Mardie Salt and Potash Project

Stakeholder Engagement Management Plan

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1. PURPOSE

The purpose of this Stakeholder Engagement Management Plan (Plan) is to:

- Guide the delivery of stakeholder engagement activities for all phases of the operation.
- Identify and map stakeholder groups and/or communities that are impacted by the project and interested.
- Outline the method and frequency of engagement activities.
- Define engagement roles and responsibilities.

The Plan also details how BCI Minerals will:

- Provide relevant information to the community and key stakeholders.
- Undertake meaningful engagement activities to listen, involve, and educate stakeholders about the Project.
- Monitor and manage issues to protect/ enhance the reputation of BCI Minerals and the Project.
- Mitigate and manage the outbound social risks of the project on communities and other stakeholders.

The Plan will be periodically reviewed and updated to evolve with the Project. The Plan will be adapted in response to significant project developments, new material information, and stakeholder feedback. Evaluation and reporting processes will also inform adaptation.

2. SCOPE

This document has been developed specifically for BCI Minerals and the Mardie Project. This Project is being developed in accordance with international financing requirements, specifically the Equator Principles (EP) which serve as a common baseline and framework for financial institutions to identify, assess and manage environmental and social risks when financing Projects. The Statement of Principles of Equator Principles 4 (EP4) includes: Principle 5 “Stakeholder Engagement”: demonstrate effective Stakeholder Engagement, as an ongoing process in a structured and culturally appropriate manner, with Affected Communities, Workers or other Stakeholders. For handling external complaints and grievances, please refer to the Procedure as the grievance mechanism is not part of this document.

The Plan includes:

- Stakeholder mapping and analysis based on impacted people, interest, and influence on the Project.
- Descriptions of proposed engagement methods and required support materials.
- A community and other stakeholder engagement plan designed to future-proof BCI Minerals’ approach to community and stakeholder engagement, ensuring activities are culturally appropriate and inclusive of stakeholder participation where appropriate and integrated with overall project development and associated timelines.
- Mechanisms for implementing, monitoring, evaluating, and reporting the effectiveness of engagement activities, ensuring continuous improvement and alignment with best practices.
- 2025 engagement schedule (to be updated annually).

3. INTRODUCTION

3.1 About BCI Minerals

BCI Minerals is a values-driven company dedicated to developing sustainable minerals for the modern world. At the forefront of our operations is the Mardie Salt and Potash Project (Mardie Project), a Tier 1 solar evaporation initiative poised to become Australia's largest salt project and the third largest globally. Once fully operational, Mardie will produce 5.3 million tonnes of high-purity industrial salt and Sulphate of Potash (SOP) annually, serving critical roles in industries worldwide and contributing to a more sustainable future.

The Mardie Project exemplifies long-term sustainability and resource renewability, delivering benefits and opportunities for generations to come. It marks the beginning of BCI Minerals' journey to becoming a key player in globally significant sustainable mineral production.

3.2 Community Profile

The Mardie Salt and Potash Project is located on the Pilbara coast of Western Australia, approximately 100km south-west of Karratha, within the City of Karratha local government area and not far from the boundary of the Shire of Ashburton. The project sits on flat coastal plains near the Indian Ocean, characterised by arid conditions, high temperatures, minimal rainfall, and seasonal cyclonic activity-making it ideal for large-scale solar salt production. The surrounding landscape includes tidal flats, mangroves, and salt marshes, forming a unique and environmentally sensitive coastal ecosystem.

The project is situated on the traditional lands of the Yaburara and Mardudhunera peoples, with strong cultural and historical connections to Country. The Area of Influence for the Mardie Project, as defined in this plan, includes the communities of Onslow and Karratha, and extends to include local Aboriginal communities and stakeholder groups with social, cultural, or economic ties to the region. Onslow, approximately 80km south of the project, is a small but significant coastal town in the Shire of Ashburton with a population of around 850 people. Karratha, a major regional centre located to the north-east, supports a population of over 22,000 and serves as a hub for mining, oil and gas, and port activities.

The region is shaped by a mix of traditional and contemporary influences - local Aboriginal groups maintain strong cultural traditions, while towns like Onslow and Karratha reflect the lifestyle of remote, resource-driven communities. Priorities across the area include employment and training opportunities, protection of cultural heritage, environmental sustainability, and community wellbeing.

3.3 Project Description

The Project involves development facilities to produce, process and export high purity industrial grade salt and fertiliser grade sulphate of potash (SOP or K_2SO_4) from seawater via solar evaporation, crystallisation, raw salt purification and SOP conversation.

The primary components to be developed in execution of the Project include:

a) Seawater intake pumping stations, seawater evaporation ponds and salt crystallisers.

b) Salt wash plant and stockyard.

c) SOP crystallisers and SOP plant.

d) A dedicated marine export facility at the new Port of Cape Preston West (CPW) under the jurisdiction of the Pilbara Port Authority.

e) Various NPI, including accommodation village, power station, roads and other ancillary infrastructure.

The operating concept involves a proven and low risk process. Seawater is pumped from the ocean into the first evaporation pond and progressively concentrated via evaporation by sun and wind energy through a series of nine evaporation ponds. Upon reaching NaCl saturation point in Pond 9, brine is transferred to the salt crystallisers where salt precipitates.

The remaining brine liquid (bitterns) is drained from the salt crystallisers and salt is then harvested and purified in a two-stage counter-current wash plant to produce an overall 5.35Mtpa export salt with >99.5% NaCl content. After purification salt is conveyed to stockyard ready for export.

