

BCA

Business Council of Australia



Contents

Message from the Indigenous Leadership Group.....	3
Introduction	4
Context: Indigenous engagement survey key findings.....	5
Driving benefit for all Australians by building a better relationship between corporate Australia and Indigenous Australians.....	7
Investing in young people by connecting them to education, training and employment opportunities.....	12
Creating a pathway for Indigenous businesses to flourish through partnerships with industry	16
Working with Indigenous Australians to prepare for the future workforce and future Australian economy and create a pathway for Indigenous wealth. (Future state).....	19

Cover artwork: © Dhalmula #2 Burarrwanga licensed by Buku-Larrnggay Mulka Centre.

This work is a homage to the Yirritja moiety tree species Casuarina known as Djomula. This is a collagraph that Dhalmula made in early 2020 just after she had made a woodblock out of actual Casuarina.


In February/March 2020 Buku-Larrnggay hosted a workshop with the students of Yirrkala Community Education Centre (the local school). Carly Farugia, the art teacher and her partner Liam- a ranger with Yirrkala Homelands Rangers accepted the art centre's invitation and assisted in sourcing local trees to create woodblocks using this found timber in native species like Gadayka (Stringybark), Lanapu (Cypress Pine), Djomula (Casuarina) and Ganiri (Beauty Leaf). The thinking was that instead of using woodblocks industrially prepared in pre-cut rectangles would we be able to work directly from the land and allow the shape of the tree to reflect in the composition not just the texture? This workshop was facilitated by master printmaker Sean Smith. He arrived just as the worst of the COVID Pandemic struck Australia. Sean chose to stay for the full length of the workshop despite a real question as to whether he would be able to return home to Melbourne.

Dhalmula as a long term printmaker who was facilitating the workshop tried her hand with this piece of Casuarina. Following that she was inspired to create this work which references the long whistling leaves of that tree.

These are known in English as Whistling Trees, She-Oak or Casuarina and in Yolngu matha also as Djomula, Mawurraki, Gaywangi or Warrapangi. She spoke of the calming effect of the whistling sound which comes from the Yirritja songs.

Casuarina are the most typical shade for Yolngu to sit under at the beach as they are able to access the freshwater running down to sea level underground and have a high salt tolerance. The tree itself therefore equates in lived experience with family afternoons eating shellfish and stingray or turtle as the tides come and go.

The tree is also strongly represented in sacred song.



Message from the Indigenous Leadership Group

"For millennia, Australia's First Peoples have perfected systems, structures and solutions that can assist every aspect of modern Australia. Codified in rules, story and lore, Indigenous knowledge informed economic systems of exchange and wealth, guided roles and relationships within family and community systems, governance and resource management, relationships with the land and wholeness of the environment. This way of being was led by spirituality and intergenerational concepts of care and responsibility. Indigenous ways offer practical, pragmatic solutions to real world problems."¹

We share an ambition to drive benefit for all Australians by building a better relationship between corporate Australia and Indigenous Australians. That goal is based on trust, respect, and meaningful engagement.

The value to our nation of the Indigenous knowledge systems cannot be estimated. There is a gift to be gained from our business, social and political community having a better relationship with the country we share and the culture that continues to sustain it. This is central to our agenda.

Corporate Australia can lead by embracing this gift and doing the work required to respect and learn from this, the world's oldest, continuous culture in ways that will improve the way we work, improve the way we care, and the way we solve problems together in this country. But to gain the benefit of these knowledge systems, we need to shift the dial and we need to change mindsets. Our long experience as leaders in championing these issues through the work of our members tells us there is more that we need to do as a nation; that there are structural components of change to be addressed in the way we understand Indigenous Australians.

The Business Council of Australia (BCA) recognises Aboriginal and Torres Strait Islander peoples as the traditional custodians of the lands and waters of Australia. It is a history, a peoples, cultures, and legacy sixty thousand years in the making that today remains vibrant and strong. Indigenous peoples are critical partners and stakeholders.

The BCA is determined to move to positive reframing of the large agenda issues that would benefit from the insight of the oldest, continuous culture in the world. BCA believes that meaningful consultation and genuine engagement aimed at building trust, leading to exchange of ideas and embedding Indigenous voices will create the long-lasting partnerships and national prosperity we all seek. To achieve this, the BCA is driving a coherent strategy across Australian businesses focussed on employment, business development and economic and cultural empowerment. If we get this right, we will succeed in contributing to the economic empowerment, social development needs and cultural wellbeing for all Australians – a future we can all share and take pride in.

1. Deloitte: "When day comes | Reframing the relationship between Australian miners and Traditional Owners" 2021, Page 6

Introduction

This guide has been developed by some of Australia's most senior Indigenous executives from Australia's biggest employers. It has been designed to help embed Indigenous ways of thinking about business, employment, wealth creation, unity and prosperity.

The purpose of this guide is to support our members achieve the following:

- Drive benefit for all Australians by building a better relationship between corporate Australia and Indigenous Australians
- Support strategic investment in young Indigenous people by connecting them to education, training, and employment opportunities
- Create a pathway for Indigenous businesses to flourish through partnerships with industry
- Work with Indigenous Australians to prepare for the future workforce and future Australian economy and create a pathway for Indigenous wealth.

New research undertaken by the Business Council provides a compelling case of critical success factors that will lead to delivering these shared ambitions.

This guide has been designed to provide practical advice and support to business to engage with Indigenous people in meaningful consultation and partnership in order to achieve the objectives that we all share: increasing employment, creating demand led education and training opportunities and supporting the growth, depth and capability of the Indigenous supply chain.

While it is not a one size fits all approach, the guide and its case studies serve the purpose of identifying the broader set of foundational actions businesses are taking to build meaningful relationships with Indigenous people.

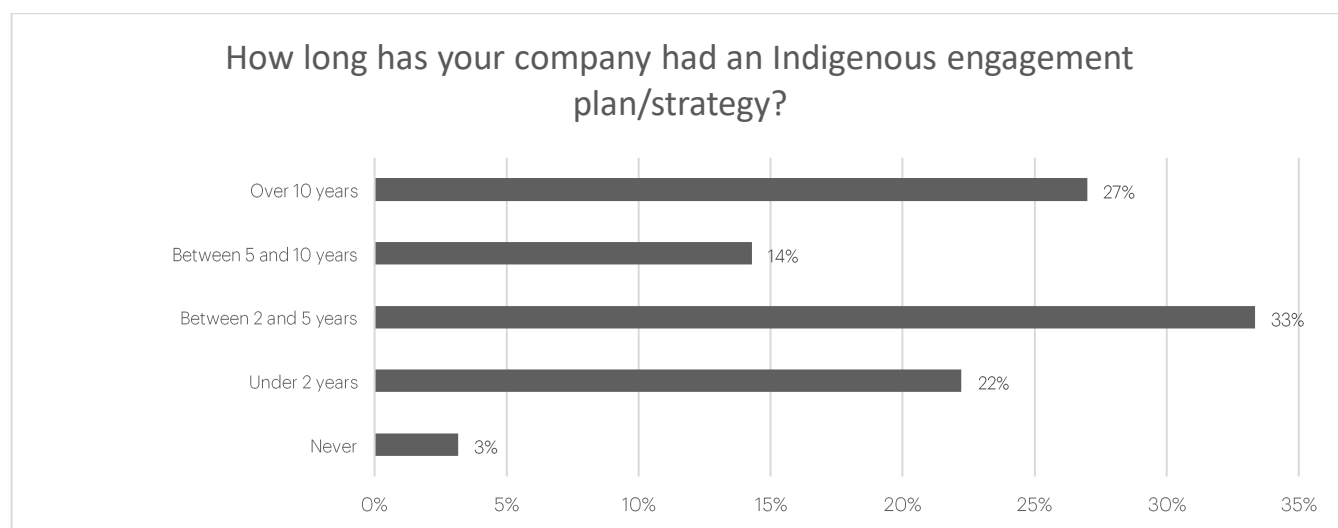
The case studies contained in this guide are a few examples of how Australia's corporate sector is recognising the aspirations of Indigenous communities. It is not designed to be an extensive list. They have been included for learning purposes only in order to support other business to commence their journey, galvanise existing activity and amplify it.

