation</li> <li>● Section 9: Engage impacted groups in the process</li> <li>● Section 10: Be aware of community expectations</li> </ul>	An extensive engagement program was undertaken in mid-2025 specifically to inform the framework. Engagement commenced before the framework was finalised and is designed to continue across the project lifecycle. This will include regular reviews of programs by community focus groups and the ongoing perspective of the Benefit Sharing Advisory Board, which will include community members and other stakeholders.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
Ensure engagement is diverse, equitable and inclusive.	<ul style="list-style-type: none"> <li>● Section 2: Ensure engagement is diverse, equitable and inclusive</li> </ul>	Marinus Link engaged with community members, local councils, state government departments, community groups, First Nations people and groups, industry representatives, regional authorities, and consumer advocates.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> </ul>
Engage with First Nations people and be responsive to their input.	<ul style="list-style-type: none"> <li>● Section 4: Engage with First Nations people and be responsive to their input and enable participation</li> </ul>	The CBSF recognises First Nations' culture and connection to Country as a guiding principle and includes First Nations-led initiatives as a priority outcome. First Nations people and groups were engaged with during the engagement program in mid-2025, and will continue to be engaged throughout the project lifecycle.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 8: Guiding principles</li> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>
Partner with the community to deliver benefits.	<ul style="list-style-type: none"> <li>● Section 5: Partner with the community</li> </ul>	The CBSF's three-tier model to benefit sharing includes grants and sponsorships for community initiatives, allowing community members and local not-for-profits to manage the community benefits they are passionate about. It also includes a partnership with Burnie City Council, which allows the local council to allocate funds to community initiatives they believe are a priority.	<ul style="list-style-type: none"> <li>● Section 4: Benefits sharing</li> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>

Key principle or expectation	Relevant section of the guideline/ strategy	How the CBSF aligns	Relevant section of the CBSF
Be transparent.	<ul style="list-style-type: none"> <li>● Section 6: Provide accurate, transparent and accessible information</li> </ul>	<p>The CBSF was developed based on extensive engagement with stakeholders. Stakeholders were informed that a CBSF was being created and asked to share their perspectives on how to maximise its value.</p> <p>The CBSF now exists as a public facing document, ensuring its transparency. The public will be informed of the progress of the benefit sharing program through annual public reporting, including reviews against performance indicators</p>	<ul style="list-style-type: none"> <li>● Section 5: Marinus Link as a public regulated asset</li> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
Build a long-term, equitable legacy.	<ul style="list-style-type: none"> <li>● Section 8: Compensate through fair processes</li> <li>● Section 11: Build a long-term legacy</li> </ul>	<p>The CBSF's three-tier model to benefit sharing includes a range of benefit sharing initiatives that are distributed fairly across the impacted communities and aim to leave a long-term legacy. This includes a commitment to a \$20 million allocation to community benefits sharing to be delivered over decades for the entire lifecycle of the project.</p>	<ul style="list-style-type: none"> <li>● Section 4: Benefits sharing</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 11: Distribution framework</li> </ul>
Buy, hire and train locally.	<ul style="list-style-type: none"> <li>● Section 12: Buy, hire and train locally</li> </ul>	<p>The CBSF's three-tier model to benefit sharing includes local procurement facilitation, employment pathways, education and training, and support for underrepresented groups as part of contractor social benefit initiatives.</p>	<ul style="list-style-type: none"> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>
Monitor benefit sharing and adapt over time.	<ul style="list-style-type: none"> <li>● Section 7: Identify and manage impacts and opportunities</li> <li>● Section 13: Plan early for adaptive and repeated measurement</li> <li>● Section 14: Measure broadly</li> <li>● Section 15: Report accurately and transparently</li> </ul>	<p>The CBSF commits to annual public reporting, clear performance measures, regular reviews with stakeholders, and a structured adaptive management cycle.</p>	<ul style="list-style-type: none"> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>

5. Community Engagement and Social Value Guidelines for Renewable Energy and Transmission Projects, VicGrid, September 2025