Further solar processing and crystallisation of the removed potassium rich salt bitterns will produce an overall 140ktpa of export fertiliser grade SOP.

Salt and SOP products will be exported from the Port of CPW situated at the northern end of the Project site. The Project export facility includes conveying product to a ship loading facility located at the end of a purpose-built jetty. Due to shallow draft conditions, the product is loaded onto a purpose built self-unloading shallow draft transhipment shuttle vessel. Product is transhipped to the CPW dedicated Anchorages located offshore for loading into Ocean Going export vessels.

3.4 Project Location

The Project is located on the Northwest coast of Western Australia in the Pilbara region and is approximately 135 km by road south-west of the regional city of Karratha and 80 km North-East of Onslow. Access to the Project is via the NWCH and Mardie Road, an unsealed station road.

The Project site is within proximity to operating Ports of Dampier (~95km) and Ashburton (~115km). Cape Preston Port (CPE Port) is located approx. 50 km north-east of Mardie. Two operational gas pipelines intersect the southwest portion supporting Barrow and Varanus operations.

The Dampier to Bunbury Natural Gas Pipeline (DBNGP) intersects the southern portion of the Project along Mardie Road.

3.5 Determining Area of Influence (AOI)

The Area of Influence (AoI) for the Mardie Project is determined based on its geographic footprint, environmental interactions, and socio-economic linkages. The project's mine development envelope is located within the City of Karratha, near the Shire of Ashburton boundary, requiring engagement across both local government areas.

When assessing and mapping stakeholders, we considered all geographical, social, cultural, and environmental areas impacted, both directly and indirectly by the project. While the City of Karratha is the primary local government authority, stakeholders in the Shire of Ashburton, particularly in Onslow, must also be engaged due to potential indirect or cumulative impacts on communities, services, and regional infrastructure. By proactively engaging all relevant stakeholders, the Mardie Project aims to mitigate potential risks, manage impacts, minimise community concerns, and support positive, long-term relationships across the region.

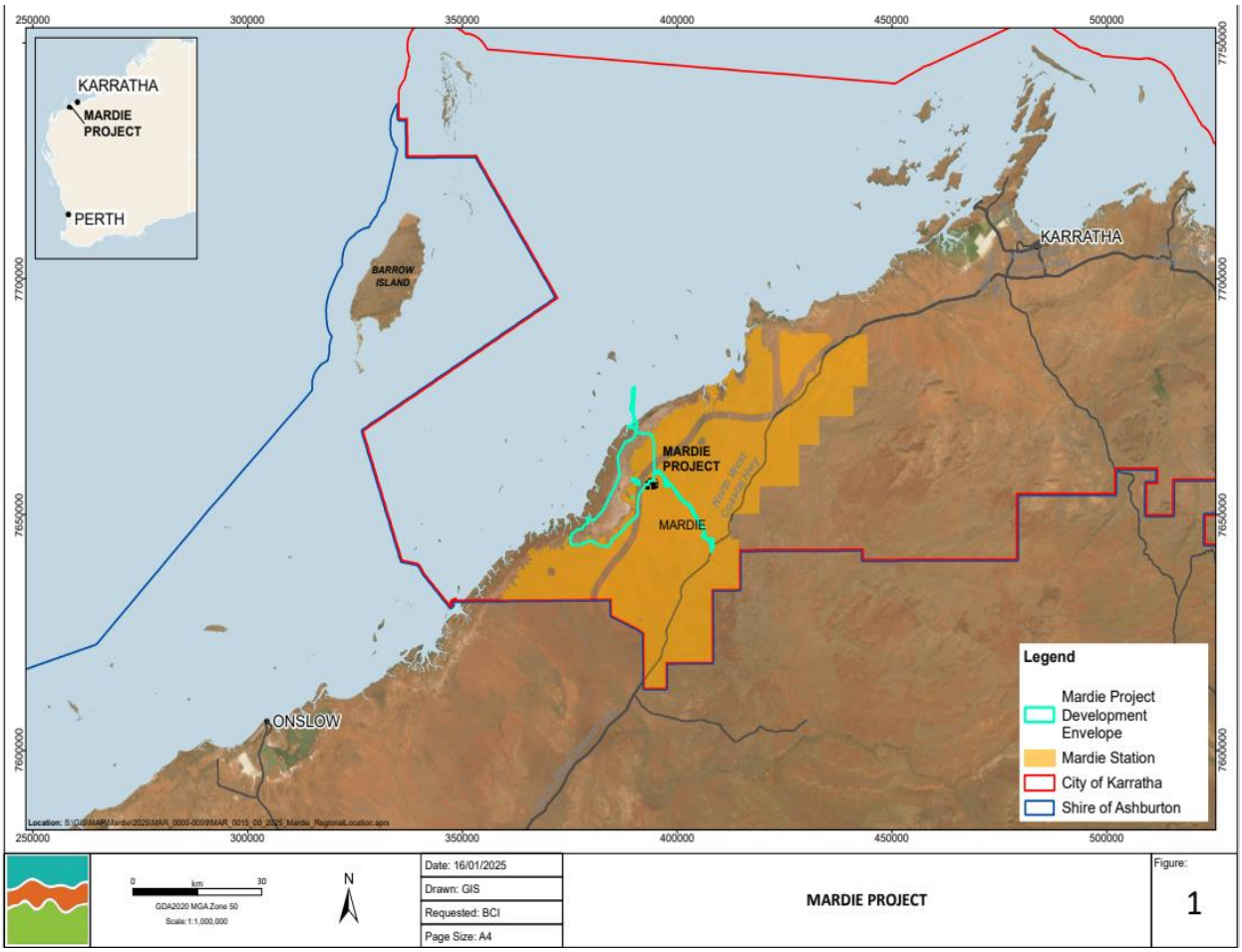

Figure 1: Area of Influence Map

4. STRATEGIC OBJECTIVES

The objectives outlined below guide our approach to stakeholder engagement, ensuring alignment with the company's values and priorities:

