



Managing feedback, complaints, and claims
September 2026

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Document control

Rev	Date issued	Purpose	Prepared	Reviewed	Approved
1.0	10/11/2025	New procedure	LFR	DGA	DGA
1.1	14/08/2026	Review, update management process, and hyperlinks	LFR	TFL, KMD	
2.0	03/09/2026	Publish	LFR	TFL	DGA

We acknowledge the Gunaikurnai people, the Traditional Owners of the land and waters where the proposed Blue Mackerel offshore wind project will be located. We pay our respects to their Elders past and present. We aspire to a genuine partnership with the Gunaikurnai people, custodians of the Land and Sea Country on which Blue Mackerel is planned.

Connect

To find out more about the project, or contact our team, call **+613 9021 0602**, email info@bluemackerel.com.au or visit www.bluemackerel.com.au

1 Introduction

Developing an offshore wind project requires extensive feasibility studies across all aspects of the project including environment and cultural heritage impact assessment and management measures; engineering and design; developing supply chains, employment and skills planning; assessments of social impacts and benefits; and developing community benefits programs to give back to local communities.

The development of offshore wind projects will involve extensive consultation with Traditional Owners and First Nations, community and stakeholders, in accordance with regulations and guidelines. Naturally as a new industry to Australia, there will be many questions and some concerns.

Blue Mackerel is committed to transparently sharing information, engaging proactively and responding to feedback, complaints and claims. Where we can improve or don't always get it right, we'd like to hear from you.

2 Purpose

This procedure establishes a transparent, accessible, consistent and culturally appropriate process for receiving, recording, investigating, responding to and resolving community feedback, complaints and claims associated with offshore wind project development, construction, operation and decommissioning activities.

The procedure aims to:

- Build trust and maintain social licence
- Support meaningful stakeholder engagement
- Ensure concerns are identified and addressed promptly
- Provide fair treatment to affected persons
- Respect the need for cultural safety
- Meet regulatory and project commitments
- Facilitate continuous improvement
- Demonstrate accountability to regulators, communities, Traditional Owners, Landholders and stakeholders.

3 Scope

This procedure applies to all Blue Mackerel project phases and Traditional Owners, First Nations Peoples, community members and other stakeholders who wish to provide feedback, make a complaint, or raise a claim as described in this procedure.

This procedure does not override or replace organisation policies and procedures that govern the management of critically important health, safety, environmental and other risk mitigation and management procedures.

4 Guiding principles

Blue Mackerel understands that giving feedback, making a complaint or claim may not always be easy.

Blue Mackerel respects the rights of people to raise issues and make complaints, will treat all matters raised with an open mind, empathy, respect, and will follow the following guiding principles.

Principle	Description
Accessible	Multiple channels are available to use including: email; website form; mail; in-person meetings; community information sessions; project office.
Inclusive	Processes will be followed and adapted as may be required in circumstances to accommodate: diverse communities; Traditional Owner groups and First Nations peoples. people with disabilities; and culturally and linguistically diverse groups.
Transparent	Participants in this process will receive: acknowledgement of receipt; investigation updates; advice of findings and outcomes; and escalation pathways if they are not happy with the outcome.
Fair and responsive	All matters will be assessed objectively and consistently, and outcomes will be proportionate to risks and impacts relating to the matter raised.
Continuous improvement	Issues raised and any systematic trends will be analysed for opportunities to improve and feedback on such outcomes will be shared with the person who raised the matter.

5 Definitions: feedback, complaint, claims

5.1 Feedback

Feedback may be comments, suggestions, observations or requests for further information in relation to project activities. Feedback may be something shared with Blue Mackerel about what we could do better, what we are doing well.

5.2 Complaint

A complaint is an expression of dissatisfaction regarding activities, conduct, impacts or decisions in relation to the Blue Mackerel project. Where the matter is within Blue Mackerel's control, and the complainant would like Blue Mackerel to assess the matter and respond with the outcome of the assessment, this procedure will be followed.

5.3 Management plan claim

Management Plans for activities in an offshore wind licence area must be prepared by the licence holder for assessment by the Offshore Infrastructure Regulator. An approved Management Plan must be in place before activities are carried out in the licence area.

A "claim" is a formal term in the *Offshore Electricity Infrastructure Regulations 2022 (Regulations)* that applies when a Management Plan is being developed for activities in an offshore wind licence area.

Such claims refer to matters raised about any adverse effects that changes in the licence activities set out in the Management Plan, might have on persons, organisations, communities and groups (as defined in the *Regulations*) consulted in the development of Management Plan.

Such claims will be assessed as required by the Offshore Electricity Infrastructure Regulations that include the following steps:

1. The licence holder (Blue Mackerel) must assess the merits of the claim and state in the applicable Management Plan whether it does have reasonable merit;
2. For each claim that the licence holder considers having reasonable merit, the Management Plan must detail the measures to be implemented to address the claim and ensure they are effective.

See further information at this link on [consultation and engagement for OEI Management Plans](#).

5.4 Loss or damage claim

A loss or damage claim is one that relates to property damage or financial loss that the claimant believes has resulted from a Blue Mackerel project activity.

