

Practical Supplement

BUSINESS REFERENCE GUIDE
TO THE UN DECLARATION
ON THE RIGHTS OF
INDIGENOUS PEOPLES



United Nations Global Compact

Introduction

This compilation of business practices is intended to raise awareness of the corporate responsibility to respect indigenous peoples' rights and the opportunity to support these rights.

The compilation is a result from the Global Compact's call for submissions to identify relevant business initiatives that respect and support indigenous peoples' rights. It draws primarily from submissions from Global Compact participants as well as desk research.

The compilation is accompanied by a table which endeavours to map each business practice with respect to the relevant article(s) contained within the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). The examples represent a broad range of sectors and regions, demonstrating the universal relevance of indigenous peoples' rights for business.

Unless specified, these working examples have not been thoroughly reviewed by the companies or communities concerned and have not been through a vetting process. The inclusion of examples does not constitute an endorsement of the companies or their policies or practices by the UN Global Compact. Nonetheless, we hope that these examples will inspire other businesses to take action and that this compilation of business practices continues to grow. The UN Global Compact invites ongoing dialogue around what are good business policies and practices in this area. One place where perspectives can be shared is the Human Rights and Business Dilemmas Forum [<http://human-rights.unglobalcompact.org/dilemmas/indigenous-peoples/#.Us7RMPRDt8F>].

To contribute to this live document, please contact undrip@unglobalcompact.org

Last updated December 2015

Table: Mapping of business practice with respect to relevant *UN Declaration on the Rights of Indigenous Peoples* article(s)

Business Practice	Foundational principles		Life, liberty, security and cultural integrity		Culture, language and spirituality		Education, information and employment		Participatory development, economic and social rights				Land and natural resources			Identity, institutions and relations		Implementing UNDRIP				
	Art. 1 & 2 – Equality and freedom from discrimination	Arts. 3, 4, 5, 6 & 23 – Self-determination, self-governance and nationality	Art. 7 – Life, liberty and security	Arts. 9 & 33 – Identity and group membership	Art. 10 – Removal and relocation	Arts. 8, 11, 12, 13 & 15 – Maintenance of culture, language and spirituality	Art. 14 – Education	Art. 16 – Media	Art. 17 – Labour rights	Arts. 18 & 19 – Participation in decision-making and social activities	Arts. 20 & 21 – Development, political, economic and social activities	Arts. 22 & 44 – Indigenous women, elders, youth, children and persons with disabilities	Art. 24 – Health	Art. 25 – Land and natural resources – spiritual basis	Arts. 26, 27, 28, 29 & 32 – Ownership – spiritual development	Art. 30 – Military activities	Arts. 34 & 35 – Development and maintenance of institutional structures and traditional knowledge	Arts. 36 & 37 – International relations, borders and treaties	Art. 38 – States’ obligation to implement UNDRIP	Arts. 39 & 40 – Adjudication of conflicts	Arts. 41 & 42 – Promotion of the rights	
Adidas																						
Aveda/Estee Lauder		*				*			*	*				*								
BHP Billiton	*					*					*		*	*	*							
Commonwealth Bank Group							*		*	*												
DLA Piper	*	*	*			*									*							
Enel/Endesa		*		*		*	*		*	*	*		*	*	*	*						
Google				*		*	*						*									
KPMG Australia	*	*		*		*			*	*				*	*							
Mercado Global	*	*				*	*	*	*	*	*		*	*	*							
Microsoft						*	*			*												
MMG Limited		*				*	*	*	*	*	*		*	*	*	*						
National Australia Bank	*	*				*	*		*	*			*	*	*							
NARP		*							*	*			*	*	*							
Nevron Medical Center									*	*	*	*										
Novo Nordisk						*	*		*	*	*	*										
Parsons Brinckerhoff						*			*	*			*	*								
Rio Tinto		*							*	*			*	*								
Sakhalin Energy		*		*		*			*	*			*	*	*				*	*		
Sodexo	*					*	*	*	*	*	*		*	*	*							
Talisman Energy	*					*	*		*	*			*	*	*							
Telstra						*	*		*	*			*	*								
Westpac Banking	*					*	*	*	*	*	*		*	*	*							

Adidas

Adidas is a multinational sportswear company from Germany. It has more than 53,731 employees in over 160 countries.

Controversial use of Native American mascots in the United States

In the United States, public controversy on using logos and names that refer to Native American stereotypes has drawn increased attention in recent years. The controversy particularly concerns sports teams, both professional and related to schools, with names that many Native Americans find disrespectful including “redskins” or “indians” and logos that reinforce negative stereotypes. Of the more than 27,000 high schools across the United States, approximately 2,000 use names that cause concern for many indigenous communities.

Adidas offers an opportunity end Native American mascots

Adidas announced in November 2015 that it will lead a voluntary initiative to offer free design resources to US high schools that want to change their logo or mascot from potentially harmful Native American imagery or symbolism. The company has also pledged to provide financial assistance to schools that want to change their identity, so that the expected costs will not be a barrier to change. In this way, Adidas provides an opportunity for high schools and communities to move towards more positive imagery, by offering positive incentives and lowering the barriers for schools to implement change.

At the White House Tribal Nations Conference, Adidas also announced it will be among the founding members of a coalition that seeks to change Native American mascots in sports.

U.S. High schools interested in changing their mascot identity can email their request to mascotchange@adidas.com.

Sources: <http://www.bbc.com/news/world-us-canada-34738147>
<https://www.whitehouse.gov/the-press-office/2015/11/05/remarks-president-tribal-nations-conference>
<http://news.adidas.com/US/Latest-News/adidas-Announces-Support-For-Mascot-Name-Changes-Ahead-Of-White-House-Tribal-Nations-Conference/s/7197ec89-d0fe-4557-b737-cd27dc76aba1>

Aveda/Estee Lauder

Aveda is a personal care and cosmetics company. In 1997 Estée Lauder Companies purchased Aveda. Today Aveda's product line is sold in over 30 countries.

FPIC for the use of Cultural Heritage and Traditional Knowledge

The commercial partnership between the Yawanawá of the Brazilian Amazon and Aveda began in 1992, after a Yawanawa chief met Aveda founder Horst Rechelbacher at the 1992 UN Earth Summit and discussed the potential use of Yawanawa urukum (a local plant that produces a red dye) for the production of cosmetics.

The Association ao Sociocultural Yawanawá (ASY) is a representative body of the Yawanawá indigenous people of Acre state in northern Brazil. The group works to create income generating opportunities for its members through the conservation of the community's indigenous territory and the promotion of Yawanawá culture. Through the sustainable extraction of native agricultural products such as urukum, and a partnership with Aveda, the initiative has been able to generate revenue for investing in community-based infrastructure developments including projects to improve food security, water security, health, education, transport and communications (including satellite communication). In 2013 ASY encompassed five villages.