- Support the company in developing and maintaining positive relationships built on trust and transparency with the community and key stakeholders.
- Assist in managing both outbound and inbound social risk.
- Support ongoing engagement with regulators and agencies to ensure compliance with all relevant legislation and approvals requirements.
- Protect and enhance BCI's reputation through effective social performance management.
- Provide avenues for meaningful engagement with stakeholders.

At an operational level, the stakeholder engagement objectives are to:

- Meet and set stakeholder expectations regarding relevant project information.
- Build relationships and partnerships with communities and other key stakeholders to foster support for the Project as it progresses through operational stages.
- Educate and inform stakeholders about the Project, its potential impacts, how impacts will be managed, and the benefits and opportunities available.
- Address and monitor community concerns or requests for information in an open, honest, transparent, and timely manner.

- Establish, monitor, and maintain an understanding of community perceptions toward the Project.

5. IDENTIFYING AND MANAGING SOCIAL RISKS

BCI recognises the outbound social risks associated with the Mardie Project, particularly those identified during the regulatory approvals process. Key outbound social risks are managed through specific requirements linked to approval conditions, ensuring compliance with regulatory bodies and minimising potential impacts towards stakeholders. While outbound social risks remain present, they were most prominent throughout the studies and approvals phases.

The identified outbound social risks include:

1. Potential impacts on commercial fishing and aquaculture operations.
2. Potential heritage impacts.
3. Significant residual impacts on Aboriginal heritage sites.
4. Direct impacts on land used for Aboriginal traditional purposes.
5. Visual amenity, noise, and dust impacts on Mardie Station homestead residents and visitors.
6. Cumulative impacts with other projects in the region.

BCI's management approach towards the six listed outbound social risks ensures that impacted stakeholders are appropriately engaged in line with regulatory requirements. The Land Access Deed and Cultural Heritage Management Plan (CHMP) have been implemented to mitigate risks related to Aboriginal heritage and traditional land use. Obligations and engagement requirements will be managed through the Indigenous Engagement Strategy (IES). These measures are designed to safeguard cultural values, facilitate ongoing consultation, and maintain access for Traditional Owners.

BCI provides project updates and operational information via the company website to ensure key information is easily accessible to stakeholders. While engagement may be light touch in some cases, sharing updates particularly for activities requiring regulatory approval, demonstrates a proactive approach to keeping impacted stakeholders informed.

6. IAP2 PUBLIC PARTICPATION FRAMEWORK

BCI's Stakeholder Engagement Management Plan aligns with best-practice engagement frameworks, including the International Association for Public Participation (IAP2) Public Participation Spectrum. This structured and transparent approach fosters meaningful participation and collaboration with stakeholders.

By aligning with the IAP2 principles, we prioritise:

- Inclusivity – ensuring all relevant stakeholders have a voice.
- Responsiveness – actively listening and adapting engagement approaches as needed.
- Accountability – maintaining transparency in decision-making processes.

This ensures stakeholders are informed, consulted, and involved throughout the Project's development.

