

REFLECT RECONCILIATION ACTION PLAN

SEPT 2023 – DEC 2024



ACKNOWLEDGEMENT OF COUNTRY



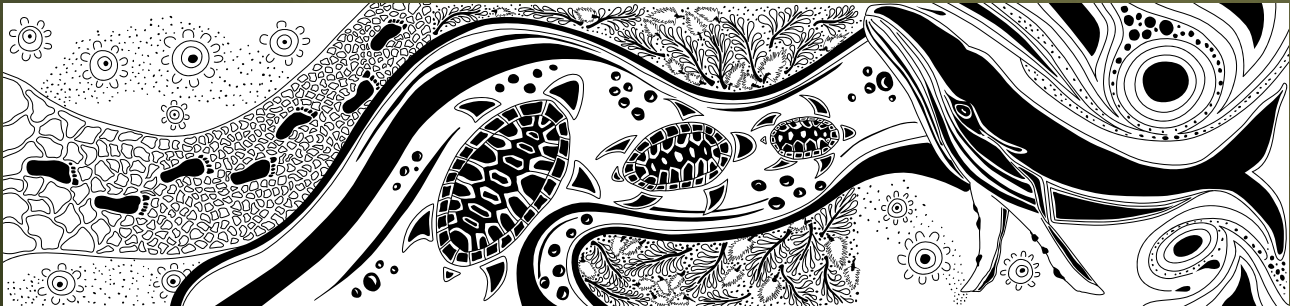
BCI Minerals works on the land and waters of the Yaburara & Mardudhunera People and the Robe River Kuruma People at the Mardie Salt and Potash Project, the Nyiyaparli People at Iron Valley Mine, the Ngarluma People in Karratha, and the Whadjuk People of the Noongar Nation in West Perth.

We acknowledge and pay respect to past, present and future Traditional Custodians and Elders of the lands we impact and the continuation of cultural, spiritual and educational practices of First Nations People.

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Information on the Artist

Merinda Churnside is a Ngarluma and Mardudhunera artist from Roebourne, approximately 100km north of BCI's Mardie Salt and Potash Project. Merinda's father was born on Mardie Station. In her words, the elements in the artwork hold the following meaning:

"The footprints are our ancestors and our generation and the next generations to come walking to go hunting along the coastline to a specific place they gathered for turtles, fish, crabs and shell meat and they would also see the sighting of whales swimming by which was a beautiful sight.

There was also unity, that special bond of togetherness where they all did their part or job in survival on the bush lands teaching our little ones what they have learnt culturally."

BCI are committed to sustainability, protecting the lands that Merinda's father was born on, and which Mardie's Traditional Owners' future generations will continue to walk upon.



SATEMENT FROM RECONCILIATION AUSTRALIA



Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types— Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables BCI Minerals to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations BCI Minerals, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia welcomes BCI Minerals to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

BCI Minerals joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

MD MESSAGE



Our Values – People and Assets, Environment and Community, Integrity, Performance, Accountability and Team work.

Our Vision – To be a globally significant, sustainable industrial minerals business, with salt and potash as the initial focus.

BCI is in its infancy in comparison to many established resource companies, however we are very proud of the maturity of our relationships with the Traditional Owners of the land and waters on which we work and we look forward to further developing these relationships through our Reconciliation Action Plan (RAP).

A RAP is BCI's commitment to Reconciliation Australia's five dimensions of reconciliation: race relations, equality and equity; institutional integrity; unity; and, historical acceptance. Our values are core to how we conduct business and align with the RAP framework. Strategically setting reconciliation commitments in the four RAP stages – Reflect, Innovate, Stretch and Elevate allows continuous development of reconciliation commitments to make a meaningful impact toward Australia's reconciliation journey.



BCI's Reflect RAP lays the foundation for future RAPs and reconciliation initiatives, being the first step in strategically guiding us as an organisation towards increased awareness of Aboriginal and Torres Strait Islander histories, cultures and knowledge.

BCI commits to acknowledging past events and their impact on First Nations People, current viewpoints, understanding and experience of staff, community and stakeholders and strives to improve our knowledge, understanding and behaviour both as individuals and as a collective.

The reconciliation journey is not a path taken by each individual, but rather one that we undertake shoulder to shoulder with bumps, sideroads and learnings along the way. It is a journey that I look forward to taking alongside staff members, Board members and community members.

David Boshoff
Managing Director
BCI Minerals

1 | OUR BUSINESS



BCI aims to become a globally significant supplier of chemical and agricultural feedstock products, with Mardie as the initial focus.

BCI Minerals Limited (ASX:BCI) is an Australian-based company that is developing a salt and potash business supported by iron ore royalty earnings.