The community has secured the revision of the boundaries of the Yawanawá's indigenous land, extending their legal control over 187,400 hectares of the Amazon forest. This achievement, coupled with the initiative's innovative use of their traditional culture has made the group a model for indigenous sustainable forest management in Brazil.

Support of Yawanawá's Development Priorities

In 2003, the Yawanawá signed three contracts with Aveda: one for the sale of urukum seeds, one for the use of the Yawanawá image, and another for support for social projects within the Yawanawá community. This partnership is direct, transparent, and does not involve intermediaries. This partnership with Aveda has supported the Yawanawá peoples gain economic independence and decide their own development priorities.

To ensure that dialogue remains ongoing in this 21 year partnership, frequent meetings are held between Aveda and the Yawanawá, either in the community or with Aveda funding community members to visit their head office in the United States.

Sources: www.equatorinitiative.org/images/stories/com_winners/casestudy/case_1348150412.pdf
http://www.equatorinitiative.org/index.php?option=com_content&view=article&id=676&Itemid=895

BHP Billiton

Many of BHP Billiton's businesses operate on or near indigenous lands. A range of performance requirements outlining how the company engages with stakeholders, respects human rights and invests in and supports community development is mandated across the organisation.

BHP Billiton provides opportunities for inclusion and advancement of indigenous peoples. The company supports its employees by providing cross-cultural training, promoting opportunities to participate in cultural events, respecting indigenous protocols and heritage, and supporting education, training, employment and business development. BHP Billiton also aims to identify who is connected to and uses the land, in order to establish an effective community consultation and engagement programme.

Navajo Nation, New Mexico, USA

BHP Billiton, through its subsidiary New Mexico Coal, has a 50-year history of engaging regularly with host communities, including the Navajo Nation and all people affected by local operations. The views and concerns of host communities are considered as part of the company's decision-making processes. The company encourages cultural sensitivity and respects and values sacred sites, places, structures and objects that are culturally or traditionally significant.

The Navajo Mine's Land Users/Permittees Engagement programme is designed to support BHP Billiton's relationship with all permittees through formal and informal engagements and communications. BHP Billiton seeks to establish and maintain positive relations with impacted permittees, land users and neighbours that reside or graze livestock within and adjacent to Navajo Mine's lease; and develops and implements culturally appropriate tools and mechanisms that address their concerns, issues and expectations.

BHP Billiton's New Mexico Coal, promotes a culture of respect by providing traditional healing allowances to employees that enables them to seek and receive care that adheres to their traditional beliefs of wellbeing. In 2008, New Mexico Coal also constructed a ceremonial Hogan (a traditional dwelling place for Navajo families and centre of religious ceremonies) on the Navajo Mine site, which has become a symbol of the operation's sustainable development policy. Employees use the Hogan to conduct traditional ceremonies and blessings for new mine equipment and operations in accordance with traditional Diné philosophies of 'giving offerings for resources taken from Mother Earth'.

Cultural awareness training is implemented at New Mexico Coal, as at other BHP Billiton sites that operate on or near indigenous land. This training includes historical, statistical and cultural information concerning the local indigenous population. The purpose of the training is to provide information that fosters awareness of the local culture and helps create better understanding and relations within the workforce. The New Mexico Coal employee base is 63 per cent Native American.

For more information please visit BHP Billiton 2013 Sustainability Report:

<http://www.bhpbilliton.com/home/aboutus/sustainability/reports/Pages/default.aspx>

Commonwealth Bank Group

The Commonwealth Bank Group is Australia's largest financial services organisation with operations spread across the nation. Aboriginal and Torres Strait Islander peoples are Australia's indigenous peoples and are generally recognised as the nation's most disadvantaged.

Since 2008 the Commonwealth Bank Group has formally committed to creating greater social, economic and financial inclusion through its Reconciliation Action Plan (RAP)*. The 2013 and 2014 RAP covers four focus areas and some examples are provided below:

Customer Service

Indigenous people who live in regional and remote locations do not have the same convenient access to banking services as urban Australians and are less able to take advantage of internet banking. One example of helping these customers with their finances is the dedicated Indigenous Customer Assistance Line which is staffed by specially trained customer service staff. They offer special services to regional and remote customers in a culturally appropriate manner.

Employment

For the last ten years, the Commonwealth Bank Group has offered traineeships to students in their last two years of schooling. Trainees are paid to work in a retail branch one day per week during the school term and during school holidays, learning employment skills including customer service. Trainees who complete the two year programme are awarded a nationally recognised qualification in business services and are generally offered the opportunity of a full time position.

Cultural Engagement

In addition to providing cultural training the company has a specialist team that organises secondments and skilled volunteers for indigenous organisations. Managers are increasingly seeing the development opportunity for their people in sending them on secondments that range from 5 weeks to 6 months on full pay. Staff return from these secondments and share their first-hand knowledge of culture with their teams.

Education

The Commonwealth Bank Group runs possibly the largest face-to-face financial literacy programme in the world, visiting over 175,000 students each year in classrooms across the nation. In addition to this programme it has developed a culturally-specific business training programme for indigenous entrepreneurs.

Source: For more information please visit: www.commbank.com.au/indigenous

* Reconciliation Action Plans are developed with the support of Reconciliation Australia, the national organisation promoting reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community. www.reconciliation.org.au

DLA Piper

DLA Piper is a global business law firm with over 4,200 lawyers operating in over 30 countries. In 2012, the firm donated more than 191, 800 pro bono hours, making it one of the largest providers of pro bono legal services in the world. In Australia, one of the key points of focus for the firm's corporate responsibility practice is indigenous issues. In 2012, the firm launched its Reconciliation Action Plan (RAP), which sets out the firm's commitments to action aimed at building relationships with – and opportunities for – Aboriginal and Torres Strait Islander peoples, communities and organisations.

The UN Declaration Implementation Project

Against the backdrop of the Australian Government formally endorsing the United Nations Declaration on the Rights of Indigenous People (UNDRIP) in 2009, and in accordance with objectives set out in DLA Piper's RAP, the firm seeks to promote understanding and implementation of the UNDRIP as a universal framework of minimum human rights standards for the survival, dignity, wellbeing and rights of indigenous peoples globally.

DLA Piper has partnered with Indigenous Community Volunteers (ICV) for the 'Declaration Implementation Project', which involves three phases:

1. **Guide** - developing and publishing an educational guide (Guide) to explain the purpose, application and implementation of the UNDRIP.
2. **Launch** - first internally for DLA Piper staff and ICV staff, and then launching the Guide for external stakeholders.
3. **Workshops** – using the Guide to conduct training workshops in a wide variety of locations for key stakeholders and adapting the Guide for various audiences.