6 Responsibilities

Who	Responsibility
Project Director	Responsible for overall accountability of this procedure and approving significant complaint resolutions
Community and Stakeholder Engagement Manager	Responsible for managing this procedure; coordinating investigations, monitoring performance and maintaining registers.
First Nations Advisor	Responsible for receiving concerns respectfully in a culturally safe manner; registering and investigating matters in a manner that respects cultural safety
Technical and Project Mangers	Relevant personnel responsible for investigating matters and impacts relating to: health and safety; environment; cultural heritage; construction activities; operations and maintenance activities; and contractor related activities.
All employees and contractors	Responsible for receiving concerns respectfully; promptly forwarding matters for registration; cooperating with investigations.

7 Lodging feedback, complaints and claims

Feedback, complaints and claims can be made to Blue Mackerel through the channels below or directly with a team member when we're out in the community.

Anonymous complaints may be accepted where sufficient information is available for investigation.

Mail	Blue Mackerel North Pty Ltd HWT Tower, Level 7, 40 City Road, Southgate Complex, Melbourne, Victoria 3006
Phone	+61 3 9021 0602
Email	info@bluemackerel.com.au
Web form	Concern or complaint? Blue Mackerel

If you require interpreter support, please let us know. If you would like your complaint to be assessed and responded to by our First Nations Advisor, please let us know.

8 Management process

8.1 Step one: receive

All issues will be logged within one business day. Recorded information will include: date received; stakeholder details; issue description including related activity, location, impacts or risks (as applicable); and requested resolution (if provided).

8.2 Step two: acknowledge

- Feedback: within 5 business days
- Complaint: within 2 business days
- Claim: within 2 business days.

The acknowledgement will include: a reference number; contact officer; expected process; and indicative timeframes.

8.3 Step three: initial assessment

Any serious health, safety, environmental, property damage or financial loss matter will be immediately escalated to the Project Director for action in accordance with other relevant company health, safety and environment policies and procedures.

For all other matters, there will be an initial assessment to determine the responsible person for the investigation. Initial assessment classifications and indicative examples include:

Level	Description
One	General feedback, information request, or very low-level impact matters
Two	Low or moderate impact matter such as a communication or consultation complaint
Three	High impact matter such as moderate risk to safety, environment, cultural heritage, fisheries industry, and land usage.
Four	Critical impact matter such as significant risk to environmental, cultural heritage, safety, regulatory compliance, property damage, or financial loss from project activities.

8.4 Step four: investigate

8.4.1 Complaints and Management Plan claims

Investigation methods will be specific to the nature and classification of the matter and may include: interviews; site inspections; activity records assessments (including contractor activities); safety, environmental and cultural heritage assessments, studies, surveys, research papers; fishery impact assessments, documentation and data collection and analysis.

Stakeholders will be kept informed of the progress of investigations.

8.4.2 Loss or damage claim

Loss or damage claims will be assessed against relevant factors that may include: evidence of project involvement; demonstrated loss or damage; legal obligations of all relevant parties involved; project commitments; independent expert advice and valuations from environmental, cultural heritage, maritime, agricultural and other suitably qualified experts.

8.5 Step five: determine outcomes and response

The outcomes of an investigation will vary depending on the nature and classification of the matter and may include:

- No action required as issue was not substantiated
- Preventative action required such as improvements to systems and procedures
- Corrective action required such as the implementation of operational changes
- Apology where appropriate
- Rectification works, alternative arrangements, or compensation where a claim for a loss due to the organisation's actions was substantiated
- Escalation by referral to a relevant resolution pathway.

8.6 Resolution pathways

Where a stakeholder is dissatisfied with the outcome, they may request the matter is escalated. Depending on the nature of the matter, escalation pathways that may apply include:

- Internal review by the Project Director
- Escalation of the matter to the Australian Energy Infrastructure Commissioner
- Escalation of the matter to the Offshore Infrastructure Regulator
- Independent mediation or relevant courts or tribunals if the matter is relating to a loss or damage claim.

8.7 Reporting

8.7.1 Internal reporting

All correspondence to stakeholders relating to feedback, complaints and claims will be recorded in Blue Mackerel's stakeholder management system.

All complaints and claims will be reviewed to identify and analyse any trends, emerging issues, and high-risk concerns. This analysis will facilitate the identification of lessons learned and opportunities for continuous improvement, such as incorporating improvements into consultation plans, management plans, and contractor management systems.

8.7.2 External reporting

Summaries of claims relating to Management Plans made, along with the assessment and responses will be recorded in Blue Mackerel's stakeholder management system and included in the applicable Management Plan for submission to the Offshore Infrastructure Regulator.

8.8 Privacy and Confidentiality

All information provided through the complaints process will be treated as confidential and handled in accordance with the Privacy and Data Protection Act 2014 and the company privacy policy.

8.9 Cultural Safetyⁱ

All feedback, complaints and claims that relate to matters of importance to Traditional Owners or First Nations peoples will be assessed and responded to by team members who have completed cultural awareness training and have demonstrated sensitivity in their engagement with First Nations peoples.

Any responses to feedback, complaints and claims about matters of importance to Traditional Owners or First Nations peoples will be underpinned by the United Nations Declaration on the Rights of Indigenous Peoples and the Charter of Human Rights and Responsibilities Act 2006 (Vic).

ⁱ Cultural safety is defined as 'an environment that is safe for people: where there is no assault, challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience, of learning, living and working together with dignity and truly listening'. (Source: Department of Environment, Land, Water and Planning 2019, Aboriginal Cultural Safety Framework, Victoria State Government, Melbourne, viewed 18 October 2025, < DELWP-Aboriginal-Cultural-Safety-Framework.pdf> (pg. 3).)