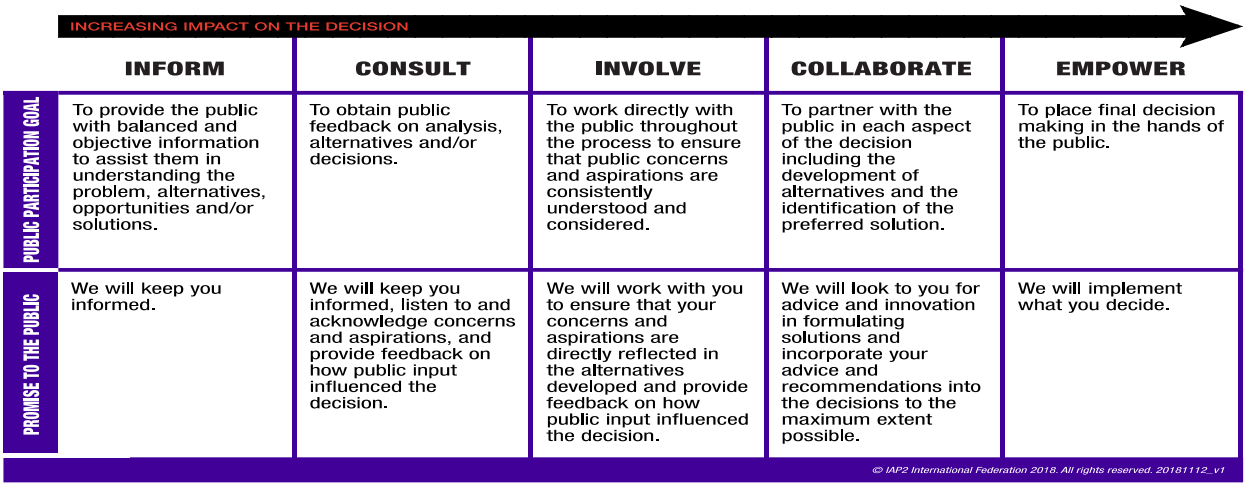

Figure 2: IAP 2 Public Participation Spectrum

7. INTENDED ENGAGEMENT OUTCOMES

Table 1: Intended Engagement Outcomes

Engagement Targets	IAP2 Level	Initiatives	Audience
Improve BCI's presence, profile and reputation in the community	Inform	• BCI Minerals to attend at least 10 to 12 community events per year in a formal capacity, between Karratha and Onslow. • Conduct community-based events such as site tours, or hosting business breakfast briefings and business after hours. • Undertake regular and continued engagement to explain operations and new project developments. • Socialise and implement community complains and grievances mechanism and procedure. • Listen to community stakeholders and implement feedback to create trust in the community.	• Local and State Government Agencies. • Pastoralists or nearby landholders. • Environmental groups. • Aboriginal corporations. • Local businesses and suppliers. • Community stakeholders.
Ensure BCI's Community Investment Strategy aligns with business	Inform, Consult	• Work with partners to design social investment initiatives that maximize social value outcomes.	• Local businesses and community members. • Aboriginal Corporations.

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Engagement Targets	IAP2 Level	Initiatives	Audience
lifecycle and is understood by community stakeholders		• Share the newly developed social investment strategy, outlining how BCI Minerals manages and allocates funding.	• Education institutions. • Social investment partners.
Ensure we have productive stakeholder relations	Inform, Consult	• Attend forums organised by local businesses and suppliers. • Regularly attend Chamber of Commerce meetings and events in Karratha and Onslow.	• Local and State Government agencies. • Local businesses, especially suppliers to our operations. • Landowners nearby to our operations. • Environmental groups, Indigenous groups, business groups, community health and progress groups.

8. STAKEHOLDER ENGAGEMENT

8.1 Stakeholder Identification

Stakeholder identification is a key component of our management plan, allowing us to identify and manage individuals, groups, and organisations that may be interested, influenced or impacted by the Mardie Project.

We conducted a detailed stakeholder identification and mapping workshop. This workshop was designed to systematically categorise stakeholders based on the impact of the Mardie Project and interest and influence.

The Stakeholder Engagement Management Plan (SEMP) includes a clear and distinct commitment to engaging with impacted and affected people/groups to ensure their concerns, needs, and aspirations are understood and integrated into project decision-making (where required). This engagement focuses on proactive, inclusive and transparent communication to build trust and foster meaningful relationships.

Notably, a stakeholder mapping exercise for the Mardie Project had not been completed or refreshed since 2020.

Table 2: Identification Objectives

Objective	Description
Understanding Impact and Influence	Stakeholder identification allows us to map the levels of interest, impact and influence of each stakeholder in relation to the project. The stakeholders in this document when mapping impact was based on impact the project has on groups/ people. This ensures we prioritise our engagement efforts and tailor communication strategies to address the specific concerns and expectations of stakeholder groups.
Minimise outbound risks to people and the environment and in doing so, minimise inbound social risks to the project	The Mardie Project intersects with environmentally sensitive areas and local communities. Identifying and managing stakeholders helps us proactively address potential grievances, navigate cultural heritage considerations, and ensure compliance with regulatory conditions to minimise project risks.
Alignment with Sustainability Goals	Stakeholder identification underpins our commitment to sustainability and corporate responsibility, forming a foundational element of our sustainability strategy. It ensures alignment with global best practices, including the Equator Principles, and supports the achievement of our internal environmental and social governance goals.
Supporting our Social Performance	Effective stakeholder identification enables BCI Minerals to build long-term partnerships, address potential issues early, and develop projects like Mardie in a way that delivers shared value and supports the long-term success of our operations and delivers long term value to the region.

8.2 Stakeholder Mapping

Through collaborative input, an internal stakeholder mapping workshop facilitated a detailed analysis of stakeholder groups, assessing the potential impact of the Mardie project on stakeholders, level of interest, and influence, as well as their specific engagement needs. This process provided valuable insights into the expectations and concerns of Mardie Project stakeholders, enabling us to develop tailored, strategic engagement approaches. Senior Leadership and environment team representatives were involved in this workshop.

The outcomes of this workshop serve as a cornerstone for refining and advancing our Stakeholder Engagement Management Plan, ensuring our communication efforts remain aligned with stakeholder priorities and contribute to the long-term success of BCI Minerals. As part of this commitment, we plan to conduct an annual review and mapping exercise to adapt to evolving priorities and maintain strong, transparent relationships. This ongoing process allows us to continuously refine our understanding of stakeholder dynamics and adapt our engagement strategies accordingly. By regularly updating our stakeholder mapping, BCI remains responsive to shifting interests, concerns, and influences, enabling more effective engagement and proactive issue resolution. This approach not only strengthens relationships but also ensures we are well-positioned to address emerging challenges and help support project success.