Over time we anticipate there will be a range of innovations and change initiatives that emerge. We undertake to measure the success of these initiatives and we intend to work with our members to measure and report on our practical progress as a corporate community.

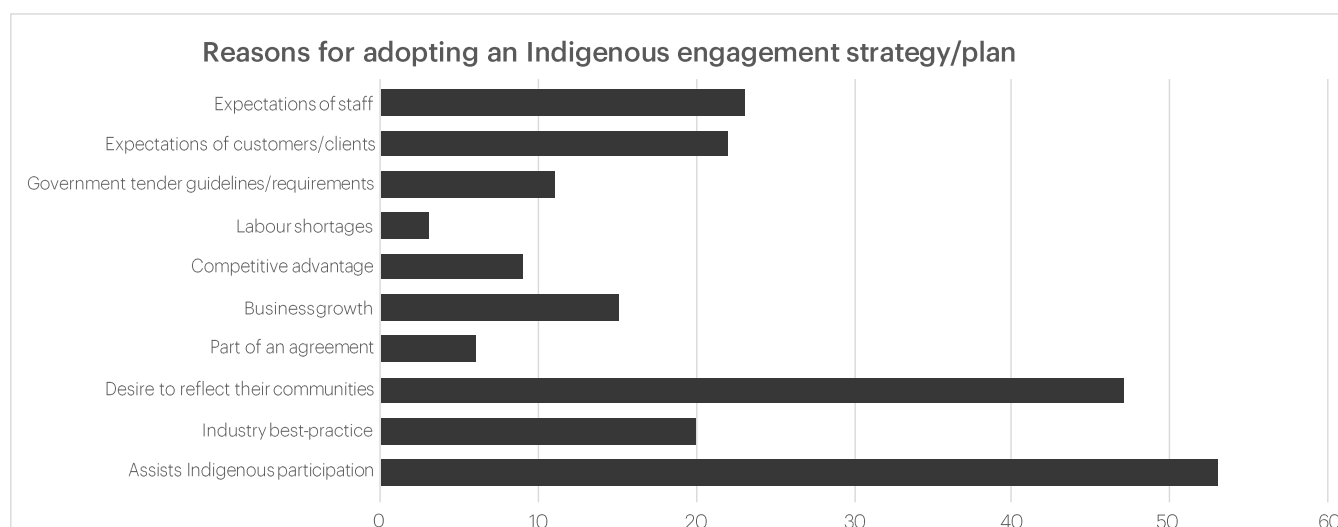
Context: Indigenous engagement survey key findings

The Business Council has conducted an Indigenous engagement survey of its members on a biennial basis since 2009. The survey has enabled the collection of robust and quantifiable evidence around progress over time in achieving a range of objectives regarding Indigenous engagement activities, Indigenous employment and Indigenous procurement strategies. The survey reveals a common recipe for success and a suite of practices that can be adapted and customised. The most recent survey conducted in August-November 2021 provides crucial insights both quantitative and qualitative into the challenges and opportunities for our members in the context of the COVID-19 pandemic.

The 2021 survey reveals that of BCA members who participated 96 per cent reported having an Indigenous engagement plan or strategy in place around Indigenous engagement. This is a significant increase on previous results. One third of companies reported having these plans in place for up to five years.



BCA members identified key motivators for adopting an Indigenous engagement strategy were to support and assist Indigenous economic and social participation.

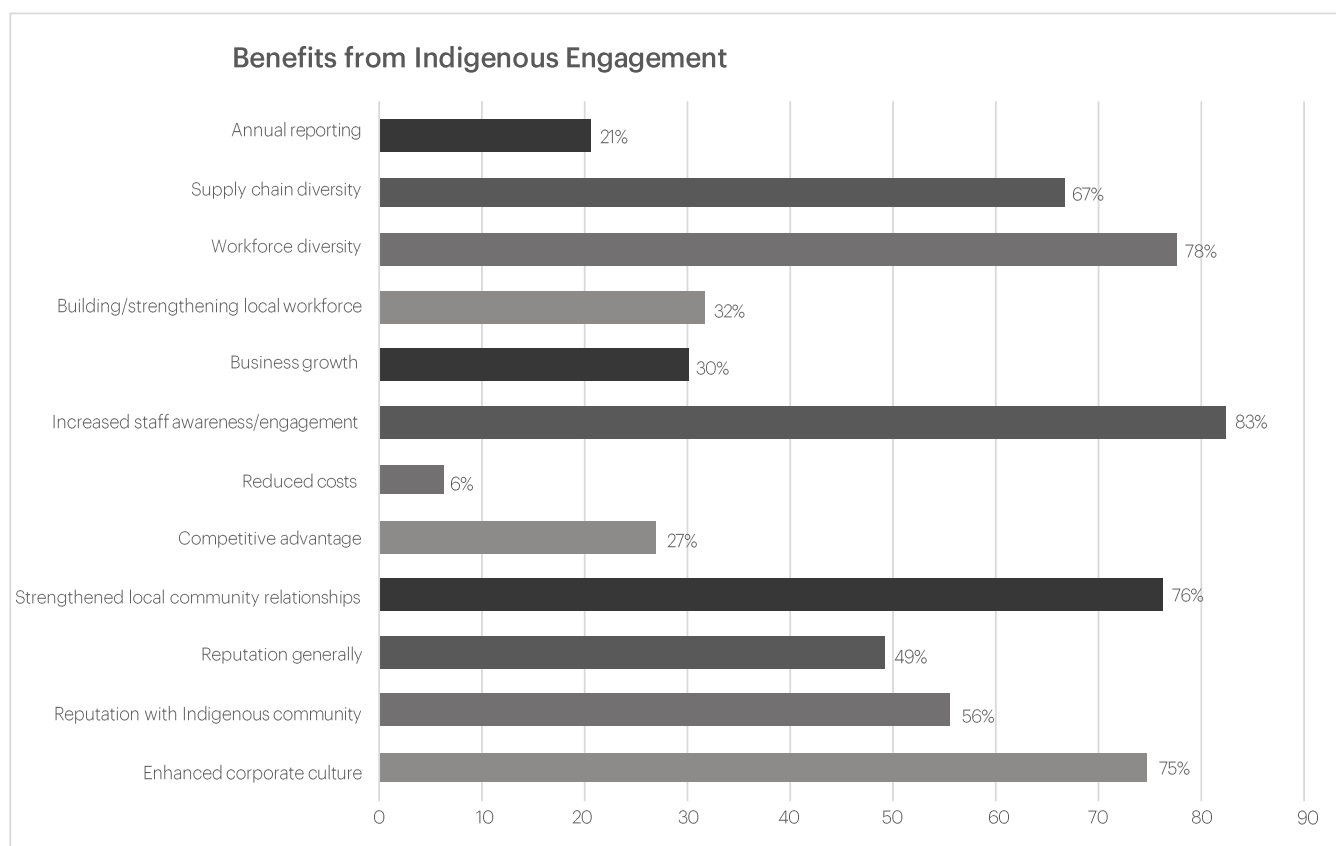


In terms of the types of activities and strategies pursued, compared to 2019, BCA members have increasingly turned their focus to investing and supporting Indigenous education, pro bono support and skilled secondments while also maintaining a strong focus on growing the Indigenous supply chain and procuring from Indigenous businesses.