For more information please visit www.dlapiperprobono.com

Enel/Endesa – Pehuén Foundation

Endesa is a Spanish electric company, and the largest private electricity multinational in Latin America. In 2009, Endesa became part of Enel, Italy's largest power company, and one of Europe's largest listed utilities. Today, the company operates in 40 countries, has over 97,000 megawatts of net installed capacity and sells power and gas to around 61 million customers.

The model

The Fundación Pehuén is a non-profit organization established in 1992 by Endesa Chile's Pangué hydroelectric power station, with the aim of promoting sustainable development projects for the six Pehuenche communities – indigenous peoples living in the Alto Biobío region of Chile. The foundation currently works to support close to 800 Pehuenche families.

Having learned lessons from early challenges, since 1992 the Foundation has actively engaged the local community in its management and governance, with the Board of the Foundation comprising six business representatives and six community members who represent each of the community groups. Community members are appointed through a democratic and transparent process involving the whole community with one indigenous person elected to represent Pehuenche culture. The Foundation regularly gathers all community members to jointly decide on the areas in which to invest and the projects to be developed, engaging the whole community in every decision-making process.

This collaborative model endeavours to promote cooperation among different communities in Alto Biobío, respecting and integrating the traditions and cultures of the region.

The results

The main strengths of Fundación Pehuén are the active engagement of Pehuenche families, the broad presence in the whole region and the linkage to the cultural identity of the communities. The Foundation invests every year around €420,000 to develop, among others, the following three key projects, each with a three-year term (2011-2013):

- Kayulof tourism project: This project is designed to encourage tourism in the area, by developing community capacity for the design, marketing and start-up of a tourism network associated with the villages of the six Pehuenche communities. The initiative seeks to generate a steady income for these communities through sharing the Pehuenche culture, the tradition of mountain muleteering, and the flora and fauna of the Alto Biobío region with tourists.
- Livestock project: An agreement signed in April 2010 between the Foundation and the Universidad Austral de Chile seeks to promote joint cooperation activities, technology transfer and training in the area of livestock development in indigenous communities.
- Textile commercialization project: This project seeks to preserve local textile traditions. It gives recognition to particular weaving activities of the Mapuche-Pehuenche culture carried out by women. The activity has the potential to increase the income for producers and their families. It also recognizes this activity as an important tool for management and organizational learning.

For further information please visit <http://www.fundacionpehuen.cl/> and <http://www.endesa.com/>

Google

Google is a U.S.-based global technology company and Internet provider employing over 30,000 people around the world.

Promoting the right to cultural preservation

In 2008, Surui community leaders living in the Brazilian Amazon partnered with Google with the intent of developing a programme to document the community's traditions and create a cultural map of Surui territory. The partnership endeavors to promote the right of the Surui to preserve their ancestral lands and the right to maintain their cultural heritage and traditional modes of subsistence.

As part of the initiative, Google developed a training module to assist the community in recording the stories of tribal elders. Surui tribe members also learned how to create YouTube videos, and to geo-tag content and upload it to a "cultural map" on Google Earth. The programme is intended to engage the community with other internet users and to preserve the culture of the Surui people.

Protecting biodiversity and tribal lands

In 2009, the partnership was expanded to include a project to map previously uncharted areas of the rainforest. The initiative is designed to monitor deforestation in Surui territory, which has been diminished by both legal and illegal resource extraction.

A Google team taught the community to use mobile phones and Open Data Kit to record instances of illegal logging. The technology, which was provided by Google, enables tribe members to capture GPS-located photos and videos for immediate upload to Google's mapping tools. Google and the Surui community intend to use the technology to publicize instances of illegal deforestation and encourage legal action against violators.

The Surui also use Open Data Kit to monitor their forest's carbon stock to trade on the carbon credit marketplace, with the goal of promoting sustainable development in the community.

Source: www.paiter.org

Source: <http://www.aquaverde.org/en/surui.shtml>

For further Information: <http://www.google.com/earth/outreach/stories/surui.html>

KPMG Australia

KPMG Australia is a global network of professional services firms across 156 countries worldwide.

Indigenous peoples' rights are one of the most pressing social issues in Australia, as illustrated by the fact that there is an 11-year gap in the life expectancy between indigenous and non-indigenous Australians. As a signatory to the UN Global Compact, KPMG Australia has turned its focus to working with indigenous Australians to address economic participation and advancement.

Capacity Building

Since 2007, more than 150 KPMG professionals have spent over 30,000 hours of professional time directly working with indigenous organisations and businesses, in urban and regional parts of Australia. KPMG staff apply their business skills to building capacity and expertise, with the aim of creating stronger, more sustainable indigenous communities.

Reconciliation and recognition

Since 2009 KPMG has had a Reconciliation Action Plan in place, the first major professional services firm to make this commitment. The RAP has acted as a lever to mainstream the firm's action to respect, promote and protect indigenous rights across the business. KPMG has been one of the first businesses to support the *Recognise* campaign for the formal recognition of Indigenous Australians in the Federal Constitution. KPMG views this campaign as crucial to building a nation that respects, promotes and protects indigenous identity, culture and rights, while supporting reconciliation between indigenous and non-indigenous Australians.

Supporting self determination

In 2013 KPMG Australia signed an accord with the National Congress of Australia's First Peoples Congress, the national, democratically elected, body for indigenous Australians. KPMG has committed to work with the Congress to promote indigenous rights, specifically the UN Declaration on the Rights of Indigenous Peoples and other campaigns.

In the past financial year, KPMG provided over AUD 900,000 in pro-bono support for indigenous organisations and businesses. Part of this programme supports culturally appropriate governance training to assist indigenous organisations to develop their skills to govern and better manage their own affairs.

KPMG is committed to supporting a vibrant and prosperous indigenous business sector. In 2012, KPMG was recognised by Supply Nation, an indigenous governed procurement initiative, for its *'extraordinary contribution to indigenous supplier diversity.'*

Promoting and fostering Indigenous peoples culture

KPMG Australia seeks to build understanding of indigenous cultures as a means of promoting and preserving them. KPMG provides indigenous cultural awareness training for their leadership and client teams, conducts 'cultural immersion' trips and involves their staff in key cultural activities such as National Reconciliation Week and National Aboriginies and Islanders Day Observance Committee celebrations.

For more information visit corporatecitizenship@kpmg.com.au

Mercado Global

Founded in 2004, Mercado Global is a social enterprise with an innovative approach to fighting poverty and empowering indigenous women in rural Guatemala. Mercado Global provides business development support and connects artisan cooperatives to international sales opportunities.