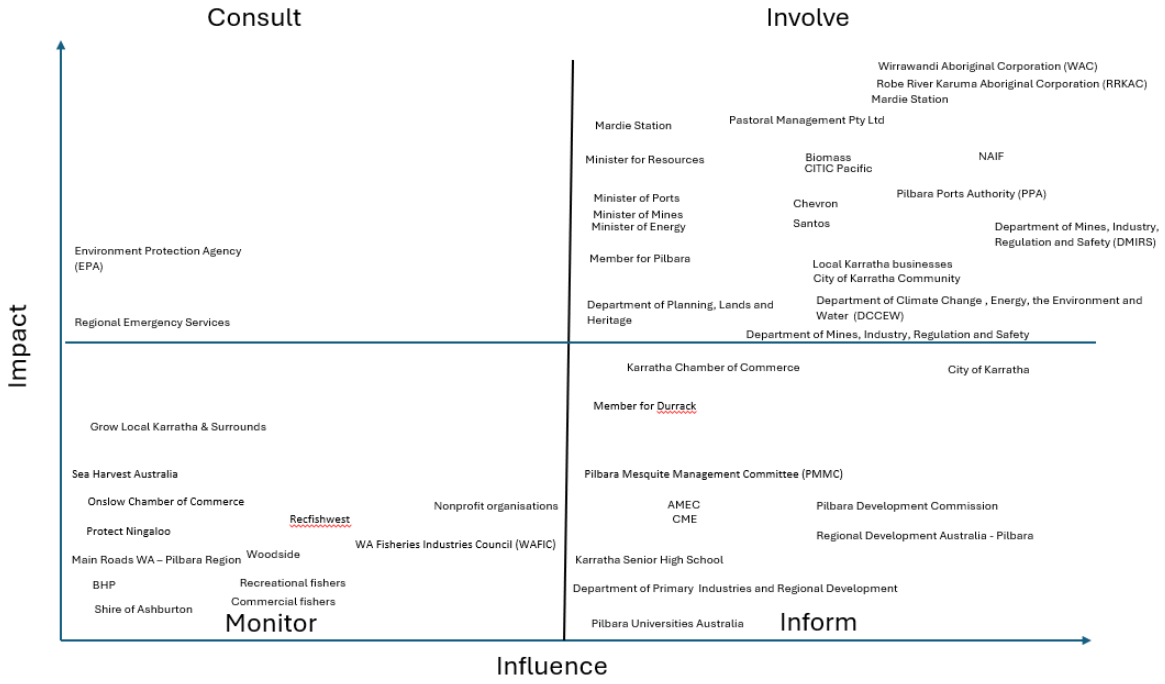

Figure 3: Mapping Stakeholders based on Impact/Influence of the Mardie Project

8.3 Stakeholder Categorisation

Table 3: Stakeholder Categorisation

Stakeholder Category	Key Impacts / Issues / Interests
Federal government departments	• Project updates • EPBC Act Post-approvals - EMPs, EPBC Condition Variations
State government departments	• Regional economic development • Project updates • Compliance with state legislation
Local government	• Local employment and procurement opportunities • Social investment • Social and economic impacts
Environment and interest groups	• Groups concerned with the protection and conservation of Aquaculture and Mesquite across the Pilbara.
Aboriginal and Torres Strait Islander stakeholders	• Protection of aboriginal cultural heritage • Access to country • Impacts to water • Ongoing consultation regarding project impacts and opportunities • Local employment and procurement opportunities
Pastoral stakeholders	• Impacts to water

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Stakeholder Category	Key Impacts / Issues / Interests
	• Procurement opportunities • Access to grazing area • Interruptions to pastoral activities
Local Community / Businesses	• Social and economic impacts of the project and impact management • Public access to recreational areas • Water quality • Public safety • Mine closure • Social investment • Local economic participation opportunities
Industry and peak bodies	• Project updates and information

9. ENGAGEMENT METHODS

9.1 Engagement Forums

We use a range of engagement forums to ensure a diverse range of stakeholders receive project updates and information, as well as have the opportunity to offer feedback. BCI recognises that certain individuals and groups, including people with disabilities, those from low socio-economic backgrounds, the elderly, Indigenous community members, individuals reliant on full-time carers, and other disadvantaged groups, may require tailored engagement approaches to ensure their inclusion. To facilitate effective communication of BCI's opportunities and Project updates to vulnerable groups, BCI will implement targeted engagement strategies. This includes in-person meetings, follow-up consultations, and collaboration with key Pilbara organisations that provide employment, training, wraparound support, and social initiatives for vulnerable members of the community.

Table 4: Summary of Engagement Forums

Forum	Stakeholder or Community Group
One-on-one meetings	One-on-one meetings are scheduled with government, local community members, local businesses and other stakeholders regularly to provide project updates and engage stakeholders on key issues.
Workshops	Workshops and events held with the local Chamber of Commerce and Industry to engage with local businesses.
Quarterly community newsletter	The quarterly community newsletter, which will include project updates, information on local participation opportunities, and details of upcoming events, is currently being established. This communication method will provide valuable and timely information to the community.
Social media platforms	Social media platforms provide access to information for the public on the Mardie Project.
Phone and email	The Senior Community and Sustainability advisor is accessible by phone and email. The community feedback inbox has been created and is monitored frequently.
Community events	Presence and participation at key community events throughout the year.

9.2 Engagement Methodology and Approach

Table 5: Engagement Methodology and Approach

Method	Description	Target	Frequency	Required Comms Material
Local Presence	The Karratha Office provides a location for community stakeholders to ask questions, submit grievances, and access project information. The Senior Community and Sustainability Advisor leads on the ground engagement activities.	All stakeholders	Ongoing	• Fact sheets • Maps • Social media • Newsletters • Presentations
Site Visits	Site visits are to be organised with key stakeholders for education purposes to assist stakeholder understanding of the project.	Government officials Industry leaders Suppliers Social investment partners Government	Ongoing and on an ad hoc basis	• Fact sheets • Brochures • Posters • Newsletters • Information booklets
In person engagement	Engagement will include one-on-one meetings, group discussions, and presentations to relevant stakeholders. Key activities will comprise: • Project updates • Interviews • Focus groups • Surveys	All stakeholders	As required	• Fact sheets • Brochures • Posters • Newsletters
Distribution of Project Information	Developing and disseminating clear and concise materials to effectively communicate project details and updates. Content is periodically updated to reflect progress and evolving priorities.	All stakeholders	Ad-hoc	• Fact sheets • Brochures • Videos • Newsletters • Posters
Social Investment	Contributions to local communities through funding programs, supporting local events, and partnering with organisations to deliver mutual benefits.	Community groups, local governments, and social investment partners.	Periodically, as determined.	• Socialise positive case studies on social media