Key principle or expectation	Relevant section of the guideline/ strategy	How the CBSF aligns	Relevant section of the CBSF
Engage with, at a minimum, communities surrounding the project, host landholders, neighbouring and nearby landholders, local government, and First Nations people.	<ul style="list-style-type: none"> <li>● Section 1: Engagement expectations</li> </ul>	Marinus Link engaged with community members (including host landholders and nearby landholders), local councils, state government departments, community groups, First Nations people and groups, industry representatives, regional authorities, and consumer advocates.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> </ul>
Engage early and throughout the project lifecycle.	<ul style="list-style-type: none"> <li>● Section 1: Engagement expectations</li> </ul>	An extensive engagement program was undertaken in mid-2025 specifically to inform the framework. Engagement commenced before the framework was finalised and is designed to continue across the project lifecycle. This will include regular reviews of programs by community focus groups and the ongoing perspective of the Benefit Sharing Advisory Board, which will include community members and other stakeholders.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
Engagement is meaningful and informs decisions that will create social and economic value.	<ul style="list-style-type: none"> <li>● Section 1: Engagement expectations</li> </ul>	The CBSF was created with the input of local communities, councils, and other stakeholders, as part of an extensive engagement program undertaken in mid-2025. The stakeholders' values, concerns, and needs are the basis of MLPL's approach to benefit sharing. The governance of the benefit sharing program will include regular reviews from communities and stakeholders through program specific focus groups, the Benefit Sharing Advisory Board, which will include community members, and other engagement activities.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
Engagement with Traditional Owners as distinct rights holders.	<ul style="list-style-type: none"> <li>● Section 2: Engaging with Traditional Owners</li> </ul>	First Nations people and groups were engaged with during the engagement program in mid-2025, and will continue to be engaged throughout the project lifecycle. This engagement was led respectfully and with an understanding of First Nations' people and groups' unique and essential perspective on benefit sharing.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> </ul>
Traditional Owners at the centre of decision-making on issues that affect their lives, including cultural heritage.	<ul style="list-style-type: none"> <li>● Section 2: Engaging with Traditional Owners</li> </ul>	The CBSF recognises First Nations' culture and connection to Country as a guiding principle and includes First Nations-led benefit sharing initiatives as a priority outcome.	<ul style="list-style-type: none"> <li>● Section 8: Guiding principles</li> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>
Design initiatives that deliver long-term benefit to the community.	<ul style="list-style-type: none"> <li>● Section 3: Creating social value and economic benefits</li> </ul>	The CBSF's three-tier model to benefit sharing includes a range of benefit sharing initiatives that aim to leave a long-term legacy. This includes a commitment to a \$20 million allocation to community benefits sharing to be delivered over decades for the entire lifecycle of the project.	<ul style="list-style-type: none"> <li>● Section 4: Benefits sharing</li> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>

Key principle or expectation	Relevant section of the guideline/strategy	How the CBSF aligns	Relevant section of the CBSF
Benefits are aligned with local needs and priorities.	<ul style="list-style-type: none"> <li>● Section 3: Creating social value and economic benefits</li> </ul>	<p>The CBSF was created to align with local priorities, as identified during engagement and in a review of local policy and guidelines. The CBSF's three-tier model to benefit sharing includes grants and sponsorships for community initiatives, allowing community members and local not-for-profits to manage the community benefits they are passionate about. It also includes a partnership with Burnie City Council, which allows the local council to allocate funds to community initiatives they believe are a priority.</p>	<ul style="list-style-type: none"> <li>● Section 5: Marinus Link as a public regulated asset</li> <li>● Section 6: Policy and guideline context</li> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>
Support local economic development.	<ul style="list-style-type: none"> <li>● Section 3: Creating social value and economic benefits</li> </ul>	<p>The CBSF's three-tier model to benefit sharing includes local procurement facilitation, employment pathways, education and training, and support for underrepresented groups as part of contractor social benefit initiatives.</p>	<ul style="list-style-type: none"> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>
Transparent governance of community benefits with community input into decision-making.	<ul style="list-style-type: none"> <li>● Section 4: Evidence and documentation</li> </ul>	<p>The CBSF commits to annual public reporting, clear performance measures, regular reviews with stakeholders through a range of engagement activities and presence in advisory positions, and a structured adaptive management cycle.</p>	<ul style="list-style-type: none"> <li>● Section 5: Marinus Link as a public regulated asset</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>