With its founding mission to empower indigenous women artisans through economic opportunity, financial and market access, and education, Mercado Global not only respects indigenous peoples' rights, as outlined in the UN Declaration on the Rights of Indigenous Peoples, but also supports those rights by creating economic empowerment opportunities.

Partnerships with Indigenous Artisans

Historically, indigenous Guatemalans have been particularly subject to discrimination, exploitation and injustice. Indigenous people make up nearly half of the population in Guatemala, and about three-quarters of that population still live below the poverty line. Indigenous girls and women face even greater discrimination and disadvantage. This is evident in the illiteracy rate, which is approximately 60 per cent for indigenous women, and the lack of access to jobs due to geographic- and gender-related cultural barriers. Accordingly, Mercado Global has partnered with over 300 artisans in more than 30 cooperatives in the Guatemalan Highlands. 100 per cent of Mercado Global partner artisans are of indigenous Mayan descent and speak the languages of K'iche', Kachiquel or Tzutujil.

Partner artisans maintain indigenous cultural practices, such as traditional dress and craftsmanship. Floor and backstrap looms are still used to craft traditional indigenous dress, the *hupile* and *corte*, and fabric for Mercado Global is handmade in this traditional fashion. Additionally, most of Mercado Global's Guatemalan programme staff, including the Director of Guatemala Operations, are indigenous women.

Economic Empowerment of Women, Education & Training Opportunities

Acknowledging the barriers that prevent rural indigenous women from participating in income-earning opportunities, such as geographic location, access to capital, and gender discrimination, Mercado Global connects its partner artisans with the tools needed to access higher-value international markets. Support includes raw materials, technology credit for floor looms and industrial sewing machines, training in advanced sewing, and professional US-based design and sales staff. Through orders from major international retailers such as Anthropologie, Calypso St. Barth, Lucky Brand, Levi's, and Red Envelope, partner artisans earn a sustainable wage and provide for their families.

Mercado Global's community-based education programme also provides partner artisans with training, conducted in their indigenous language, in financial literacy, small business management, community health, women's health, nutrition, leadership and goal-setting. Savings rates are three times higher for partner artisans after working with Mercado Global and school enrollment rates are almost 30% higher for their children. Additionally, partner artisans are able to use savings from their income for health care costs instead of using loans, and 70 per cent have become more involved in household decision-making processes.

Source: www.mercadoglobal.org For more information please contact community@mercadoglobal.org

Microsoft

Microsoft is a U.S.-based technology firm employing 90,000 employees in over 190 countries.

Preserving indigenous languages and cultural diversity

Microsoft's Local Language Program (LLP) is a global initiative that provides access to technology in a familiar language while respecting linguistic and cultural distinctions. It represents Microsoft's commitment to helping people benefit from technology while striving to uphold relevance through local language and cultural identity. Through this programme, Microsoft creates collaborative communities of local governments, language authorities, universities, NGOs and local partners that focus on providing individuals with access to computing in their mother tongue.

Providing individuals access to desktop computer software in their native language is part of LLP's main objectives. Through the programme, Microsoft hopes to provide far-reaching access to technology and to develop IT skills in local communities, for the purpose of sustainable development and cultural and linguistic preservation.

Engaging indigenous communities in language preservation

In 2012, Microsoft developed a Language Interface Pack (LIP) for Windows in the Cherokee language. This LIP translates and displays most of the commonly used user interface of Windows into Cherokee. Microsoft teams worked closely with members of Cherokee Nation, who referenced cultural texts in order to create new words as required for translation. In addition, Microsoft worked with a Cherokee typist to create a phonetic keyboard and new font specific to the Cherokee language.

Microsoft has also partnered with the Cherokee Nation to develop technology modules and other IT skills classes for youth that are taught solely in Cherokee. Youth-oriented training sessions are intended to engage young people in linguistic preservation efforts and to ensure the survival of the Cherokee language for future generations.

Source: <http://firstpeoples.org/wp/tag/microsoft/>

Source: <http://indiancountrytodaymedianetwork.com/article/ Cherokee-language-now-available-windows-8-146479>

For further information please contact Carla Hurd, Senior Program Manager of Education Programs at carlap@microsoft.com, or visit <http://www.microsoft.com/LLP> and <http://www.microsoft.com/about/corporatecitizenship/en-us/community-tools/archive/default.aspx#CaseStudies>

MMG Limited

MMG Limited is an international resources company that explores, develops and mines base metals deposits around the world. It is one of the world's largest producers of zinc and also produces a significant amount of copper, lead, gold and silver.

Participation in resources projects

MMG is committed to being responsive to the specific needs of its host communities. In engaging with indigenous peoples, areas of opportunity have emerged in training, employment and business. For example, at its Century mine in Australia, MMG is a signatory to the Gulf Communities Agreement (GCA), an agreement between the company, the Queensland government, and the four Native Title groups of Waanyi, Mingginda, Gkuthaarn and Kukati. The intent of the GCA, which was signed in 1997, is to contribute to the social and economic development of the Gulf while protecting and promoting cultural heritage. Guided by the GCA, Century has established a number of initiatives to support community development, including a pre-employment programme to assist young indigenous people to transition into traineeships and apprenticeships at the mine, and ongoing workplace mentoring.

Cultural heritage and traditional knowledge

MMG recognizes the importance of the tangible and intangible aspects of cultural heritage and traditional knowledge to indigenous peoples. Each MMG site has a cultural heritage management plan in place to ensure that sites and items of cultural significance are protected and traditional knowledge respected. At its LXML site in Sepon, Laos, MMG supported an intangible cultural heritage survey conducted by university researchers and government representatives. The survey captured the oral history, songs, music and religious expressions – 232 music and song performances in total - of ten Brou (Mon-Khmer-speaking ethnic Makong and Tri groups) and 11 Phou Thay (localised Lao-speaking ethnic group) communities.

Promoting human rights

Because it operates in sites where there is a higher likelihood of local community conflict, such as the Kinsereve mine in the Democratic Republic of the Congo and the Sepon Mine, MMG has developed company-wide standards for human rights and security, which include a requirement for each site to conduct an annual review to ensure that human rights risks are effectively understood and managed. It also includes a process for reporting and investigating allegations of human rights abuses by any party involved in MMG's operations.

Sources: <http://www.atns.net.au/agreement.asp?EntityID=446>;
https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=14&ved=0CEMQFjADOAo&url=http%3A%2F%2Fwww.rockefellerfoundation.org%2Fmedia%2Fdownload%2F50961738-fed4-4916-b747-71bd51a58644&ei=d3LIUcyYL7Gq4AO-ooCoCA&usq=AFQjCNF5sX9Blgg4OBud_9Kfdpl_FHSRjg&sig2=kF0SciQg05Q2W6P7Wee6dQ

For further information: <http://mmg.com/en/Investors-and-Media/Reports-and-Presentations/Sustainability-Reports.aspx>

National Australia Bank

National Australia Bank (NAB) is one of Australia's largest financial services organisations with over 12 million customers and 43,000 employees, operating in more than 1,800 stores and service centres globally.

