

# Stakeholder Engagement Plan

Version 1 – August 2025



Elaborated by the CSR Department

DORADO IVORY

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## 1. Executive summary

### How do we engage with our stakeholders ?

At Dorado Ivory, our purpose is to create lasting value by producing high-quality cashew products while promoting sustainable and ethical practices throughout our operations and supply chain. We are committed to demonstrating that responsible business can be a force for positive change for our employees, communities, suppliers, customers, and the environment.

Achieving this purpose requires strong collaboration. We engage a broad spectrum of stakeholders including our direct and outsourced employees, local communities, suppliers, customers, investors, and government authorities. By working closely with these groups, often through partnerships and sector-wide initiatives, we aim to strengthen trust, drive continuous improvement, and create shared value.

This Stakeholder Engagement Plan outlines our approach to transparent, responsible, and effective engagement, ensuring that Dorado Ivory not only meets its business objectives but also contributes meaningfully to social, environmental, and economic development in the areas where we operate.

Upholding our reputation and earning trust requires the highest standards of conduct. Our Code of Business Principles and Code Policies outline the expectations we have for all employees. One of the five key themes, 'External Partnerships' addresses responsible practices in areas such as political involvement, charitable donations, interactions with governments, regulators, and suppliers. We also expect the same level of integrity and adherence to these principles from everyone we collaborate with.

## 2. Purpose and Approach

At Dorado Ivory, our success depends on maintaining strong, trusting relationships with all our stakeholders. The purpose of this Stakeholder Engagement Plan is to define how we engage, communicate, and collaborate with the people and organizations who affect, or are affected by, our operations.

Our engagement approach is structured around the following principles :

- ✚ **Inclusiveness** : identify and involve all parties that may be affected or have interest (directly or indirectly) by our operations. This includes local communities, workers, smallholders, supply-chain actors, regulators, investors, and customers.
- ✚ **Transparency and access to information** : provide relevant, timely, understandable and accessible information to stakeholders about our activities, impacts, plans and policies.
- ✚ **Two-way dialogue and feedback** : offer channels for stakeholders to express concerns, feedback, suggestions, and ensure those are considered.
- ✚ **Respect for local context and social/environmental responsibility** : engage in a culturally appropriate manner, respect human rights, labour rights, and ensure safe working conditions and responsible sourcing.
- ✚ **Continuous improvement and adaptability** : recognise that stakeholder interests and influence may evolve; engagement methods should be regularly reviewed and updated accordingly.

## 3. Stakeholder Groups and Engagement Methods

### 3.1 Smallholder Farmers & Suppliers

Smallholder farmers are the primary source of raw cashew nuts (RCN), but procurement is conducted either through registered cooperatives or via licensed buying agents who source directly from smallholders and cooperatives. Ensuring transparency, traceability, and quality along this chain is critical for consistent supply and compliance with sustainability standards. For this relationship, our Procurement Manager from Export and Logistics with the Factory Director are the main focal points. With regards to activities at farmer level our CSR department is in charge of all activities.

#### Engagement Methods:

- ✚ **Cooperatives:** Partner with registered farmer cooperatives, providing guidance on sustainable agricultural practices, quality standards, and post-harvest handling. Facilitate cooperative training programs to improve governance, collective decision-making, and record-keeping.
- ✚ **Buying Agents:** Work closely with licensed buying agents to ensure procurement practices align with facility standards and traceability requirements.
- ✚ **Capacity Building:** Support both cooperatives and agents in training farmers on best practices, including crop handling, storage, and quality improvement.
- ✚ **Transparency in procurement:** Establish clear procurement criteria and timelines for payments to ensure fairness and trust within the supply chain.
- ✚ **Traceability:** Implement systems to track the origin of RCN from farmers through cooperatives to the processing facility.

#### Objectives:

- Ensure a reliable and traceable supply of high-quality RCN.
- Support sustainable agricultural practices among smallholders.
- Strengthen cooperative governance.
- Promote ethical and transparent procurement across the supply chain.