6. Victorian Transmission Investment Framework: Final design paper, Victorian Department of Energy, Environment and Climate Action, July 2023

Key principle or expectation	Relevant section of the guideline/ strategy	How the CBSF aligns	Relevant section of the CBSF
Engagement that starts early and continues throughout the whole project lifecycle.	<ul style="list-style-type: none"> <li>● Place-based approach to community engagement and benefits</li> </ul>	An extensive engagement program was undertaken in mid-2025 specifically to inform the framework. Engagement commenced before the framework was finalised and is designed to continue across the project lifecycle. This will include regular reviews of programs by community focus groups and the ongoing perspective of the Benefit Sharing Advisory Board, which will include community members and other stakeholders.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
Engagement informs final decisions regarding community benefits.	<ul style="list-style-type: none"> <li>● Place-based approach to community engagement and benefits</li> </ul>	The CBSF was created with the input of local communities, councils, and other stakeholders, as part of an extensive engagement program undertaken in mid-2025. The stakeholders' values, concerns, and needs are the basis of MLPL's approach to benefit sharing. The governance of the benefit sharing program will include regular reviews from communities and stakeholders through program specific focus groups, the Benefit Sharing Advisory Board, which will include community members, and other engagement activities.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
Deliver jobs and development opportunities in host communities.	<ul style="list-style-type: none"> <li>● Place-based approach to community engagement and benefits</li> </ul>	The CBSF's three-tier model to benefit sharing includes local procurement facilitation, employment pathways, education and training, and support for underrepresented groups as part of contractor social benefit initiatives.	<ul style="list-style-type: none"> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>
Deliver benefits for impacted Traditional Owners.	<ul style="list-style-type: none"> <li>● Place-based approach to community engagement and benefits</li> </ul>	First Nations people and groups were engaged with during the engagement program in mid-2025, and will continue to be engaged throughout the project lifecycle. The CBSF recognises First Nations' culture and connection to Country as a guiding principle and includes First Nations-led benefit sharing initiatives as a priority outcome.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 8: Guiding principles</li> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>

**7. Renewable Energy Development in Tasmania: a guideline for community engagement, benefit sharing and local procurement, Renewables, Climate and Future Industries Tasmania, May 2024**

Key principle or expectation	Relevant section of the guideline/ strategy	How the CBSF aligns	Relevant section of the CBSF
Understand the social context of the project.	<ul style="list-style-type: none"> <li>● Section 1: Understand social context</li> </ul>	The CBSF has been informed by extensive research into the local social context. This was conducted through engagement undertaken in mid-2025, desktop research on the local communities, and a review of local policy and guidelines. The importance of a local focus is reflected in the CBSF's Guiding Principles, which states that community benefits will be prioritised to the project's most impact communities.	<ul style="list-style-type: none"> <li>● Section 5: Marinus Link as a public regulated asset</li> <li>● Section 6: Policy and guideline context</li> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 8: Guiding principles</li> </ul>
Early engagement that builds trust and is sustained over time.	<ul style="list-style-type: none"> <li>● Section 2: Plan for effective community engagement</li> </ul>	An extensive engagement program was undertaken in mid-2025 specifically to inform the framework. Engagement commenced before the framework was finalised and is designed to continue across the project lifecycle. This will include regular reviews of programs by community focus groups and the ongoing perspective of the Benefit Sharing Advisory Board, which will include community members and other stakeholders.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
Transparency throughout the project lifecycle.	<ul style="list-style-type: none"> <li>● Section 2: Plan for effective community engagement</li> <li>● Section 3: Deliver benefit sharing</li> </ul>	The CBSF was developed based on extensive engagement with stakeholders. Stakeholders were informed that a CBSF was being created and asked to share their perspectives on how to maximise its value. The CBSF now exists as a public facing document, ensuring its transparency. The public will be informed of the progress of the benefit sharing program through annual public reporting, including reviews against performance indicators.	<ul style="list-style-type: none"> <li>● Section 5: Marinus Link as a public regulated asset</li> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
Pursue inclusive engagement by supporting a large range of peoples' participation.	<ul style="list-style-type: none"> <li>● Section 2: Plan for effective community engagement</li> </ul>	Marinus Link engaged with community members, local councils, state government departments, community groups, First Nations people and groups, industry representatives, regional authorities, and consumer advocates. A range of engagement activities were undertaken to ensure everyone who was interested in participating had the ability to do so.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> </ul>