Financial Inclusion

NAB's indigenous financial inclusion programme works to improve the wellbeing of indigenous clients by: providing face-to-face support to people on low incomes; supporting organisations who provide banking services for indigenous customers; improving access to NAB's range of not-for-profit microfinance products and services; and creating specific products and services to improve access for indigenous customers. NAB is also currently completing a Social Return on Investment evaluation of the programme to elevate the measurement and tracking of value generated for indigenous clients and communities.

Employment

Since 2008, NAB has provided employment and training opportunities to more than 225 indigenous Australians. NAB's school-based and full-time traineeships have also delivered positive employment outcomes; there is now an emergence of a new generation of permanent Indigenous bankers. With almost 50 indigenous employees concluding their traineeships each year and then seeking permanent placement in NAB, the company is developing strategies that focus on retention, career development, leadership and networking of existing indigenous permanent employees.

Cultural Awareness

NAB's cultural awareness and engagement programme supports greater organisational understanding of and respect for indigenous Australians. It implements in-house cross cultural training for all managers and employees involved in the indigenous employment programme and offers senior executive leadership development with firsthand experience in remote indigenous communities. Senior leaders have attended the Garma Festival, an annual cultural exchange and immersion event, and have completed the Accelerate Program, a specialised course for high-performing leaders involving an assignment in Alice Springs. The programme also sources volunteering and secondment opportunities for NAB staff with indigenous organisations.

Business Partnerships

NAB's business partnerships programme supports the inclusion and growth of indigenous businesses, creating shared value for indigenous Australians and NAB. It is a founding member of Supply Nation and since 2009 has procured goods and services from nine different certified indigenous businesses. NAB has also adopted a 'Tier 2' approach, which encourages NAB's large national suppliers to include diverse businesses in their own supply chains.

NAB's Microenterprise Loans Program provides nominal, unsecured business loans to people with low incomes who have limited access to affordable business credit, thereby assisting a range of businesses to develop and grow. In partnership with the Northern Land Council, NAB senior leaders have also supported traditional owners in the Northern Territory to take advantage of emerging native title opportunities.

For further information please visit www.nab.com.au/indigenous

Native American Resource Partners

Native American Resource Partners (NARP) is a private equity firm specializing in securing capital and providing expertise to indigenous communities for natural resource development. NARP incubates and capitalizes 'co-partnered' natural resource development and service companies focused on business opportunities on indigenous lands. These partnerships allow indigenous communities to actively participate in all aspects of the development of their lands and natural resources.

By co-partnering with indigenous communities NARP deploys capital and proven expertise to explore for and develop natural resources on indigenous community lands, including fossil fuels, minerals, aggregates, and renewables (such as wind, geothermal, biomass, and hydro) and its related power infrastructure. As a result, the partnered indigenous communities benefit from equity ownership, direct economic participation and the management of shared commercial enterprises.

Overview of NARP's Business Model

To engage indigenous community partners, NARP implements a unique business development model. The NARP process involves full, active participation from the indigenous community from the inception of the relationship. NARP actively engages the indigenous community to first determine the resource opportunity base and partnering capacity. Upon agreement, NARP continues to engage with the indigenous community through definitive agreements to create a business enterprise owned in equal partnership by the indigenous community and NARP. NARP secures all capital and expertise and the indigenous community provides access to its resource estate, land base and associated rights and interests.

Partnership investments are managed by a board or investment committee consisting of indigenous community and NARP representatives. The private equity funding for partnership activities is non-recourse, and the indigenous community assets are not leveraged. Within the partnership the economic interests of NARP and the community are *pari passu* (on equal footing), subject only to the preferred return to the equity provider. In addition, the indigenous community is often granted a "look-back" investment option, which provides a basis for increased participation after risks are reduced.

Meaningful, Permanent & Measurable Results

The NARP Model seeks to align the interests of indigenous communities with the extractive industries operating in their traditional territories. By creating an authentic and equitable partnership, the NARP Model ensures community input in all decisions regarding the manner and quality of development.

Through financial planning, NARP assists its partners in establishing segregated investment funds with a view to converting their non-renewable resource wealth into a permanent, renewable financial resource. Typically such funds will grow more rapidly than the indigenous community population and inflation, creating a basis for financial security. The accumulated wealth can provide for the long-term socio-economic needs of the indigenous community and can ultimately lead to "financial sovereignty".

For more information please visit <http://narpllc.com/>

Nevron Medical Center

The International Medical Center Nevron was founded as an agency for outpatient neurological care for adults and children. International activity of the Nevron Medical Center started in 1999 when it began to refer patients to foreign hospitals in the Primorskiy Region; today the Nevron Medical Center cooperates with medical institutions all over the Asia-Pacific region and the USA. Since September 2011, Nevron Medical Center has implemented a long-term project called “Genetic Resources and Health Status of Indigenous Peoples in Primorsky Region”.

Medical Expedition: Genetic Resources and Health Status of Indigenous Peoples from the Primorsky Region

In 2012, the Nevron Medical Center conducted a medical expedition dedicated to providing examinations and consultations by neurologists, cardiologists, therapists for the local population.

In 2013, the Nevron Medical Center held the second medical expedition which provided not only clinical examinations but instrumental diagnostics of patients. In particular, patients were evaluated with the help of ultrasounds and electroencephalogram.

In 2014, the Nevron Medical Center held its third medical expedition which was a part of the “Genetic resources and health status of indigenous peoples of Primorsky region” project. The main objective of this project is to improve the health status and quality of life of indigenous peoples in the Primorsky region, and to preserve their genetic potential.

During 2014 the Nevron Medical Center focused more on screening, and thus twice as many patients were screened compared to the year before. The main objective was to identify patients with severe conditions and refer them to regional medical centers for operative help. Patients with less severe conditions received treatment and examination recommendations.

Since 2012 the Nevron Medical Center has continued to develop this project and enhance its positive impact on indigenous people. At the end of each expedition, the Nevron Medical Center prepares the medical report and submits the results to the Regional Association of Indigenous Peoples and local authorities. Regular health monitoring of the local population aims to diagnose major diseases in the population and to call local authorities' attention to the issues of healthcare in the Krasny Yar village. The Nevron Medical Center also plans to expand the geographic scope of the project, engaging more indigenous villages.

For more information please visit <http://nevron.ru/content/category/12/44/156/>

Novo Nordisk

Novo Nordisk is an international healthcare company headquartered in Denmark. It employs around 34,700 employees in 75 countries, and sells its products in over 180 countries. Novo Nordisk has committed resources to promoting the well-being of indigenous peoples, who are considered at-risk populations for many health issues.