### 3.2 Employees and Factory Workers

Employees and factory workers manage critical production processes, including manual operations and by-product handling. Ensuring their health, safety, and welfare is fundamental to operational integrity. The HR department in close collaboration with the Operation Department and CSR is the main focal point of the workforce and the service providers that are responsible for them.

#### Engagement Methods:

- ✚ Ensure that all workers (direct, indirect) are correctly onboarded, and receive the training on the Code of Conduct, & procedures for health, safety and attendance.
- ✚ Equip adequately according to position all workforce.
- ✚ Implement comprehensive occupational health and safety programs with regular training and provision of personal protective equipment (PPEs).
- ✚ Deliver structured training programs on operations, quality control, hygiene, and environmental practices.
- ✚ Adhere to fair employment practices, including competitive remuneration, social benefits, and nondiscrimination policies.
- ✚ Ensure that employees are aware of the grievance mechanism procedure

#### Objectives:

- Protect the health and safety of all personnel.

- Promote fair labor practices and employee welfare.
- Develop a skilled and motivated workforce.
- Foster engagement, satisfaction, and retention.

### 3.3 Local Communities

The facility's operations can have socio-economic and environmental impacts on surrounding communities.

#### Engagement Methods:

- ✚ Conduct stakeholder mapping to identify affected and interested parties.
- ✚ Organize community consultation meetings to communicate operational plans, potential impacts, and mitigation strategies.
- ✚ Maintain transparent disclosure of environmental management, social initiatives, and operational updates.
- ✚ Implement community investment programs, including infrastructure, water access, education, and women's empowerment initiatives.

#### Objectives:

- Strengthen community acceptance and social license to operate.
- Mitigate social and environmental risks.
- Promote local development and livelihood opportunities.
- Ensure inclusive participation in decision-making.

### 3.4 Regulators, Government Authorities & Industry Associations

Compliance with labor, environmental, food safety, and export regulations is critical for sustainable operations.

#### Engagement Methods:

- ✚ Submit formal reports and compliance documentation as required by applicable laws.
- ✚ Maintain regular liaison meetings with relevant authorities.
- ✚ Participate in industry associations (i.e, African Cashew Alliance) to align with sector best practices and standards.
- ✚ Implement policies and procedures to ensure responsible procurement and operational compliance.

#### Objectives:

- Maintain full compliance with statutory and regulatory requirements.
- Foster transparent and professional relationships with authorities.
- Align operations with recognized industry standards.
- Leverage collective industry initiatives for sustainability and policy advocacy.

### 3.5 Investors, Financial Partners, and Shareholders

Investors provide critical capital for operational continuity, plant expansion, and working capital. Transparent reporting is essential to maintain trust and confidence.

#### Engagement Methods:

- ✚ Provide periodic reporting on operational performance, sustainability indicators, and social impact.
- ✚ Conduct stakeholder briefings regarding strategy, risks, and growth opportunities.
- ✚ Implement robust governance and risk management frameworks.

**Objectives:**

- Build and maintain investor confidence.
- Demonstrate accountability and transparency in financial and non-financial performance.
- Secure long-term funding to support sustainable growth.

**3.6 NGOs, Community Groups, and Industry Stakeholders**

These groups advocate for social, environmental, and labor standards and provide valuable perspectives on operational impacts.

**Engagement Methods:**

- ✚ Establish consultations and partnerships to co-develop programs.
- ✚ Conduct regular dialogue and feedback sessions.
- ✚ Collaborate on social and environmental initiatives, leveraging expertise and resources.

**Objectives:**

- Enhance social and environmental performance.
- Increase organizational credibility and legitimacy.
- Facilitate community empowerment and capacity building.
- Share knowledge and resources for continuous improvement.

**3.7 Customers and Buyers**

Customers demand quality, traceability, and adherence to social and environmental standards.

**Engagement Methods:**

- ✚ Maintain transparent communication throughout the supply chain.
- ✚ Comply with recognized certifications and industry standards.
- ✚ Collect and analyze customer feedback for continuous improvement.

**Objectives:**

- Ensure consistent delivery of high-quality, safe, and sustainable products.
- Build long-term relationships with buyers.
- Enhance market access and competitive advantage.