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Method	Description	Target	Frequency	Required Comms Material
Social Media	Social media platforms are used for real-time updates, promoting events, sharing information, and addressing questions or concerns in an accessible and timely manner.	All stakeholders	Ongoing	• Posts • Infographics • Short videos • Campaign content
Communication materials	Tools and resources designed to support stakeholder engagement by effectively conveying project-related information. These materials may include fact sheets, brochures, presentations, posters, videos, newsletters, and other collateral that simplify complex information and ensure consistent messaging. They are tailored to meet the specific needs of various stakeholders, helping to build trust, transparency, and understanding of the project.	All external stakeholders	Ongoing	• Videos • Posters • Brochures • Newsletters • Presentations

10. STAKEHOLDER ENGAGEMENT PERFORMANCE INDICATORS

The following indicators will be used to evaluate and measure performance of community and stakeholder engagement on an annual basis. These key performance indicators complement the monthly reporting on engagement activities which is further outlined in the reporting section of this document.

Table 6: Proposed Stakeholder Engagement Performance Indicators

Topic	Objective	Indicator(s)	Target (KPI)	Planned Initiatives / Activities
Stakeholder Management – Timely Updates & Engagement	• Accurate and timely information updates and engagement opportunities following project developments.	• Number of community relations events attended that provide opportunities for engagement. • Information accessible through social media platforms, website and external newsletter. • Publicly available project documents are up to date.	• Minimum three community relations events attended per quarter. • Quarterly updates posted on key platforms.	• Host quarterly information sessions/community drop-ins. • Regularly update project website and newsletters. • Regularly audit all public-facing project documents for accuracy.
Community Compliance	• Compliance with internal processes and procedures and external legal obligations, including Equator Principles.	• Number of community related non-compliances recorded.	• Zero major community related non-compliances per reporting period.	• Conduct internal quarterly reviews of engagement and documentation. • Ensure alignment with relevant Equator Principles.

Topic	Objective	Indicator(s)	Target (KPI)	Planned Initiatives / Activities
Annual Review of Consultation Activities	• Gather feedback from key community stakeholders and assess effectiveness of engagement.	• Completion of annual stakeholder perception audit. • Assessment of concerns being heard and addressed. • Evaluation of trust and satisfaction through surveys/interviews/focus groups.	• Annual perceptions audit completed and reported. • Relevant recommendations from audits implemented within 12 months.	• Deliver annual stakeholder perception survey. • Hold follow-up interviews or focus groups for qualitative feedback. • Develop relevant improvement actions based on findings and review progress.

11. IMPLEMENTATION

The implementation of these objectives is operationalised through the Stakeholder Engagement Plan detailed in 11, which outlines specific engagement methods, timing, and stakeholder groups.

Table 7: Implementation

Objective	How BCI Will Meet the Objective	Responsible contributors	Deliverables
Timely and meaningful engagement with key stakeholders.	Meet with stakeholders as per the engagement plan.	Senior Community and Sustainability Advisor	Stakeholder engagement recorded.
Establish and reaffirm communication channels available to community stakeholders.	Increase accessibility for community stakeholders to see project updates via communication channels such as Facebook, community newsletter and other means.	Senior Community and Sustainability Advisor	External Affairs to manage communication channels to ensure information is relevant and appropriate.
Record all stakeholder engagements.	Record engagements in INX.	Senior Community and Sustainability Advisor	Records entered and stakeholder contact details up to date.
Implement and create communications material for planned engagements	Create appropriate communication material for the right audience. i.e. whether it needs to be culturally or language appropriate.	External Affairs Advisor Senior Community and Sustainability Advisor	Factsheets, presentations, brochures, social media,
Update Annual Engagement Activities	Identify engagement opportunities in the local community and create opportunities to update stakeholders on changes or progress to the project.	Senior Community & Sustainability Advisor	Annual Community Engagement Plan.

12. ROLES AND RESPONSIBILITIES OF THE PLAN

Table 8: Roles and Responsibilities

Title	Roles and Responsibilities
Senior Community and Sustainability Advisor	• Develop and implement the Stakeholder Engagement Management Plan, ensuring integration with broader business strategies. • Identify and manage reputational, social, and community risks related to project activities. • Record all stakeholder engagement activities. • Ensure compliance with reporting obligations, including sustainability reporting frameworks and grievance mechanism outcomes. • Manage the grievance mechanism, ensuring timely and effective resolution of stakeholder concerns. • Responsible for updating the Engagement Plan at **Error! Reference source not found.**.
Approvals and Heritage	• Ensure all project activities comply with heritage, environmental approvals and regulations. • Oversee cultural heritage activities, including consultation with Traditional Owners and heritage surveys. • Support community engagement activities by providing technical advice on heritage and approvals processes. • Address stakeholder concerns related to heritage and environmental approvals.
External Affairs Advisor	• Create communications materials listed under engagement methods and support the Senior Community and Sustainability Advisor at events.