The desire to reflect the community in which they operate, and expectations of customers and staff were seen as very important contributors to this change in effort which is further explained in this report.

Importantly for BCA members, the pursuit of Indigenous engagement strategies is not based on competitive advantage of business growth, rather it is firmly founded in a desire to be outcomes driven as good corporate citizens and create meaningful change for Indigenous Australians.

Companies identified a multiplicity of benefits to their business emanating from Indigenous engagement activities as identified in the chart below:



Companies however identified a range of challenges that are militating against achieving their goals and ambitions comprehensively. Chief among these included limited engagement with Indigenous community organisations, knowing where to start and a lack of expertise. These were identified as the most significant challenges for one fifth of survey participants. Limited resources and the challenge of finding the right partners were identified by 17 per cent and 16 per cent of businesses, respectively.

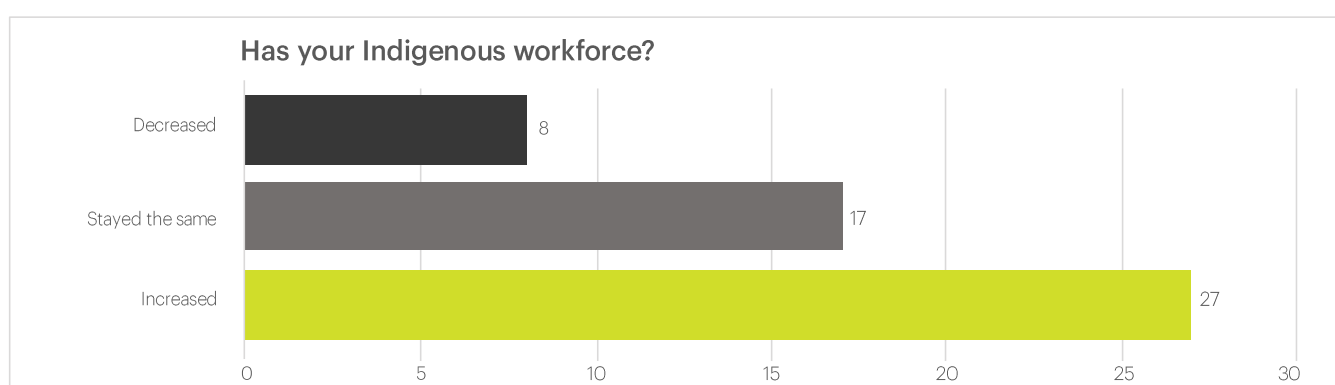
Importantly, lack of alignment with business objectives was not identified as a problem. This indicates that our members are strongly motivated to achieve outcomes if these challenges can be neutralised and addressed. In this regard, 64 per cent of members that responded to the survey identified that information on good practice engagement in key business areas would help to overcome the engagement challenges. Opportunities to collaborate with industry partners was identified by 58 per cent of businesses as important and almost 40 per cent requested assistance with identifying potential partners and building business cases.

Driving benefit for all Australians by building a better relationship between corporate Australia and Indigenous Australians

BCA members are actively seeking opportunities to drive improvements in Indigenous employment outcomes.

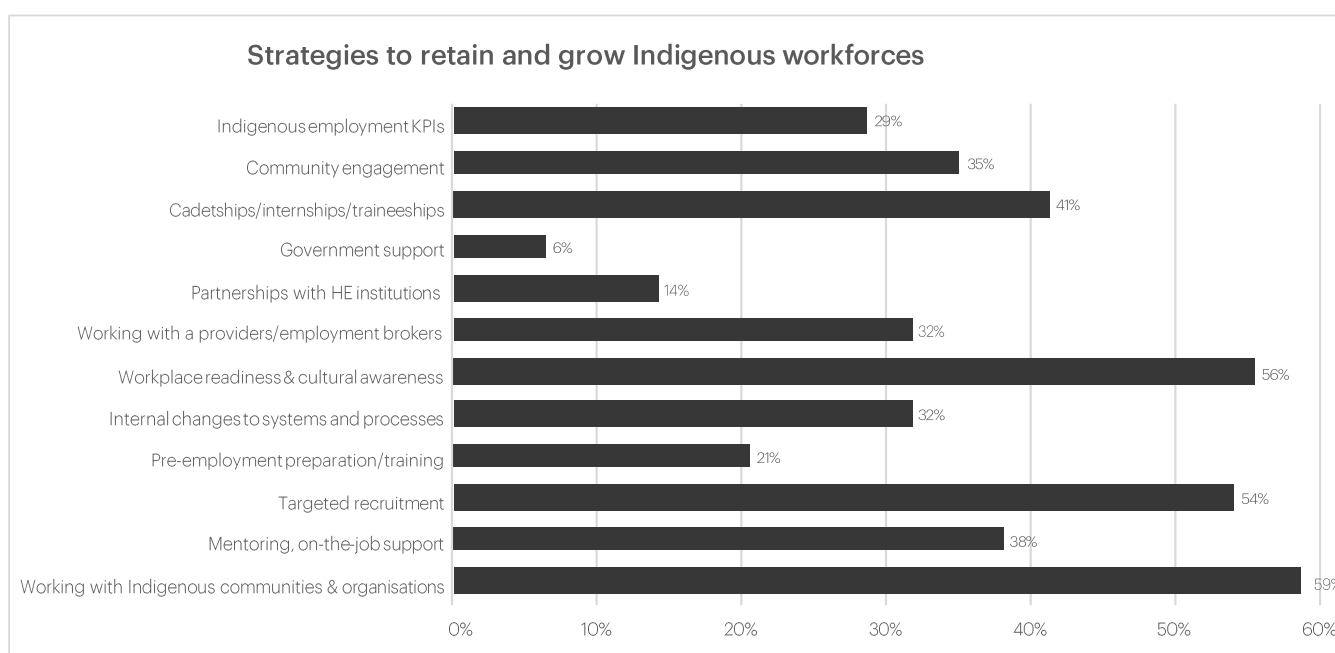
BCA member companies who participated in the **Indigenous Engagement Survey** revealed that they maintained Indigenous employment recruitment levels similar to pre-COVID **levels**.

In terms of trends over time, companies that had embraced a range of Indigenous engagement activities relating to employment reported an increase in the number of Indigenous people hired over the past two years.



The Indigenous Engagement Survey certainly points to some encouraging signs in this regard with respondents to the survey suggesting high rates of transition from apprenticeships/traineeship to employment.

Companies reported deploying a range of strategies and initiatives to retain and grow their Indigenous workforce as indicated below:



However, beyond today's pipeline numbers, the low representation of Indigenous people in management presents a challenge. BCA members are keen to address this with some introducing employment targets to increase the number of Indigenous people in management and executive roles.