Combating illness in indigenous communities

Novo Nordisk partners with organizations to support programmes that address health disparities and improve access to care among indigenous communities in the U.S. It has created and funded the Native American Health Initiative (NAHI). Novo Nordisk develops projects to address high diabetes rates among American Indians, who are disproportionately affected by the disease. The NAHI commissioned the International Diabetes Center (IDC) to conduct a health assessment to identify the needs of the Rosebud Reservation community in South Dakota. Based on the results of the assessment, the Rosebud Tribal Council endorsed the IDC's recommendations, including the introduction of tailored diabetes education programmes, a new wellness centre and a mobile medical unit to achieve better patient outcomes.

In order to address issues of health disparities among indigenous peoples, as well as other ethnic minorities, Novo Nordisk has established a Multicultural Advisory Board of 18 physicians and specialists who focus on treating multicultural patients. During its national meeting, Novo Nordisk contributed to the development of cultural competency training programmes, as well as sponsoring educational seminars.

Novo Nordisk also supports the American Association of Physicians of Indian Origin (AAPIO), which is the largest ethnic medical organization in the U.S.

Working with government and community leaders

Novo Nordisk works with U.S. legislators to raise awareness and create policies to address the disparity in diabetes prevention and access to medical care. It also actively engages with community leaders on finding solutions to health issues. For example, in 2011 Novo Nordisk employees travelled to the Rosebud Reservation to engage with the Lakota Tribal Council to discuss issues regarding diabetes and healthcare. The employees participated in cultural awareness activities, toured community health facilities and met with a tribal elder.

For more information please visit: http://press.novonordisk-us.com/bluesheet-issue4/downloads/NovoNordisk_Bluesheet4_Newsletter.pdf and http://www.novonordisk-us.com/documents/article_page/document/Grants_and_Philanthropy_Featured_Partnership.asp

Parsons Brinckerhoff, Australia-Pacific

Parsons Brinckerhoff is a global professional services consultancy that supports the planning, design, delivery and project management of infrastructure. The company is the professional services division of the London-based international infrastructure group, Balfour Beatty.

Parsons Brinckerhoff has a long history of working in and with Aboriginal and Torres Strait Islander communities in Australia. It recognises that cultural understanding is important to building successful relationships, delivering excellence in projects and achieving more sustainable outcomes for communities.

Reconciliation – One People, One Destiny

In 2010, Parsons Brinckerhoff created a Reconciliation Action Plan (RAP), which was the beginning of reporting the company's endeavours and initiatives. Renewed in 2013, the RAP, 'One People, One Destiny,' is modelled on relationships, respect and opportunities. For example, building the cultural respect of our employees underpins a move to a more diverse workforce and strengthens the quality of service we offer to clients. Governance around the RAP has two interrelated and equally important mechanisms – an external Aboriginal and Torres Strait Islander Advisory Committee and oversight of initiatives by an internal Diversity Council.

The Advisory Committee consists of indigenous Australian representatives from across the country reflecting the wide diversity of cultures. This committee guides the initiatives in the RAP and holds the company accountable for its progress. In addition the representatives are available to provide specific advice on any initiatives on an ad hoc basis.

The role of the Diversity Council is to implement the initiatives outlined in the RAP and to ensure that there is internal understanding of its objectives. Parsons Brinckerhoff's Corporate Sustainability Executive sits in both groups to facilitate alignment and communication.

Opportunities and challenges

To improve the opportunities available to indigenous Australians in the professional services consultancy industry, Parsons Brinckerhoff focuses on education and related work experience. The company has supported indigenous Australian engineering summer schools since their inception in Sydney and now Perth. Last year six of the Summer School students joined the company for formal work experience and now five of the six are enrolled in engineering or related disciplines in university.

This year the company is launching an indigenous Australian winter school in partnership with the Queensland University of Technology, which focuses on disciplines such as stakeholder engagement, environmental science and urban planning. This is part of Parsons Brinckerhoff's ongoing commitment to inspire indigenous Australian students to seek higher education, and promote a pathway to meaningful careers and ultimately close the gap between indigenous and non- indigenous Australians.

For more information please visit

<http://www.reconciliation.org.au/getfile?id=121&file=Parsons+Brinckerhoff+++2012++RAP.pdf>

Rio Tinto

Rio Tinto plc is a global mining company based in the United Kingdom, with over 74,000 employees worldwide.

ERA and the Mirarr People

Rio Tinto is the majority shareholder in Energy Resources of Australia (ERA), after acquiring the company in 2000. ERA holds the lease for the Jabiluka mine as well as an operating uranium mine, the Ranger mine, which are both located in indigenous Mirarr peoples territory. The 1976 Aboriginal Land Rights Act requires consent of traditional land owners prior to authorization of mining in their territories.

Respecting Free Prior and Informed Consent (FPIC) in relation to Jabiluka Project:

In 1982, the Jabiluka mining lease located in Australia's Northern Territory had been granted to another company after Mirarr consent was formally given through the Northern Land Council. However, from the perspective of the indigenous peoples concerned their original 'consent' had not been obtained in a manner that was free and informed.

Although the mining lease had been granted on the basis of the previous agreement, the Northern Land Council later informed ERA that the traditional land owners objected to the project, which ERA had purchased in 1991.

Subsequently, under the control of North Ltd, ERA commenced underground digging with Northern Territory government approval. This led to an escalation in the Mirarr Traditional Owners' opposition to mining operations in the area. Their opposition led to an eight month blockade of Jabiluka involving 5000 people; a Federal Court case, and investigative inquiries from UNESCO and legislative bodies of the EU, US, and Australia.

In 2000, Rio Tinto purchased North Ltd and thus acquired ERA. By 2001 the controversy in relation to Jabiluka had become such a prominent issue that then Chair of Rio Tinto, Robert Wilson, said publicly that although it was a matter for the ERA board, Rio Tinto as majority shareholder would not support development of the project without Mirarr approval. In 2005, following three years of negotiation, ERA publically agreed to a binding prior and informed consent requirement in relation to any mining operations (exploration and exploitation) at Jabiluka.

The agreement is unusual because it relates to development of the project by the company holding the lease, rather than relating to consent to grant the mining lease by the government, as it had already been granted. The lease remains a valuable asset at ERA, should the Mirarr ever decide to support a project; the lease effectively stops others companies gaining access to the land.

Sources:

Cathal Doyle & Jill Cariño "Making Free, Prior & Informed Consent a Reality, Indigenous Peoples and the Extractive Sector" (2013)

Sakhalin Energy Investment Company Ltd.