13. DOCUMENTATION AND TRACKING ENGAGEMENT

BCI Minerals has implemented INX to document and manage all stakeholder engagement activities to ensure transparency, accountability, and effective communication. The following processes outline how stakeholder engagement activities are recorded, tracked, and reported.

13.1 Recording Stakeholder Engagement

13.1.1 Recording Engagements

All interactions with stakeholders, whether formal or informal, will be recorded in the INX system. This includes but is not limited to meetings, phone calls, emails, and site visits.

13.1.2 Key Information

Each entry in the Stakeholder Engagement Register will capture the following details:

1. **Date and Time**: When the engagement occurred.
2. **Stakeholder Details**: Names, organisations, and roles of participants.
3. **Engagement Type**: Type of interaction (e.g., meeting, phone call, email).

4. **Key Topics Discussed**: A summary of the main discussion points.
5. **Summary**: Provide a summary of the meeting.
6. **Actions and Outcomes**: Agreed-upon actions, next steps, or resolutions.
7. **Responsible Person**: The BCI representative responsible for the engagement.

14. BCI REPORTING FRAMEWORK

All reporting related to stakeholder engagement and grievance management are summarised below.

Table 9: Reporting Framework

Report Type	Frequency	Content	Audience	Reporting Mechanism
Monthly Report	Monthly	• High-level summary of engagement activities (meetings, events, consultations). • Stakeholder commitments & follow-ups.	Senior Leadership and Board	Stakeholder Engagement Register / Summary of / Grievances received and status
Quarterly Report	Quarterly	• Summary of engagement activities (meetings, events, consultations).	Senior Leadership and Board	Reports to SLT, dashboards, stakeholder register updates
Board Report	As required	• High-level engagement summary on key stakeholder issues & resolution status. • Strategic recommendations.	Board, Executives	Board papers, presentations
Regulatory & Compliance Reporting	As required	• Compliance with statutory & ESG requirements - Reporting under Equator Principles.	Regulators, external auditors	Formal submissions, compliance reports
Annual Report	Annually	• Comprehensive stakeholder engagement overview - Impact assessment & alignment with business strategy - Future engagement priorities.	Board, investors, external stakeholders	Sustainability Report, investor briefings

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14.1 Evaluation of the Plan

Throughout operations and production, the Senior Community and Sustainability Advisor will monitor, update the engagement plan (**Error! Reference source not found.**) and evaluate the engagement program to assess its effectiveness. Where necessary, any associated activities will be refined/modified to suit the changing conditions, emerging issues, or opportunities. Continuous improvement of the engagement program will be guided by engagement feedback and project progress, including the achievement of key milestones and approvals.

The effectiveness of our engagement activities will be assessed against the objectives outlined in Section 4.0, Strategic Objectives of the SEMP. To ensure continuous improvement and accountability, follow-up and evaluation activities will include:

- Analysing input gathered through engagement activities and the grievance mechanism to understand stakeholder concerns and sentiments.
- Ensuring that the interests and perspectives of a diverse range of stakeholders are effectively represented.
- Monitoring shifts in public perception of the Project to gauge trust, satisfaction, and community sentiment.
- Conducting a comprehensive evaluation of SEMP implementation to measure progress and identify opportunities for improvement.
- Updating the Environment Social Impact Management Plan and this Stakeholder Engagement Management plan (specifically **Error! Reference source not found.**).
- Evaluation of this plan will also inform progress and reporting of the sustainability strategy.

Appendix 1: Summary of BCI Minerals External Stakeholders and Engagement Mechanisms

Table 10: Summary of Engagement and Methodology

Stakeholder Group	Description	Relationship Manager	Engagement Method/s
Federal Government	• Member for Durack • Regional Development Australia – Pilbara • Minister for Resources and Northern Australia • Department of Primary Industries and Regional Development • Department of Climate change, Energy, Environment and Water	• Head of People & External Affairs	• Bi-annual meetings • Ad hoc face to face meetings
State Government	• Premier • Member for Pilbara • Minister for Mines • Minister for Ports • Department of Planning, Land and Heritage • Department of Mines, Industry, Regulation and Safety	• Managing Director • Head of People & External Affairs • Head of Approvals and Heritage	• Regular meetings
Local Government	• City of Karratha (Karratha & Surrounds) • Shire of Ashburton (Onslow)	• Managing Director • Head of People & External Affairs • Senior Community and Sustainability Advisor	• Quarterly meetings with relevant local government CEO and Mayor • BCI personnel present at local government meetings as requested to provide business updates
Traditional Owners	• Robe River Karuma Aboriginal Corporation • Wirrawandi Aboriginal Corporation	• Senior Cultural and Heritage Advisor • Head of Approvals and Heritage	• Land Access Deed • Implementation Meetings • Ad-hoc meetings • Relevant comms materials.

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Stakeholder Group	Description	Relationship Manager	Engagement Method/s
Pastoral Stations	• Mardie Station • Pastoral Management Pty Ltd	• Head of Approvals and Heritage • Land Access Advisor	• Ad hoc face to face meetings • Weekly and monthly emails and phone calls • Ad hoc meetings where required and visit
Local Suppliers	• Local businesses and suppliers neighbouring our operations providing goods and services to our business.	• Procurement Manager • Senior Community and Sustainability Advisor	• Monthly/quarterly contract review meetings • Ad hoc depending on need for support or project developments
Pilbara Aboriginal Businesses (PABs)	• Businesses which are majority owned and run by Pilbara Aboriginal people	• Head of People & External Affairs • Manager Native Title and Heritage	• Each PAB should be actively case managed whether they are currently engaged via contract or not. • Regular fortnightly/monthly or bi-monthly meetings depending on business need
Regional Development Commission	• Pilbara Development Commission	• Senior Community and Sustainability Advisor • Head of People & External Affairs	• Quarterly face to face meetings
Peak Bodies	• Regional Development Australia • Chamber of Minerals and Energy (CME) • Association of Mining and Exploration Companies (AMEC)	• Head of People & External Affairs • Senior Community and Sustainability Advisor	• Quarterly face to face meetings
NGOs and community groups	• Community partnerships • Local community groups • KDCCI • Chamber of Onslow	• Senior Community and Sustainability Advisor	• Face to face meetings
Education	• Karratha Senior High School • Pilbara Universities Australia	• Senior Community and Sustainability Advisor	• Face to face meetings • Social investment initiatives