Companies that are performing well revealed a causal link between achieving sustainable improvements in engagement with Indigenous communities and better Indigenous employment outcomes. This requires organisational commitment at the highest levels.

Companies that are driving sustainable improvements are characterised by:

- 1.** An executive leadership team that has committed to improving Indigenous employment outcomes backed by dedicated (targeted) human resources.
- 2.** Commitment to respectful and meaningful engagement with representative Indigenous organisations in the communities in which they operate.
- 3.** Cross cultural awareness and competency training delivered annually.
- 4.** Network of Indigenous employees contributing to reconciliation strategies with representatives meeting with executive leadership.
- 5.** Corporate champions who support Indigenous employees.
- 6.** Reporting to the board on recruitment and retention strategies including professional development to executive leadership annually.
- 7.** Implemented systems and capability to track, measure and report on Reconciliation Action Plan activities.
- 8.** Developed guiding principles for local engagement together with local, regional, or state based Aboriginal and Torres Strait Islander organisations.
- 9.** Implement and review engagement plan to foster relationship and work with Aboriginal and Torres Strait Islander stakeholders.
- 10.** Supportive environments for the retention, progression and career development of Indigenous employees including through audit of cultural safety of the workplace.

Indigenous employee success stories

■ Case Studies:



Coles Group

Coles is the largest private sector employer of Aboriginal and Torres Strait Islander people in Australia. Partnerships with organisations in regional and remote locations have been vital to Coles employing more Indigenous team members in these communities.



National Australia Bank

The National Australia Bank is committed to developing their Indigenous staff by creating pathways to employment across early careers and targeted leadership programs.



Wesfarmers

Wesfarmers' Youth Employment Program supports economic independence for young Aboriginal and Torres Strait Islander people and their families. The project is led by a senior group of Aboriginal and Torres Strait Islander Employment Advisors. The advisors are connected across the group through fortnightly working group meetings and with their divisions, through existing reporting lines. In all forums, the advice and feedback of this team determines how the program is delivered. Improvements to the program based on feedback from the Aboriginal and Torres Strait Islander Employment Advisors included expansion of cultural awareness training with a strong focus on cultural awareness in staff inductions and developing leadership group's capacity with an on-Country event included as part of our general manager induction program.

Career progression programs are aimed at ensuring Aboriginal and Torres Strait Islander team members progress through the organisation at a rate commensurate with other team members. As part of the leadership project, Wesfarmers will support high potential Aboriginal and Torres Strait Islander team members with dedicated leadership training, to address the specific needs of high potential and developing Aboriginal and Torres Strait Islander leaders. Wesfarmers is gathering and tracking data to ensure there is no training gap (i.e. Aboriginal and Torres Strait Islander team members receive training and development opportunities in line with all team members). Tracking the rates at which Aboriginal and Torres Strait Islander team members are promoted and access training and development opportunities is more complex and a key area of focus as part of this leadership project.



DXC Technology

DXC Technology Community Technology Enablement Program

DXC Technology, through its First Nations Program and Reconciliation Action Plan (RAP), has developed a Community Technology Enablement Program (CTEP) working with a consortium of like-minded partners to donate much needed technology equipment for rural, regional and remote Indigenous communities across Australia. DXC's donation partners to date include the Commonwealth Bank of Australia's Indigenous Business Banking team, DELL Technologies, ANZ Bank, Vestone Capital, AMP, Origin Energy and Origin Foundation. Other organisations involved in providing support services include: 100 per cent Aboriginal-owned Indigenous technology partner Willyama Services, A.M.Y (Antakirinja Matu-Yankunytjatjara) Nominees Pty Ltd, Social Trader and Indigenous registered business, WV Technologies, LiteHaus International and HPE Financial Services.

DXC acknowledges that in addition to providing devices, there are broader challenges to solve the technology needs of smaller, remote and underprivileged communities, and is proactively engaging them to understand their wider needs. This is part of DXC's process of building ongoing relationships with Indigenous communities.



Cochlear

Cultural safety training

In July 2021 Cochlear's RAP Working Group, along with Australian-based senior leaders, participated in the Manawari Cultural Safety Training run by Macquarie University's Walanga Muru program. The four-week course is designed to build a positive knowledge position leading to a greater appreciation and understanding of Aboriginal cultural values, history, beliefs, practices, knowledge, and philosophies. Cochlear is developing a plan around the cultural learning needs of all our Australian employees, to help improve their confidence in establishing appropriate and sustainable relationships with First Nations peoples and communities, leading to a culturally safe workplace environment.



Sales Force

Cultural Competency Training available to all Australian and New Zealand employees

Arilla's Cultural Competency Training was made available to Australian and New Zealand employees as a key part of reconciliation efforts. The self-paced learning aims to give employees a more comprehensive and nuanced understanding of Aboriginal and Torres Strait Islander histories and cultures and learn practical skills and tools for creating greater awareness and inclusion of Aboriginal and Torres Strait Islander peoples.

sanofi Sanofi

Sanofi recognises that building a culturally safe environment is an important enabler to greater workforce participation. The organisation has sought to help all of its employees in Australia improve their understanding of the histories, heritage, and cultures of Aboriginal and Torres Strait Islander peoples by offering easily accessible cultural awareness training, implementing cultural protocols for all major meetings and events, and offering training to build understanding of why those protocols are important. First Nations speakers are also regularly invited to employee gatherings, to help build a deeper understanding of current national conversations including the calls for action within the Uluru Statement from the Heart and in particular why self-determined action is crucial to better healthcare outcomes.



KPMG

KPMG has had a dedicated Indigenous Inclusion Manager since 2016. This role is primarily focused on recruitment, professional development and leadership initiatives for Aboriginal and Torres Strait Islander people working at the firm. This includes managing the internship program with CareerTrackers, awarding university scholarships, coordinating the Emerging Indigenous Executive Leadership Program participants and running the KPMG Indigenous Network (KIN). In November 2021, KPMG held its first KIN Conference, bringing together all Aboriginal and Torres Strait Island people at KPMG for professional development and cultural immersion sessions.

KPMG also has additional partnerships aimed at engaging non-Indigenous staff, the longest running of which is the Jawun secondment program. Through Jawun, people have the opportunity to contribute their capabilities to an Indigenous community organisation to help them further their strategic objectives. In 2022, KPMG sent its 300th secondee on a placement through Jawun. KPMG also has a significant commitment to providing pro bono support, so that Indigenous organisations have free access to the skills and capabilities of our people to help them successfully deliver on strategic community initiatives.

Rio Tinto

In 2020, Rio Tinto made a \$50 million investment to fast-track Indigenous Australians into professional and leadership roles to ensure a stronger representation of diverse voices at decision-making tables across its Australian businesses. Having true diversity of perspectives, and recognising the economic value of Indigenous thought, will rechart the company moving forward.

The investment to retain, attract and grow Indigenous talent has enabled Rio Tinto to increase the number of Australian Indigenous leaders in the business more than fivefold through internal promotion and recruitment since 2020.

Coaching & development

There are more than 200 Indigenous employees enrolled in a professional leadership program as part of Rio Tinto's commitment to developing Indigenous employees within the business. This includes the opportunity for all Indigenous employees in Australia to work with an experienced coach from the Leadership Success organisation. The coaches provide practical support, personalised tools, and advice on how to apply these on the job.