Key principle or expectation	Relevant section of the guideline/ strategy	How the CBSF aligns	Relevant section of the CBSF
Community co-design of benefit sharing and community involvement in governance.	<ul style="list-style-type: none"> <li>● Section 2: Plan for effective community engagement</li> <li>● Section 3: Deliver benefit sharing</li> </ul>	<p>The CBSF's three-tier model to benefit sharing includes grants and sponsorships for community initiatives, allowing community members and local not-for-profits to manage the community benefits they are passionate about. It also includes a partnership with Burnie City Council, which allows the local council to allocate funds to community initiatives they believe are a priority.</p> <p>The governance of the benefit sharing program will include regular reviews from communities and stakeholders through program specific focus groups, the Benefit Sharing Advisory Board, which will include community members, and other engagement activities.</p>	<ul style="list-style-type: none"> <li>● Section 4: Benefits sharing</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
Equitable sharing of benefits.	<ul style="list-style-type: none"> <li>● Section 2: Plan for effective community engagement</li> <li>● Section 3: Deliver benefit sharing</li> </ul>	<p>The CBSF's three-tier model spans community grants and sponsorships (Tier 1), employment, training and procurement initiatives (Tier 2), and strategic long-term investments (Tier 3), meaning benefits are mutually beneficial across a range of community members and for MLPL. Benefit sharing is also distributed equitably across Tasmania and Victoria.</p>	<ul style="list-style-type: none"> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 11: Distribution framework</li> </ul>
Benefit sharing is flexible over time.	<ul style="list-style-type: none"> <li>● Section 3: Deliver benefit sharing</li> </ul>	<p>Flexibility over time is ensured through the CBSF's monitoring process, which includes adaptive management, a type of regular review cycle which allows changes to be made based on the program's effectiveness or changes to context. These changes will be based on regular reviews with communities and stakeholders and internal monitoring.</p>	<ul style="list-style-type: none"> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>
Benefit sharing is long lasting.	<ul style="list-style-type: none"> <li>● Section 3: Deliver benefit sharing</li> </ul>	<p>The CBSF's three-tier model to benefit sharing includes a range of benefit sharing initiatives that aim to leave a long-term legacy. This includes a commitment to a \$20 million allocation to community benefits sharing to be delivered over decades for the entire lifecycle of the project.</p>	<ul style="list-style-type: none"> <li>● Section 4: Benefits sharing</li> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>
Commit to local procurement and upskilling.	<ul style="list-style-type: none"> <li>● Section 4: Think local procurement</li> </ul>	<p>The CBSF's three-tier model to benefit sharing includes local procurement facilitation, employment pathways, education and training, and support for underrepresented groups as part of contractor social benefit initiatives.</p>	<ul style="list-style-type: none"> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>
First Nations people are prioritised in engagement and benefit sharing.	<ul style="list-style-type: none"> <li>● Section 6: Commitment to engagement with Aboriginal people on renewable energy developments</li> </ul>	<p>First Nations people and groups were engaged with during the engagement program in mid-2025, and will continue to be engaged throughout the project lifecycle. The CBSF recognises First Nations' culture and connection to Country as a guiding principle and includes First Nations-led benefit sharing initiatives as a priority outcome.</p>	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 8: Guiding principles</li> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>