**4. Communication and Feedback Mechanisms**

Effective communication and feedback mechanisms are essential to ensure transparency, build trust, and maintain robust relationships with all stakeholders. Dorado employs a structured, multi-channel approach that facilitates two-way communication and enables timely identification and resolution of stakeholder concerns.

**4.1 Objectives**

The objectives of the communication and feedback mechanisms are to:

1. Provide stakeholders with clear, timely, and accessible information regarding operations, policies, and performance.
2. Capture stakeholder concerns, suggestions, and grievances in a structured manner.
3. Ensure that all feedback is addressed, monitored, and incorporated into operational improvements where applicable.
4. Support compliance with relevant legal, regulatory, and sustainability standards.
5. Foster transparency, accountability, and continuous engagement across the supply chain.

#### 4.2 Stakeholder Communication Channels

We maintain tailored communication channels for each stakeholder group to ensure messages are relevant, accessible, and actionable:

Stakeholder Group	Communication Methods	Frequency / Notes
<b>Smallholder Farmers &amp; Cooperatives</b>	Training sessions, cooperative meetings, printed guidelines, emails	Quarterly updates via agents/cooperatives
<b>Buying Agents</b>	Training sessions, cooperative meetings, printed guidelines, emails	Quarterly updates via agents/cooperatives
<b>Employees / Factory Workers</b>	Staff meetings, training sessions, email, Whatsapp, regular meetings with portage providers	Weekly team meetings; daily notice updates
<b>Local Communities</b>	Community meetings, social investment programs, public relations manager	Quarterly, phone, email
<b>Regulators / Government Authorities</b>	Written reports, formal submissions, regulatory liaison meetings	Monthly, phone, email
<b>Investors / Shareholders</b>	Reports	As per contractual requirements, Annual reporting
<b>Customers / Buyers</b>	Regular updates, supply chain dashboards, product certifications, digital communications	As per contractual requirements; ongoing feedback loops
<b>NGOs / Industry Associations</b>	Formal consultations, joint workshops, reporting, collaborative programs	To be launched in 2026

#### 4.3 Feedback and Grievance Mechanisms

Our feedback system is designed to ensure that concerns from all stakeholders are logged, tracked, and resolved promptly:

1. **Submission Methods:**
  - Dedicated staff and email address.
  - Suggestion boxes at factory.
  - Direct meetings during consultations or workshops.
2. **Registration and Tracking:**
  - All feedback and grievances are archived digitally

- Each entry includes the date, stakeholder details, nature of concern, responsible person, and required follow-up actions.
- 3. **Resolution Process:**
  - Assign responsibility to appropriate department or manager.
  - Establish timelines for resolution based on issue severity.
  - Provide formal acknowledgment to the stakeholder.
  - Communicate resolution and corrective actions taken, where appropriate.
- 4. **Escalation Protocol:**
  - Unresolved or high-risk issues are escalated to senior management.
  - Critical issues affecting compliance, health, safety, or reputational risk are immediately escalated to the HQ
- 5. **Monitoring and Reporting:**
  - Monthly review of all feedback to assess trends, recurring issues, and improvement opportunities with the HR, CSR, Operation and service providers
  - Integration of feedback outcomes into training programs, SOP updates, and operational improvements.

#### 4.4 Key Principles

- **Transparency:** All stakeholders are informed about communication channels, expected response times, and escalation procedures.
- **Accessibility:** Mechanisms are designed to be easily accessible regardless of literacy, language, or geographic location.
- **Confidentiality:** Personal information of stakeholders is protected, and anonymity is offered for sensitive cases.
- **Accountability:** Management is responsible for responding to feedback and ensuring corrective actions are implemented.
- **Continuous Improvement:** Feedback is used to enhance engagement processes, operational practices, and stakeholder satisfaction.

### 5. Training and Capacity Building

Training and capacity building are essential components of our stakeholder engagement strategy. They ensure that all actors in our supply chain, that is, including employees, smallholder farmers, cooperatives, and buying agents are equipped with the knowledge and skills necessary to maintain operational excellence, comply with regulations, and uphold social and environmental standards.