Mardie will produce salt and sulphate of potash via solar evaporation of seawater using an inexhaustible seawater resource and is a sustainable opportunity to supply the salt and potash growth markets in Asia over many decades.

BCI receives quarterly royalty earnings from Iron Valley, an iron ore mine located in the Central Pilbara region of Western Australia which is operated by Mineral Resources Limited (ASX:MIN).

BCI's Mardie Salt and Potash Project is located in the Pilbara region of Western Australia but will be nationally significant as it will be the first major salt project developed in Australia in over two decades and the only Australian operation producing commercially saleable salt and Sulphate of Potash, all from inexhaustible seawater. Once operational, it will be the largest salt operation in Australia and will supply salt and potash markets in the Asia region.

BCI's Iron Valley operation is an iron ore mine located in the Central Pilbara of Western Australia. Iron Valley commenced exports in October 2014 with the product hauled to Port Hedland utilising road trains and exported to the overseas market via the Utah Point export terminal.

BCI's corporate office is located in Perth, Western Australia. A regional office located in Karratha supports both the Perth corporate office and the Mardie Salt and Potash Project which is located 135 km by road south of Karratha.

2 | OUR RAP

Guided by BCI's Heritage Policy and Values and in support of the national reconciliation movement, the RAP will include practical actions and deliverables to drive reconciliation internally and externally, in the communities in which BCI operates or intends to operate.

A RAP endorsed by Reconciliation Australia will demonstrate BCI's ongoing commitment to supporting initiatives and championing the rights of Aboriginal and Torres Strait Islander peoples.

The RAP will provide a framework, inclusive of the five critical dimensions of Race Relations, Equality and Equity, Institutional Integrity, Unity and Historical Acceptance, for the ongoing development of respectful relationships and meaningful opportunities with Aboriginal and Torres Strait Islander peoples to foster connections rooted in mutual collaboration and trust. BCI presents a plan with a strong and committed focus to making a difference in Aboriginal and Torres Strait Islander outcomes.

Using the lens of reconciliation, BCI will use learnings from this Reflect RAP to inform the next RAP as outcomes are achieved and opportunities are identified through understanding core business, sphere of influence, and diversification of community, staff and stakeholders.

BCI's RAP will embed the principles and purpose of reconciliation in the business and turn existing good works into a formal commitment to reconciliation.

A diverse working group, including BCI personnel and Aboriginal and Torres Strait Islander representation will be formed to drive and monitor the RAP implementation. BCI's commitment to the RAP will be championed by the Head of External Relations with support from senior leaders of the organisation.



BCI's current commitments include many actions and deliverables required of a RAP, as set out below.

- BCI's Indigenous Engagement Strategy (IES) describes the process BCI has undertaken for identifying and engaging with Aboriginal People within areas of direct or indirect impact. The objectives of the IES are to:
 - Facilitate compliance with its native title agreements' terms and conditions.
 - Facilitate compliance with relevant Aboriginal heritage legislation.
 - Ensure that Aboriginal people, particularly the Traditional Owners, are engaged throughout each Projects lifecycle to maximise their opportunities, participation and identify potential synergies.
 - Ensure early and transparent communication and consultation between the parties.
 - Enable employment opportunities for Aboriginal people via direct employment and via contractor engagement.
 - Maximise procurement of Aboriginal businesses for contract work at each Project.
 - Ensure liaison and consultation with the Traditional Owners so that any changes to the environment resulting from each Project are understood, avoided where practicable and result in minimal adverse effects to cultural associations within the area.
 - Ensure that the importance of Aboriginal heritage is communicated to the BCI workforce and contractors.
 - Ensure that sites of Aboriginal significance are avoided. If disturbance is necessary to support each Project, it is undertaken following consultation with the relevant Traditional Owners and in accordance with the law.
- In recognition of BCI's commitment to Aboriginal stakeholders, BCI has entered into native title agreements (Land Access Deed or LAD) with three Traditional Owner groups for the land upon which BCI operates or intends to operate. These LAD's govern the manner in which BCI engages and partners with Traditional Owners and sets out how the parties work together to achieve mutually beneficial outcomes. The LAD's require BCI to work with Traditional Owner groups to develop policies and initiatives which benefit all parties including, for example, an Aboriginal Employment and Training Policy (in place), an Aboriginal Procurement and Contracting Policy (being drafted) and an Aboriginal and Torres Strait Islander Staff Network to invest in and support Traditional Owners (to be developed).
- National Reconciliation Week messaging is circulated to all personnel by BCI's senior executives each year, encouraging employees to reflect on the shared histories, cultures and achievements and to respect those matters when representing BCI.
- BCI's People Policy ensures the professional application of the Company's values and commits to a workplace free from discrimination and encourages diversity at all levels regardless of (amongst others) ethnicity, race or cultural background.
- BCI's employees attend training which equips attendees with skills on how to effectively manage inappropriate and unacceptable behaviours and conduct.
- Aboriginal cultural education workshops are attended as the opportunity presents, for example, the Karratha BCI team participated in Jolleen Hicks' Cultural Awareness 101 in February 2022. BCI's induction includes formal and structured cultural learning through a Cultural Awareness Training video which was filmed collaboratively between BCI and Traditional Owners. External opportunities are attended to further develop personnel's understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.
- NAIDOC week is celebrated at BCI.
- Relevant celebrations/events include a Welcome to Country ceremony performed by Traditional Owners and Acknowledgement of Country protocols at the commencement of important meetings.
- BCI has committed to Aboriginal and Torres Strait Islander employment targets through the Mardie Project Australian Industry Participation Plan and LADs with a priority on Traditional Owner people.