The Indigenous Leadership Development Program is also available to Indigenous employees with the aim of accelerating the transition to higher roles and bridging any development gaps. It is available for people either leading teams or pursuing a more technical discipline and is tailored to suit each person's specific career aspirations. The program can also include access to one of Rio Tinto's university partnerships to fast-track tailored learning to help employees secure qualifications for their next opportunity.

Two-way mentoring

Rio Tinto's two-way mentoring program presents an important opportunity for senior leaders in Australia to offer advice and mentorship to Indigenous talent, while gaining a better understanding of some of the challenges faced by Indigenous employees.

The program is helping build a culture of understanding across the organisation and fostering connections between Indigenous and non-Indigenous employees.

Cultural Connection Program

Rio Tinto recognises its people and in particular leaders within the business, need to be culturally competent and have the ability to successfully navigate across the various cultures they operate in.

The Cultural Connection program ensures leaders have an informed understanding of Indigenous culture and know how to build strong trusted relationships with the Indigenous community and Indigenous employees. In Australia, more than 80 per cent of senior leaders have completed the program which will continue to be delivered for leaders.



Origin

At Origin, we believe cultural learning and capability is essential to Reconciliation. A greater understanding of Aboriginal and Torres Strait Islander culture promotes inclusion and contributes to a culturally safe workplace. As such, we've produced an interactive Reconciliation section on our employee Learning & Development hub which encapsulates all things cultural learning. The training allows our employees to self-drive and access a range of cultural learning material as well as offering cultural immersion opportunities such as attendance at the GARMA Festival and local cultural celebration events.

We designed a Cultural Awareness Opportunities Framework which provides a blended mix of learning opportunities for our people. Our cultural learning module, which included video content from many members of Origin's Indigenous Employee Network, was recognised as the Best Diversity & Inclusion initiative at the 2021 Asia Pacific Learning Impact Awards. The real-world experiences of our Indigenous employees expressed in the video content was mentioned as a standout by the judges.

We continue to provide this industry-leading offering for our all new employees at Origin and for all employees to continuously access and develop their knowledge of Aboriginal and Torres Strait Islander cultures.

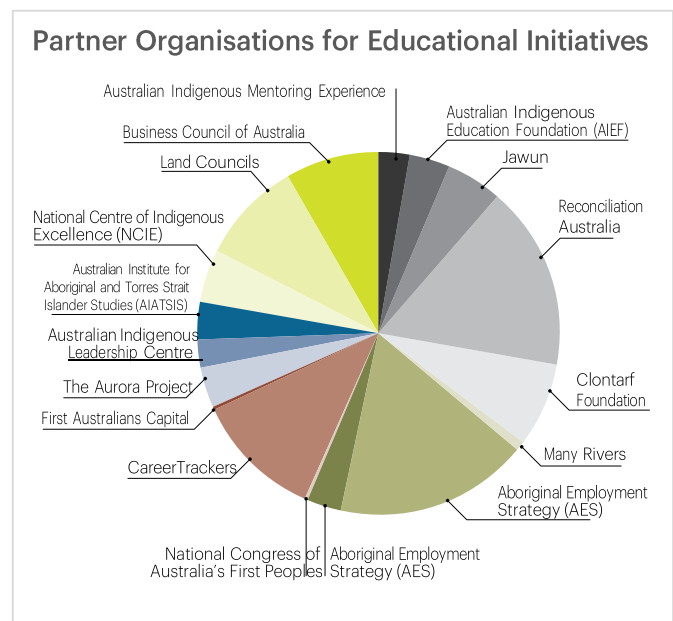
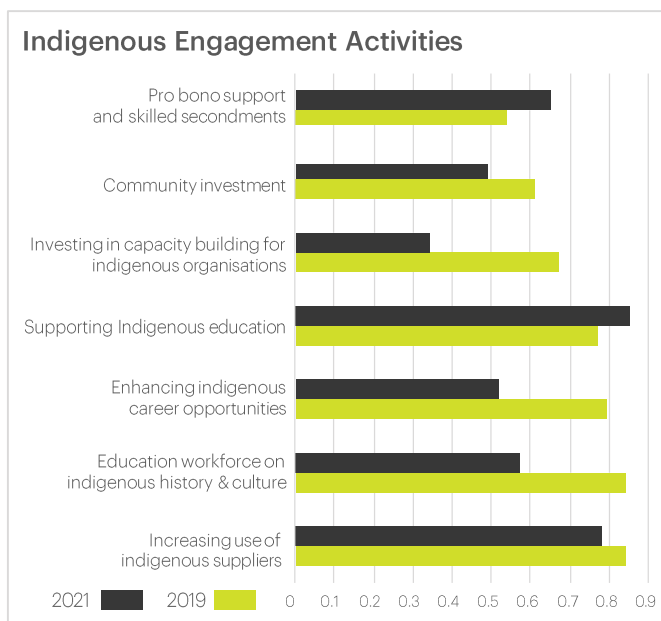
Investing in young people by connecting them to education, training and employment opportunities

As some of the largest employers of Aboriginal and Torres Strait Islander people, BCA members are committed to creating positive change in the communities in which they operate. Many member companies have developed exemplary training and employment opportunities.

Investing in young people and actively promoting education and employment opportunities is not just a corporate social responsibility it is a business imperative. Companies are making significant investments to boost the pipeline of Indigenous talent throughout school years, to higher education and into employment.

BCA members identified an overarching ambition to support and assist Indigenous economic and social participation in terms of the types of activities and strategies pursued. Compared to 2019, BCA members have increasingly turned their focus to investing and supporting Indigenous education, pro bono support and skilled secondments while also maintaining a strong focus on growing the Indigenous supply chain and procuring from Indigenous businesses.

Eighty six per cent of BCA members who responded to the survey indicated that they are making a range of investment contributions to Indigenous education related programs or partnerships. The range of initiatives is outlined in the chart below, with funding for scholarships being the most commonly identified contribution. While not all businesses were able to identify the costs associated with this investment, those that did indicated the level of contribution was in the order of \$25.5 million.



In addition, many businesses reported making pro-bono/in-kind contributions in supplying expertise, advice and employee hours to Indigenous groups, organisations and NGOs. This is an important pathway to building relationships and fostering genuine trust with Indigenous communities. BCA companies that were able to respond in detail to this element of the survey estimated that a total of 38,626 of pro bono hours of time was given to these partnerships with a total dollar value contribution of \$30.7 million and averaging \$1.92 million.

Characteristics that leading companies have in common are:

1. Consultation with Indigenous Peoples in identifying, designing, implementing and evaluating social investment projects.
2. Building a sophisticated understanding of Indigenous Peoples cultures and development priorities in order to design education and training programs.
3. Creating tailored vocational training programs that better match Indigenous Peoples skills to employment opportunities.
4. Supporting an enabling environment that encourages progressive involvement of Indigenous youth through a variety of initiatives such as sponsorship of sporting teams and/or local events, work experience programs and/or talent identification similar to AFL clubs.
5. Building sustainability into these social investments by creating linkages to government, regional development and industry plans and the education sector.

Indigenous employee success stories

■ Case Studies:



BHP Future Fit Academy

The BHP FutureFit Academy (BHP FFA) is an \$800 million investment package to create new apprenticeship and training positions and drive up to \$450 million into supporting business opportunities in Australia's mining, equipment, technology and services sector.