Sakhalin Energy Investment Company Ltd. (Sakhalin Energy) is a Russian based company and is the operator of the Sakhalin-2 project - one of the world's biggest integrated oil and gas projects.

Partnership and participation

Sakhalin Indigenous Minorities Development Plan (SIMDP) is an innovative social plan initiated and funded by Sakhalin Energy and implemented in partnership with the Regional Council of Authorized Indigenous People's representatives (the official body representing Sakhalin Indigenous Peoples "IPs") and the Sakhalin Government in 2006. SIMDP incorporates measures to mitigate negative impacts, as well as measures to share project benefits, and empower four major ethnic groups - Nivkhi, Uilta, Evenki, and Nanai. The decisions regarding funds distribution are made by the SIMDP committee which consists only of IP delegates elected by communities during IP public meetings.

The stakeholder outreach during the development of the SIMDP was facilitated through a series of consultations that ensured everyone was given an opportunity to voice his or her views. Efforts were taken to respect all participants and to seek consensus. The consultations were followed by a special IP conference. The elected delegates from all IP districts reviewed the draft of the plan and agreed to its implementation. SIMDP partners had succeeded in their efforts to demonstrate that business can cooperate with indigenous communities and comply with Free, Prior and Informed Consent (FPIC) requirements. An independent monitor tracks the implementation of SIMDP and prepares a regular report which is made publicly available.

Further, a SIMDP Grievance Procedure was approved for implementation by Sakhalin IP communities through extensive consultations. The Grievance Procedure serves as an important tool for building trust-based relationships with IPs by regulating the process of receipt, registration, and resolution of SIMDP related grievances. The main principles of the Grievance Procedure are simplicity and accessibility. All complaints, including anonymous applications, can be submitted by any means. A wide communications campaign is regularly implemented in the Sakhalin indigenous communities to promote the Grievance Procedure, greater awareness and further efficiency.

Preservation and promotion of indigenous languages and culture

Special attention is paid to the preservation of indigenous languages and culture. Some of the projects appreciated by both indigenous peoples and international experts include: publication of the *first ABC book of the Uilta language* (the Uilta live only in Sakhalin, and with less than 350 people they compose the smallest group of indigenous people in Russia) series of books *Tales of the Northern Country for the Children of Sakhalin* in Nivkh and Russian, *The Nivkh Myths and Fairy Tales*, books *The Nivkh* and *The Uilta, the Evenki* from the Cultural Heritage of the Peoples of the Russian Far East series, Russian-Uilta dictionary *Uilta Vocabulary as Historico- Ethnographic Source* and many others, production of disk *Quiet Songs of Ancestors* with Nivkh folk songs, etc. A number of language books and dictionaries have been developed and published in native languages including Uilta, Nivkh, and Russian. A separate joint project of Sakhalin Energy and the Russian Office of the UN High Commissioner for Human Rights is publishing the UN Universal Declaration of Human Rights and the UN Declaration on the Rights of Indigenous Peoples in Sakhalin indigenous languages.

For more information please visit <http://www.simdp.ru/> and www.sakhalinenergy.ru

Sodexo

Sodexo is a France-based company that delivers an array of integrated services to 75 million consumers worldwide, including catering, facilities management, hospitality services, security services, bio-cleaning, and asset maintenance. Sodexo operates in over 300 sites across Australia, many of which are within or near regional and remote Aboriginal and Torres Strait Islander communities.

Sodexo's Approach

Sodexo's global Procurement Policy and Better Tomorrow Plan mandate local community development and supply. Guided by these overarching objectives, Sodexo developed a Reconciliation Action Plan (RAP) in 2011, which outlines practical actions the organisation undertakes to build strong relationships, respect and opportunities with Aboriginal and Torres Strait Islander peoples. The priority areas of action in Sodexo's RAP are: direct employment; education and training; business enterprise and community sustainability; supplier engagement and sports, arts and culture.

Enhancing Employability

Sodexo makes an investment in enhancing employability and equal opportunity for Aboriginal and Torres Strait Islander communities through a suite of programmes and special measures. Sodexo's indigenous employment has grown from 40 in 2010 to over 200 at the beginning of 2013. The Sodexo Indigenous Assessment Panel, chaired by the Chief Operating Officer of Remote Sites with cross-departmental membership, meets regularly to assess individual indigenous job applicants who do not meet initial entry requirements. The Panel offers a free six-week exercise, nutrition and wellbeing programme, delivered by qualified professionals, to all indigenous job applicants who do not meet health and fitness requirements, and offers a second chance at employment upon successful completion of the programme.

Cultural Competency

Sodexo offers cross-cultural training to ensure executive and management teams are proactive contributors to the five priorities of the company's RAP and to enhance employees respect for cultural diversity. Cross-cultural training is an essential component of the pre-employment induction programme for all employees. The next phase consists of a one to two-day cultural programme delivered face-to-face, or in some areas on-line, by qualified and experienced Aboriginal persons. Sodexo also supports traditional owner representatives to develop and deliver the third and final stage of the programme "on country" at remote site accommodation villages.

Sodexo also reinforces the cultural identities of indigenous employees through culturally appropriate and personalised training, mentoring, buddying and support. The company's employment and retention strategy is culturally responsive and personalised, reflecting indigenous kinship systems. In addition, the company promotes:

- Family-friendly workplace arrangements including generous leave provisions for indigenous ceremonial matters;
- Reward for innovation and two-way learning both with indigenous employees and in engagement with indigenous suppliers; and
- Affirmation of indigenous staff perspectives on broader issues of equity without compromising workplace professional requirements.

For more information please visit: <http://au.sodexo.com/auen/citizenship/indigenous/partnerships.asp>

Talisman Energy

Talisman Energy Inc. is a global upstream oil and gas company, headquartered in Canada. Talisman is committed to conducting business safely, in a socially and environmentally responsible manner.

Global Community Relations Policy

Talisman's Global Community Relations Policy (GCRP) defines principles for engagement with indigenous and tribal communities residing in the areas of impact related to its projects. It provides direction to Talisman employees and contractors, to create mechanisms that better enable Talisman to engage with communities in a consistent and good faith manner, so that concerns can be voiced and considered in decision-making. Talisman works to build trust, understanding and positive working relationships based on an open exchange of information to enable informed decision-making between Talisman and affected communities. The GCRP is consistent with applicable laws and regulatory requirements, including Free, Prior and Informed Consent.

Colombian operations

Talisman (Colombia) Oil and Gas Ltd. (TCOG) has operated and non-operated interests in 11 blocks in the Greater Llanos region of Colombia. Operating in Colombia, particularly in remote areas, can present significant community relations challenges due to the diverse population of the area and the risks associated with ongoing internal armed conflict between the government, rebel groups and criminal bands associated with drug-trafficking.