BCI's RAP will include the above foundational commitments while expanding to incorporate further initiatives in support of the reconciliation movement.

3 | OUR PARTNERSHIPS/ CURRENT ACTIVITIES

BCI is proud of the initiatives listed above and acknowledges its role and responsibility towards enhancing long term community reconciliation.

BCI participate in local NAIDOC week and National Reconciliation Week events in collaboration with Traditional Owners.

BCI has committed to achieve over time specific Aboriginal and Torres Strait Islander employment targets, aiming to reach these through its regional presence, natural employment, training and development strategies, flexible working relationships, building a respectful and inclusive workplace culture and structured plans such as this RAP.

Social Impact Protocols set out in the LAD's, document BCI's commitment to social opportunities and development; cultural signage, naming and recognition; community support; and annual community open days to contribute to a positive effect on the way of life, cultural heritage, traditional law and customs, health, education, welfare and standard of living of Traditional Owners.

4 | DELIVERABLES



4.1 RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Sept 2023	Head of External Relations
	Identify sole source opportunities within the contracting packages relevant to Pilbara and TO capability mapping.	Sept 2023 - Oct 2024	Project Director General Manager Commercial
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Mar 2024	Head of External Relations
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's reconciliation materials to our staff.	May 2024	Head of External Relations
	RAP Working Group members to participate in an external NRW event.	May/Jun 2024	Head of External Relations
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May/Jun 2024	Head of External Relations
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2024	Managing Director
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Apr 2024	Head of External Relations
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Apr 2024	Head of External Relations
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Dec 2023	General Manager People, Health & Safety
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Dec 2023	General Manager People, Health & Safety



4.2 RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Jun 2024	General Manager People, Health & Safety
	Conduct a review of cultural learning needs within our organisation.	Jun 2024	General Manager People, Health & Safety
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Dec 2023	Head of External Relations
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec 2023	Head of External Relations
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Jun 2024	Head of External Relations
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	Jun 2024	Head of External Relations
	RAP Working Group to participate in an external NAIDOC Week event.	Jul 2024	Head of External Relations General Manager People, Health & Safety



4.3 OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	<i>Feb 2024</i>	Head of External Relations
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	<i>Dec 2024</i>	General Manager People, Health & Safety
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	<i>Dec 2024</i>	Head of External Relations
	Identify strategic partnership opportunities aligned to BCI's Sustainability Strategy for Aboriginal and Torres Strait Islanders.	<i>Dec 2024</i>	Head of External Relations
	Investigate Supply Nation membership.	<i>Dec 2024</i>	Head of External Relations



4.4 GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	<i>Dec 2023</i>	Head of External Relations
	Draft a Terms of Reference for the RWG.	<i>Dec 2023</i>	Head of External Relations
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	<i>Dec 2023</i>	Head of External Relations
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	<i>Jan 2024</i>	Head of External Relations
	Engage senior leaders in the delivery of RAP commitments.	<i>Oct 2023</i>	Head of External Relations
	Appoint a senior leader to champion our RAP internally.	<i>Oct 2023</i>	Head of External Relations
	Define appropriate systems and capability to track, measure and report on RAP commitments.	<i>Jun 2024</i>	Head of External Relations
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that BCI's primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	<i>Jun annually</i>	Head of External Relations
	Contact Reconciliation Australia to request BCI's unique link, to access the online RAP Impact Measurement Questionnaire.	<i>1 Aug annually</i>	Head of External Relations
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	<i>30 Sep annually</i>	Head of External Relations
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	<i>Jan 2025</i>	Head of External Relations