The Future Fit Academy is currently providing training opportunities to join Operations Services and offering trades in Heavy Diesel Fitting and Mechanical Fitting.

In the just on two years since it commenced, the Future Fit Academy has welcomed more than 590 students with more than 80 per cent women and over 20 per cent Indigenous learners, and over 220 graduates.

The Academy attracts more Indigenous individuals into education through the proximity of training centres to local communities, a holistic curriculum specially designed for new to industry people, and the inclusion of sessions dealing with culture, capability and life skills. This is supported by our partnerships with CQU and NMTAFE who offer students weekly support sessions with face-to-face interactions, support in literacy and numeracy, Indigenous support and access to library resources.



Australia Post

Australia Post has had a successful Aboriginal and Torres Strait Islander trainee program since 2007. The school based traineeship allows students completing Year 11 and 12 studies to work at least one day a week with Australia Post; receive an income while learning new skills; complete a nationally accredited Certificate II qualification; be supported by the Australia Post team and mentors; embark on a career with Australia Post or other opportunities at the end of their traineeship and be a part of the Mob@Post Employee Network.

Adult part-time traineeships are also provided and completed over 24 months and allow for people to work with Australia Post part-time (20-25 hours per week) with time allowed for study; be supported by Australia Post Aboriginal and Torres Strait Islander team and mentors; complete a nationally accredited Certificate III qualification and be part of the Mob@Post Employee Network.



Cochlear

STEM development and career pathways

Cochlear has started building relationships with Aboriginal and Torres Strait Islander high school students by hosting them at Cochlear for tours of our manufacturing sites and through sessions covering topics such as women in STEM, science, engineering, and business. Cochlear have also worked with Macquarie University (MQU), University of NSW, University of Sydney, and University of Technology Sydney to introduce Cochlear to Aboriginal and Torres Strait Islander engineering students and hosted them at their headquarters to give the students a sense of what it's like to work at one of Australia's leading medical technology companies. Cochlear has also established an Aboriginal and Torres Strait Islander Hearing Health Scholarship at Macquarie University to help support First Nations students pursue careers in hearing sciences.



Salesforce and PwC

Indigenous Tech Academy

The Indigenous Tech Academy currently provides young Aboriginal and Torres Strait Islanders students with access to Revolent's careers development program, training them to become Salesforce professionals over a one-year learning and development journey. While in the program the students work with Salesforce, AIME and PwC's Indigenous Consulting as part of their teams, helping clients and providing students with demonstrable real-world experience working on Salesforce technology projects to kick start their careers.

The Indigenous Tech Academy is designed for Aboriginal and Torres Strait Islander young adults who are looking to start their careers in the Salesforce ecosystem. No previous industry experience or degree is needed, and high school students are encouraged to apply. The program is offered free of charge, with successful applicants paid throughout their training and placement.

The Indigenous Tech Academy is a great new pathway to gain the skills needed for a career in technology. We are committed to working with our ecosystem of customers and partners to increase Indigenous Australian representation in the technology industry.



Fortescue

Fortescue's Vocational Training and Employment Centre (VTEC) has been providing sustainable career pathways for Aboriginal and Torres Strait Islander people for over a decade. Built on the compelling idea that following the completion of training you are guaranteed employment; the program is a key part of our training and development strategy. The program has resulted in the successful employment of over 1,000 Aboriginal people across Fortescue sites.



Wesfarmers

Today, nationwide 18,000 Aboriginal and Torres Strait Islander youth need to be employed to close the gap. Over two years, Wesfarmers will provide part-time employment to at least 1,200 Aboriginal and Torres Strait Islander youth in years nine-to-twelve of their schooling. Some turnover in this age demographic is natural. Wesfarmers will provide additional employment opportunities to replace those who choose to leave for other opportunities. This could see Wesfarmers reach the goal of providing employment opportunities to 20 to 25 per cent of the 18,000 who need employment to close the gap.



KPMG

KPMG has several partnerships that support young people through education and into the workforce. KPMG partner with the Australian Indigenous Education Foundation and the GO Foundation to provide scholarships to aid Aboriginal and Torres Strait Islander students in completing high school. We have partnerships with three universities in Sydney, Brisbane and Melbourne to award six tertiary scholarships annually, and also work with CareerTrackers to provide work experience for Indigenous university students. Additionally, we run a fundraising campaign for Indigenous Literacy Day in September each year.



AGL

The AGL Energy Loy Yang Jungarra Wannik Scholarship was established in 2020 to support an Aboriginal or Torres Strait Islander tertiary student with their education goals. The name Jungarra Wannik was chosen by the Gunaikurnai Land and Waters Aboriginal Corporation and means 'to find your footprint'. It represents finding your footprint in education and remaining strong in your culture to achieve your goals through support, to know who you are and return to make your footprint seen in the community.



Sanofi

As part of its Reflect Reconciliation Action Plan, healthcare company Sanofi committed to deep listening to better understand Aboriginal and Torres Strait Islander health inequalities. The organisation worked with NACCHO, the national peak body representing 144 Aboriginal Community Controlled Health Organisations, to understand why there are only approximately 70 pharmacists in Australia who identify as Aboriginal and Torres Strait Islander and, with these insights, was able to work closely with NACCHO, to support a first-of-its-kind scholarship program for First Nations pharmacy students. The inaugural NACCHO Aboriginal and Torres Strait Islander Pharmacist Scholarship, was announced in February 2022. It provides subsidy and support for prospective or current Aboriginal and/or Torres Strait Islander pharmacy students and aims to build the pharmacist workforce amongst Aboriginal and Torres Strait Islander people. It includes tailored mentoring from Aboriginal and Torres Strait Islander health leaders.



Rio Tinto

Emerging Indigenous Executive Leaders Program

Rio Tinto is proud to have partnered with the Australian Graduate School of Management (AGSM) at the University of New South Wales (UNSW) to deliver the Emerging Indigenous Executive Leaders Program (EIELP). EIELP is a globally recognised program that focuses on developing executive-ready Indigenous future leaders who will have an influential role in shaping the future of our business and Australia.

The EIELP incorporates Rio Tinto's ways of working, including its values and business priorities and upon completion, participants receive an AGSM Certificate of Executive Management Development.

Growing future leaders

Indigenous graduates play an important role in achieving Rio Tinto's Indigenous leadership vision and are recognised as the company's future leaders. Indigenous graduates have access to bespoke and accelerated development activities matched to their aspirations in addition to the suite of training, development activities, tools and career opportunities available as part of the global Rio Tinto Graduate Program.