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Stakeholder Group	Description	Relationship Manager	Engagement Method/s
Health	• Regional Emergency Services	• Head of Projects • Local Superintendents or equivalent	• Face to face meetings
Competitors / Neighbours	• CITIC Pacific • Rio Tinto • Ashburton Salt • Dampier Salt	• Head of People & External Affairs • Local Superintendents or equivalent	• Face to face meetings • Emails, phone calls
Environment Groups	• Protect Ningaloo • WAFIC • Sea Harvest Australia	• Local Site based SME's • Superintendents or equivalent • Snr Community and Sustainability Advisor	• Joint management of environmental complaints and feedback to community on environmental performance
Fisheries	• Recreational • Commercial	• Head of approvals and heritage	• Online • Approvals conditions

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Appendix 2: Engagement Plan CY25

Table 11: Engagement Plan CY25

Quarter	Event	Frequency	Date	Objective	Stakeholder Group(s)	Engagement Method / Considerations
Q1	Facilitate materiality assessment survey	Ad hoc	January	Conduct in-person influence surveys with key community stakeholders	Community members, local gov, Indigenous stakeholders	In-person survey; Conducted in English; interpreter if required.
Q1	KDCCI Business Breakfast	Quarterly	March	Attend quarterly and present at one per calendar year	Local community members, businesses, industry stakeholders	Networking; BCI presentation; commercial engagement focus
Q1	HSEC Partnering Forum	Annual	April	Engage with key community stakeholders and local business partners	Local businesses, community partners	Presentation + discussion; build partnerships
Q1	Business After Hours	Quarterly	March	Represent BCI and engage with local business community	KDCCI, business community	Informal networking; business-focused discussion
Q1	Pilbara Indigenous Network Group	Annual	February	Present on tender and employment procurement process	Indigenous businesses, TOs	Culturally appropriate presentation; two-way Q&A
Q2	KDCCI Chamber Connects	Quarterly	March	Forum for engagement and for community to raise questions	Local business owners, community members	Booth or presentation; informal feedback opportunity
Q2	Present to City of Karratha Council	Annual	April	MD to present project update to the City	Local government, elected council members	Formal update; Council Q&A; strategic engagement
Q2	Pilbara Regional Council Meetings	Quarterly	April	Attend and engage with community members and industry reps	Regional leaders, community, industry	Attendance and updates; record questions/issues
Q2	Site Tours	Annual	June	Host a site visit for key stakeholders	Community leaders, TOs, regulators	Safety induction, accessibility support, visual materials

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Quarter	Event	Frequency	Date	Objective	Stakeholder Group(s)	Engagement Method / Considerations
Q2	Pilbara Summit	Annual	June	Attend Pilbara Summit; engage with regional stakeholders	Industry, regional stakeholders	Networking, presentations, promote project alignment
Q2	Careers Expo	Annual	May	Attend and engage with students on job opportunities	High school students, educators	Youth-friendly materials; job pathway info; diverse careers promotion
Q3	Developing Northern Australia Conference	Annual	July	Engage with industry experts; update stakeholders on Mardie	Government, investors, industry	Presentation and workshop.
Q3	FeNaCIng Festival	Annual	August	Attend and represent BCI	Community, families, regional residents	Info booth; project visuals; community-friendly space
Q4	Karratha Christmas Markets	Annual	September	Attend and engage with community	Families, local artists, community members	Info stall; festive engagement; visual and accessible materials
Q4	KDCCI Business Excellence Awards	Annual	September	Support social investment initiative; attend event	KDCCI, local business, sponsors	Sponsorship and attendance; profile raising
Q4	Karratha Economic Franchise Forum	Annual	November	Attend and engage with broader business community	Local and regional businesses	Forum attendance; strengthen commercial relationships

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RELATED INTERNAL DOCUMENTS

Doc Number	Revision	Date	Title
BCI-ESM-FRW-001	Rev 0A	19 March 2024	Environmental and Social Management System Framework
BCI-ESM-PLN-001	Rev 2	25 March 2024	Social Impact Management Plan
0000-LH-PLN-0004			Indigenous Engagement Strategy
Legal	Rev 1	2 December 2021	Deed of Amendment and Restatement Yaburara Mardudhunera Land Access Deed
Legal		22 October 2022	Kuruma Marthudunera Land Access Deed Mardie Project Supplemental Deed
BCI-SUS-STR-001	Rev 1	10 May 2025	Sustainability Strategy
0000-LH-PLN-0001	Rev 3	26 July 2024	Cultural Heritage Management Plan: Mardie Salt and Potash Project
BCI-ESM-POL-002	Rev 0	5 May 2022	Cultural Heritage Policy
BCI-ESM-PRO-002	Rev 0	10 March 2025	Community Complaints and Grievances Procedure