8. Marinus Link Sustainability Strategy, Marinus Link, July 2025

Key principle or expectation	Relevant section of the guideline/strategy	How the CBSF aligns	Relevant section of the CBSF
Support climate resilience, reduce environmental impact, and promote biodiversity.	<ul style="list-style-type: none"> <li>● Section 2: Project overview</li> <li>● Section 3: Sustainability management overview</li> <li>● Section 4: Infrastructure Sustainability Rating</li> <li>● Section 5: Governance</li> </ul>	<p>The CBSF commits to contributing to the community's environmental wellbeing. This includes supporting the transition to renewable energy and helping to support climate change by reducing emissions. The CBSF's three-tier model to benefit sharing includes grants and sponsorships for community initiatives. Some of the typical initiatives are environmental and sustainability projects. In addition to this, the CBSF commits to procuring contractors based on their planned community investment, including their environmental restoration and protection initiatives.</p>	<ul style="list-style-type: none"> <li>● Section 4: Benefits sharing</li> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>
Strengthen relationships by listening, understanding, and learning from Traditional Custodians.	<ul style="list-style-type: none"> <li>● Section 2: Project overview</li> <li>● Section 3: Sustainability management overview</li> <li>● Section 4: Infrastructure Sustainability Rating</li> <li>● Section 5: Governance</li> </ul>	<p>First Nations people and groups were engaged with during the engagement program in mid-2025, and will continue to be engaged throughout the project lifecycle. The CBSF recognises First Nations' culture and connection to Country as a guiding principle and includes First Nations-led benefit sharing initiatives as a priority outcome.</p>	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 8: Guiding principles</li> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>
Understand our landholders and local community needs and work with governments and local partners to leave a positive legacy.	<ul style="list-style-type: none"> <li>● Section 2: Project overview</li> <li>● Section 3: Sustainability management overview</li> <li>● Section 4: Infrastructure Sustainability Rating</li> <li>● Section 5: Governance</li> </ul>	<p>The CBSF's three-tier model to benefit sharing includes grants and sponsorships for community initiatives, allowing community members and local not-for-profits to manage the community benefits they are passionate about. It also includes a partnership with Burnie City Council, which allows the local council to allocate funds to community initiatives they believe are a priority. The governance of the benefit sharing program will include regular reviews from communities and stakeholders through program specific focus groups, the Benefit Sharing Advisory Board, which will include community members, and other engagement activities.</p>	<ul style="list-style-type: none"> <li>● Section 4: Benefits sharing</li> <li>● Section 9: Three-tier community benefits sharing model</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>

Key principle or expectation	Relevant section of the guideline/strategy	How the CBSF aligns	Relevant section of the CBSF
Facilitate pathways to inclusive employment.	<ul style="list-style-type: none"> <li>● Section 2: Project overview</li> <li>● Section 3: Sustainability management overview</li> <li>● Section 4: Infrastructure Sustainability Rating</li> <li>● Section 5: Governance</li> </ul>	The CBSF's three-tier model to benefit sharing includes local procurement facilitation, employment pathways, education and training, and support for underrepresented groups as part of contractor social benefit initiatives.	<ul style="list-style-type: none"> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>
Listen and work respectfully with all stakeholders.	<ul style="list-style-type: none"> <li>● Section 2: Project overview</li> <li>● Section 3: Sustainability management overview</li> <li>● Section 4: Infrastructure Sustainability Rating</li> <li>● Section 5: Governance</li> </ul>	The CBSF was created with the input of local communities, councils, and other stakeholders, as part of an extensive engagement program undertaken in mid-2025. The stakeholders' values, concerns, and needs are the basis of MLPL's approach to benefit sharing.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> </ul>
Promote diversity, equity, and inclusion.	<ul style="list-style-type: none"> <li>● Section 2: Project overview</li> <li>● Section 3: Sustainability management overview</li> <li>● Section 4: Infrastructure Sustainability Rating</li> <li>● Section 5: Governance</li> </ul>	To ensure they heard from a diverse range of stakeholders, Marinus Link engaged with community members, local councils, state government departments, community groups, First Nations people and groups, industry representatives, regional authorities, and consumer advocates. Community benefit initiatives will be designed with stakeholders, and Marinus Link and the other governing bodies of these initiatives are committed to promoting diversity and inclusion.	<ul style="list-style-type: none"> <li>● Section 7: Stakeholder engagement and consultation</li> <li>● Section 9: Three-tier community benefits sharing model</li> </ul>
Be transparent and accountable.	<ul style="list-style-type: none"> <li>● Section 2: Project overview</li> <li>● Section 3: Sustainability management overview</li> <li>● Section 4: Infrastructure Sustainability Rating</li> <li>● Section 5: Governance</li> </ul>	The CBSF commits to annual public reporting, clear performance measures, regular reviews with stakeholders through a range of engagement activities and presence in advisory positions, and a structured adaptive management cycle.	<ul style="list-style-type: none"> <li>● Section 5: Marinus Link as a public regulated asset</li> <li>● Section 12: Monitoring, evaluation and reporting</li> </ul>



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