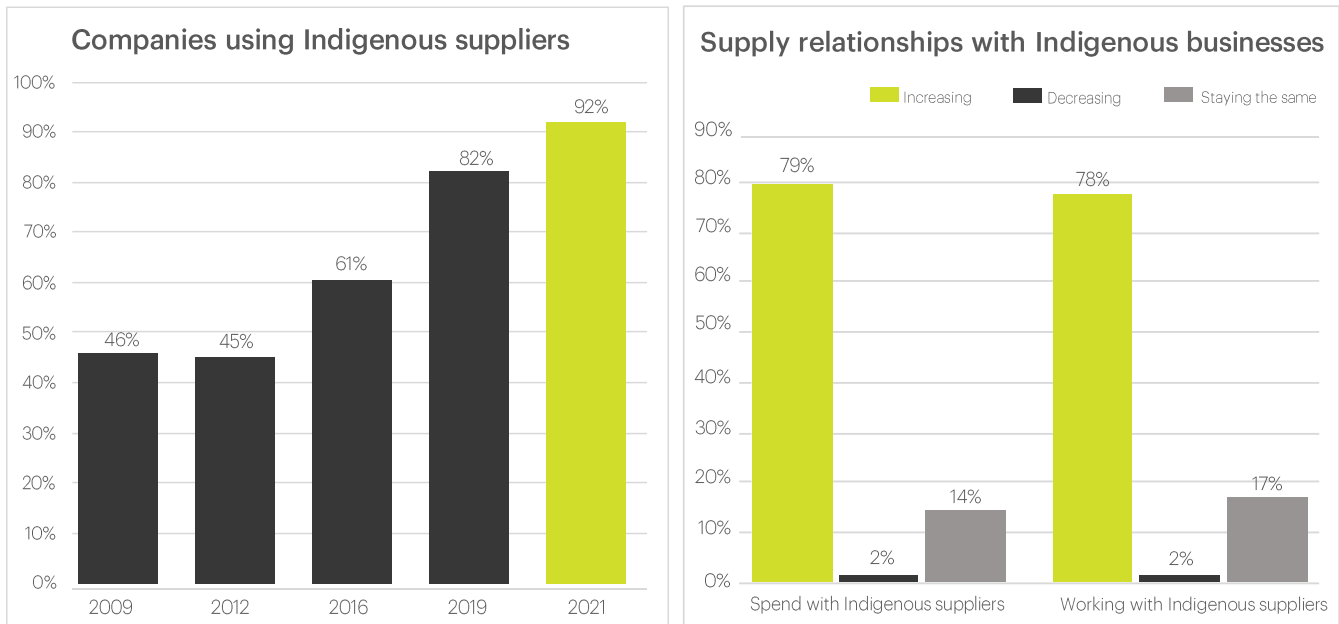
Creating a pathway for Indigenous businesses to flourish through partnerships with industry

The Australian Indigenous business sector is one of our nation's success stories. Indigenous businesses have experienced exponential growth over the past two decades. The sector is a large employer of Indigenous people with an estimated 30 per cent of the workforce being Aboriginal and Torres Strait Islander people.

Growth in Indigenous business sector has been supported by key policies directed at Indigenous procurement by government (federal and state) and the corporate sector. The Business Council of Australia's Raising the Bar initiative commenced in 2019 with the specific aim of growing the Indigenous procurement capability and impact of Business Council companies. This is a landmark collaboration between Business Council members and Indigenous supplier diversity organisation.

The Indigenous Engagement Survey report shows that BCA member companies are engaging a variety of Indigenous businesses in their supply chains. This activity did not slow down as a consequence of COVID-19. In fact, 92 per cent of BCA members companies that responded to the survey indicated they are collaborating with Indigenous suppliers. This number parallels the upward trend in Indigenous engagement and employment strategies.

BCA members indicated that on average they are spending or working with around 24 Indigenous suppliers. Only two per cent of BCA member companies foreshadowed a decrease in their procurement spend supplying from Indigenous businesses. Almost 80 per cent foreshadowed an increase in their expenditure procuring from Indigenous businesses.



While the growth in Indigenous businesses, creation of the Indigenous economy and a supply chain are positive, the opportunity remains to build on these successes and accelerate progress. To underscore the point, PwC argue that based on 2019 data, "business ownership parity with broader Australia would result in the Indigenous business sector growing from 12,000 business to 78,000."

Initiatives that companies have adopted in order to drive sustained improvements in the number of Indigenous suppliers include:

1. Including Indigenous supplier and Indigenous procurement targets
2. Flexibility in order to improve Indigenous business outcomes such as unbundling larger contracts; preferring Indigenous enterprises using weightings; providing information sessions about emerging procurement opportunities
3. Defining and documenting local Indigenous suppliers and engaging with those networks.
4. Surveying the Indigenous supplier network to better understand the challenges they face and consider ways of ameliorating
5. Tailoring procurement learning events and master classes to Indigenous businesses
6. Joint venture partnerships and other business investment activities to create a pipeline of Indigenous businesses and support their expansion

Indigenous employee success stories

■ Case Studies:



Fortescue

Fortescue's Billion Opportunities Program creates economic opportunities for Aboriginal businesses through local procurement, business development, mentoring and capacity-building opportunities. The program has awarded contracts and subcontracts worth more than \$3.5 billion to more than 130 Aboriginal businesses. The Billion Opportunities program is complemented by a range of practical initiatives that provide Aboriginal businesses with the tools to build value and sustainability which in turn creates employment and development opportunities.

A major barrier for Aboriginal businesses is accessing capital, with many finding it difficult to own assets due to an inability to access finance. To address this barrier, Fortescue together with ANZ initiated a \$50 million funding scheme which allows eligible Aboriginal businesses to access finance at a competitive rate. This initiative has already guaranteed \$31 million in funding to Aboriginal businesses.



Coles

Coles has been supporting Indigenous businesses as part of its retail supply chain for over 18 years. Coles worked with 50 Indigenous suppliers during the past year from categories including fresh produce, facilities management and digital technology.

Indigenous-owned Zancott Knight Facilities Management now manages Coles Group Property Development portfolio of 30 vacant properties nationally. The contract is one of the largest Coles has awarded to an Indigenous supplier.



Australian Unity

Directly supporting businesses that employ or are run by Aboriginal and Torres Strait Islander peoples is part of Australian Unity's commitment to Reconciliation. Position Promo—an Aboriginal-owned business—were recently instrumental in supporting us during the initial stages of the COVID-19 pandemic when there was a global shortage of vital personal protective equipment (PPE). We proudly support Position Promo's objective to provide employment opportunities and to engage with other Aboriginal-owned businesses and those committed to the long-term employment of Aboriginal people to support economic participation and inclusion.



Lendlease

The GyMEA program is Lendlease's national procurement strategy targeted at increasing procurement activity with Indigenous businesses. A substantial number of Indigenous businesses have signed strategic partnership agreements with Lendlease to create opportunities that enable them to grow.



KPMG

KPMG has a partnership with the Yarpa Indigenous Business and Employment Hub to run the Yarpa Grow program - a program designed to build capability and the confidence of small to medium Indigenous businesses to successfully connect to the growing pipeline of procurement opportunities across NSW.

KPMG also has a commitment in the 2021-2025 RAP to establish similar initiatives in other states or territories, with a goal to have three Indigenous business accelerator programs established by the end of 2025. KPMG has successfully expanded our Indigenous business accelerator program which aims to support the growth of small to medium Indigenous businesses across Australia. This includes meeting our RAP 2021-25 target of allocating at least three per cent of our procurement budget to Indigenous suppliers. The KPMG procurement team ran a number of strategic initiatives in FY 2022 to meet our 3 per cent target; lifting spending to 3.22 per cent with an additional 21 Indigenous suppliers onboarded during this period.



Wesfarmers

Wesfarmers has launched an exciting new initiative, the Wesfarmers Building Outstanding Aboriginal and Torres Strait Islander Businesses Fund (BOAB Fund), which will support existing small to medium-sized Aboriginal and Torres Strait Islander businesses to innovate and grow.

The establishment of the BOAB Fund is a transformational industry initiative to grow the Aboriginal and Torres Strait Islander business sector. It establishes a ground-breaking approach bound by joint investment, two-way mentoring and mutual commercial objectives.