Good practice: Incorporation of Free Prior and Informed Consent into stakeholder engagement

To address FPIC TCOG has taken an approach directly aligned with recommendations made by the *Colombian Petroleum Association (Tool Box – Good Practices in Prior Consultation)*. Prior consultation is a public process that should be conducted before commencing any project in areas where ethnic groups are located. It is also a fundamental right of such groups which enables communities to protect their cultural, social and economic integrity by having influence over (i) Legislative and administrative decisions and (ii) projects and activities taking place in their territory.

Participation: A strategy to coordinate legal, ethical and cultural matters is required amongst the following groups: Community representatives (and their legal counterparts); Ministry of Interior; Environmental authority; State controlled entities and local government; Company representatives

Principles of Prior Consultation: Good Faith; Transparency; Intercultural Communication and Bilingualism; Justice; Equity; Information (sufficient and adequate)

Challenges of the Prior Consultation Process:

-*Informed Engagement:* Effective consultation requires a pre-consultation stage, social cartography workshop(s) and an environmental and social base line study. Consultation should be documented.

-*Intercultural Communication:* Information given to the communities should be culturally appropriate and allow communities to effectively identify project impacts.

-*(No) Monetization:* Community compensation payments are made in-kind and must relate specifically to project impacts.

Source:

http://www.unglobalcompact.org/docs/issues_doc/human_rights/Business_Practices/TalismanCaseStudy.pdf

Telstra Corporation Limited

Telstra is Australia's leading telecommunications and information services company, offering a full range of communications services and competing in all telecommunications markets.

Telstra and the Rights of Indigenous Peoples

Telstra interacts with Indigenous peoples across Australia, both in providing services, and in its corporate responsibility. Telstra has committed to maintaining and strengthening Indigenous culture in its Reconciliation Action Plan (RAP), first adopted in 2010 and now in its 3rd iteration.

This case study examines how Telstra consulted with Indigenous communities to use an Aboriginal language word for its new start-up accelerator business, supporting the rights of Indigenous peoples to control their language and cultural heritage under Articles 14 and 31 of the United Nations Declaration on the Rights of Indigenous Peoples.

Mindset for muru-D

In 2013 Telstra established a start-up accelerator business based in Sydney. Telstra wanted to select an Aboriginal word for the brand which was connected to the land where the office was situated. The aim was to recognise Indigenous culture and contribute to the wider understanding of cultures by selecting a local Aboriginal language word. A word was selected which both came from the local Sydney language and had a meaning which was representational of the new business. Branded muru-D, Telstra used the word 'muru' which means 'pathway' in the local Aboriginal language. The 'D' was added to represent the digital nature of the business as a digital business incubator hub.

Consultation Framework

Telstra engaged a well-known and respected Sydney Aboriginal elder, Shane Phillips, to select the word to name the business and to act as an Ambassador and a cultural consultant. Shane was able to utilise his position within the community to engage in discussions around the use of the word muru, which included getting formal written support from a key Aboriginal organisation. Shane consulted with the Aboriginal community, elders and language experts to ensure the use was culturally appropriate. Shane also assisted in the process of Telstra getting a letter of support from a key Aboriginal organisation. A logo was developed for the business by Telstra in consultation with Shane. At the launch of the business, Shane presented as Ambassador and conducted the welcome to country, a ceremony at opening and events by which traditional custodians of a particular region welcome guests on country. Telstra also worked with Shane to select and engage the local Aboriginal artist James Simon to produce an artwork for the office space.

Telstra made a community grant to the Clean Slate Language and Cultural Project in the Sydney community of Redfern. In doing this, Telstra sought to maintain and strengthen Indigenous language and culture, and to acknowledge the Indigenous community. Like legal trademarks that are regularly renewed, Telstra will renew the grant every ten years to recognise their ongoing use of "muru".

Source:

Lucinda Edwards drafted this case study. Peer-review was provided by Lauren Ganley, General Manager of the Indigenous Directorate at Telstra Corporation and Terri Janke, Solicitor Director of Terri Janke and Company.

<http://www.telstra.com.au/aboutus/community-environment/community-programs/indigenous-australians/>

Westpac Banking Corporation

As Australia's first bank, Westpac Group acknowledges its responsibility to support Australia's first peoples. Westpac's Reconciliation Action Plan, first launched in October 2010 and refreshed for 2012-14, sets out goals, highlights Westpac's commitment to reconciliation and closing the gap between indigenous and non-indigenous Australians. Underpinning these goals is Westpac's support for constitutional recognition of Australia's first people. Westpac believes empowerment and social and financial inclusion are the most tangible ways Westpac employees can make a positive contribution to support all of Australia's indigenous peoples.

Empowerment

Westpac Group's relationship with Jawun Indigenous Corporate Partnerships (Jawun) is one example of the commitment to empowering Aboriginal and Torres Strait Islander peoples and communities. In 2001, Westpac took a lead role in forming Jawun (formerly known as Indigenous Enterprise Partnerships). Jawun is a not-for-profit organisation that coordinates the secondment of corporate and government employees into indigenous organisations to build local capacity and strengthen the capability of indigenous communities.

The continuing partnership with Jawun has seen close to 600 Westpac Group employees seconded to support indigenous communities, contributing over 76 work years to indigenous organisations, families, individuals and local businesses.

Westpac's Family of Giving, made up of Westpac Foundation, St. George Foundation, BankSA & Staff Charitable Fund and Bank of Melbourne Neighbourhood Fund, also aims to empower indigenous communities and has provided over \$2.5 million of funding to close to 40 Indigenous-focused community organisations from 2006 to 2013.

Social and Financial Inclusion

Westpac Group is committed to social and economic inclusion and the significant role employment plays. This includes attracting and supporting Aboriginal and Torres Strait Islanders in having fulfilling careers at Westpac Group enabled by the services of a number of indigenous owned and run recruitment agencies.

Employment occurs through an indigenous school-based traineeship programme, adult traineeship programme and through direct employment. To support close to 230 self-identified Aboriginal and Torres Strait Islander employees, an employee action group was formed under the direction of the Diversity team with nearly 100 Indigenous and non-Indigenous members and representation across all states.

Support for indigenous owned businesses continues to have a broad reach across Westpac Group, sourcing the services of certified Supply Nation suppliers and continued partnership with the micro-finance organisation Many Rivers, focused on developing indigenous enterprises. To support Many Rivers, funding, training and logistical support are provided.

Providing responsive banking services to Aboriginal and Torres Strait Islander customers and communities is centred through local banking, ensuring the financial and non-financial needs of customers are met accordingly and in a culturally appropriate manner.

For more information please visit <http://www.westpac.com.au/about-westpac/sustainability-and-community/our-community/community-focus-areas/indigenous/>