#### 5.1 Objectives

The objectives of our training and capacity building programs are to:

1. Enhance technical and operational skills among employees, farmers, and agents.
2. Promote compliance with health, safety, labor, environmental, and quality standards.
3. Strengthen capacity in governance, traceability, and sustainable agricultural practices within cooperatives.
4. Foster awareness of ethical procurement, corporate social responsibility, and stakeholder engagement principles.
5. Enable continuous improvement by integrating lessons learned and feedback into training content.

#### 5.2 Training Programs

### **Employees and Factory Workers:**

- Governance (Code of Conduct, etc.).
- Occupational health and safety training, including proper use of personal protective equipment (PPE), emergency response procedures, and safe handling of by-products.
- Operational and quality control training to ensure consistent processing standards.
- Environmental awareness programs focusing on waste management, energy efficiency, and water conservation.
- Periodic refresher courses to update employees on regulatory changes, SOPs, and best practices.
- Personal development trainings

### **Smallholder Farmers and Cooperatives:**

- Best practices in cultivation, harvesting, and post-harvest handling to improve yield and quality carried out by ANADER.
- Sustainable agricultural practices to protect soil health, water resources, and biodiversity carried out by ANADER.
- Training on cooperative governance, record-keeping, and collective decision-making.
- Traceability and documentation practices to ensure transparency along the supply chain.

### **5.3 Delivery Methods**

- In-person and hands-on demonstrations for practical skills transfer.
- Service provider for training that are required to be delivered by accredited external service provider.
- Distribution of training manuals, guides, and visual aids.
- Mentorship and peer-to-peer learning within cooperatives and employee teams.

## **6. Monitoring, Reporting, and Compliance**

At Dorado Ivory, monitoring, reporting, and compliance are central to ensuring that our stakeholder engagement efforts are effective, accountable, and aligned with both operational and sustainability objectives. These processes allow us to measure performance, maintain transparency, and continually enhance our practices, while ensuring adherence to legal, regulatory, and ethical standards.

### **6.1 Objectives**

The monitoring and compliance framework is designed to:

1. Track the implementation and effectiveness of stakeholder engagement activities.
2. Identify gaps, risks, and opportunities for improvement in operational and social performance.
3. Ensure compliance with all applicable local, national, and international laws, regulations, and industry standards.
4. Provide structured, auditable documentation for internal and external stakeholders.
5. Support continuous improvement in stakeholder relationships, operational integrity, and sustainability outcomes.

## 6.2 Monitoring Methods

- **Engagement Activity Tracking:** Maintain detailed records of consultations, meetings, trainings, and community programs, including attendance, topics discussed, and follow-up actions.
- **Feedback and Grievance Monitoring:** Systematically review stakeholder feedback, complaints, and suggestions to identify recurring issues or emerging risks.
- **Key Performance Indicators (KPIs):** Track indicators such as training completion rates, supplier compliance with quality and traceability standards, grievance resolution timelines, and community development impact.
- **Audits and Assessments:** Conduct regular internal and external audits to verify adherence to policies, standards, and regulatory requirements.
- **Performance Reviews:** Periodically evaluate the effectiveness of engagement programs and incorporate findings into operational improvements.

## 6.3 Reporting Framework

- **Internal Reporting:** Engagement metrics, risk assessments, and compliance status are reported to senior management and relevant departments on a scheduled basis to guide decision-making.
- **External Reporting:** Key achievements, compliance results, and social and environmental impacts are communicated to investors, regulators, and other stakeholders through annual reports, sustainability disclosures, and ad hoc updates.

## 6.4 Compliance and Corrective Actions

- **Regulatory Compliance:** All operations, training programs, procurement practices, and engagement activities comply with relevant laws and internationally recognized standards.
- **Ethical Standards:** Stakeholder engagement is conducted in alignment with Dorado Ivory's Code of Business Principles and Code Policies, ensuring integrity, transparency, and accountability.
- **Corrective Actions:** Any deviations from standards or regulations trigger formal corrective actions, with clear responsibilities, deadlines, and follow-up monitoring.
- **Continuous Improvement:** Insights from monitoring, audits, and stakeholder feedback are systematically used to refine policies, operational processes, and engagement strategies.