Through 'skin in the game' it establishes a new benchmark for industry best practice and role modelling and moves from a corporate social responsibility approach to a shared value approach. For Wesfarmers, the BOAB Fund delivers a diversification of suppliers and the types of goods and services they procure through the introduction of more Aboriginal and Torres Strait Islander businesses. They will range from new and emerging enterprises, and in new and emerging industries as well as more established and traditional goods and services Aboriginal and Torres Strait Islander businesses. In addition to the significant economic impact this will have directly in the Aboriginal and Torres Strait Islander business community; by openly disclosing and reporting on the BOAB Fund, Wesfarmers will demonstrate to corporate Australia that with the right settings, and support, Aboriginal and Torres Strait Islander business can become a meaningful and diverse supplier. This will be a transformational and scalable change - not exclusively, but particularly in the retail industry.

The \$10 million BOAB Fund provides grants and pre-payments (which are very similar to interest-free loans) to Aboriginal and Torres Strait Islander businesses that are either existing or potential new suppliers or partners to one or more of the diverse range of businesses within the Wesfarmers Group. The supplier relationship to the Wesfarmers Group is important because that engagement (as a potential customer or counterparty to the Aboriginal and Torres Strait Islander business) will support capacity building within the business. This, in turn, is recognised as critical to long-term success and achieving enduring economic benefits. For the term of the loan or grant, the Aboriginal and Torres Strait Islander businesses will also be appointed a dedicated business mentor from within the Wesfarmers Group, to provide support and coaching, and personal sponsorship from the managing director of the relevant Wesfarmers business.



National Australia Bank

Building brighter futures for Indigenous communities - NAB strives to be the leading Bank for Indigenous Business as Australia's leading Business Bank. In developing the Indigenous Business Sector Strategy, NAB sought to understand the specific challenges and industry opportunities Indigenous businesses experience and find financial solutions to support their success.

Working with Indigenous Australians to prepare for the future workforce and future Australian economy and create a pathway for Indigenous wealth. (Future state)

This guide together with the Indigenous Engagement Survey provide a pathway forward to forge a better relationship between Australia's business leaders, Indigenous Australians, organisations and business in a manner that builds trust, allows for meaningful employment and partnerships and creates a powerful and robust Indigenous supply chain.

Companies are seeking strategies that will enable them to set up their Indigenous employees for success. That requires a renewed drive to optimise data: to understand why Indigenous employees are joining and staying or leaving and to develop measures that show how senior leadership is addressing career pathways, achieving Indigenous targets within the workforce and situational awareness around cultural imperatives. Pathways are not just about entry positions but also about the talent identification and the creation of continued training and development opportunities.

Numerous case studies have been provided in this guide which point to important initiatives developed by BCA members designed to tie together training, scholarships, apprenticeships and traineeships that if operationalised more broadly could provide a major lift to the recruitment and retention levels and advancement of Indigenous employees.

The exponential growth of the Indigenous business sector is a success story which we can all share and be proud of. Business Council of Australia members have taken a leading role in policy reform through initiatives such as Raising the Bar. There are new opportunities to further reinforce the expansion and maturation of the Indigenous supply chain such as business incubators, venture capital financing, business to business mentoring that would increase the ability of Indigenous businesses to deliver higher value contracts.

The harder task is fostering trust and building the relationships with Indigenous organisations and yet this is a critical success factor. There are however opportunities, as this guide has shown, to partner with Indigenous organisations, to build capacity for both parties and to ensure engagement occurs in genuine partnership.

Looking to the future, decarbonisation and the transition to a low carbon economy, opportunities in advanced manufacturing underpinned by technology change and innovation will create new industries and new jobs.

There are significant competitive advantages across a range of sectors that rely on traditional knowledge, such as environmental services (including the emerging carbon abatement sector), bush foods and nutraceuticals, arts and cultural experiences and tourism. There is a huge potential for Indigenous business to contribute to export supply chains particularly in sectors such as agriculture and to link Indigenous businesses to these international markets.

One of the biggest growth sectors is the care sector and there are significant opportunities for Indigenous businesses to deliver services to Indigenous (and non-Indigenous) communities in a culturally sensitive manner.

Increasingly business is focussing on how to improve existing Indigenous businesses, create new products and markets so that together we can share in the globally competitive modern economy.

The future success of our nation depends on our ability to do this together, in genuine partnership.

Indigenous employee success stories

■ Case Studies:



WSP

Indigenous Specialist Services:

Incorporating Indigenous knowledge and culture in the designs of important infrastructure and built environment projects helps create strong and culturally respectful relationships with Indigenous communities. This in turn generates meaningful opportunities for Indigenous people, businesses and communities across project life-cycles. WSP has built a team of people across its business to advance this important approach. WSP generate design concepts that illustrate projects' Indigenous engagement and incorporates their culture and knowledge in designs. Community-approved design contributions can include infrastructure, digital visualisations, project office and sites, materials and the like. They offer project-specific documents outlining research on local peoples, culture, heritage, patterns and symbols, and contemporary knowledge. WSP can identify project-specific opportunities to collaborate with local Indigenous community members in project planning, design, construction, and operation. For example that could mean helping clients work with Elders to re-interpret a culturally significant site into a virtual experience; work with community artists to apply designs to urban landscapes; work with small business to build capacity to deliver; and work with networks to source Indigenous workers and build industry skills.



BHP

BHP expects to spend \$US4 billion (\$A5.7 billion) on decarbonisation projects over the next eight years. It will see BHP place 30 per cent of the land and water it owns, leases or manages under conservation, restoration or regenerative practices by 2030 and result in partnerships with communities and traditional owners for conservation, land-management and restoration. A traffic light assessment will be introduced in order to gain greater feedback from Indigenous groups about their relationship with BHP.



Westpac

Westpac has developed a multi faceted strategy to help better serve its Indigenous customers and promote greater financial inclusion.

Westpac Remote Services, the Davidson Institute together with Westpac's Indigenous call centre provides one-on-one service delivery as part of community visits, building trust and confidence in accessing and utilising banking channels and products. Since its establishment, the Indigenous Connections Call Centre has had more than 18,000 conversations with over 5000 customers, supporting a variety of banking needs including access to cards or cash, setting up telephone or internet banking and resolving issues with scams or fraud. More than 50 per cent of employees in the Indigenous Connections Team are Indigenous.

Westpac has entered into a partnership to support Indigenous women owned business. Partnering with the CRCNA and Kimberley Birds, Westpac have supported an 18 month business learning and development workshop for 20 Indigenous women from the Kimberley.

The program takes provides mentoring and business support services for participants from starting a business through to business budgeting and cashflow. The aim of the initiative is to establish 18 new businesses in Kununurra and Kalumburu.



Cochlear

Cochlear has a strategic partnership with Macquarie University (MQU) focused on building a global hub for excellence in hearing healthcare. The partnership spans all faculties of the University and across research, learning and teaching (including student placements and professional education), as well as advocacy around hearing healthcare. We are deepening this engagement to draw on MQU's experience and expertise in building an organisation in which "Aboriginal and Torres Strait Islander culture is respected and celebrated, forming an integral part of their learning, teaching, research and community engagement". We will look for opportunities to contribute to existing MQU initiatives and offer our partnership in new ones.



Salesforce

Restoring degraded farmland in Australia in partnership with Greenfleet and the Dja Dja Wurrung people

With financial support from Salesforce, Greenfleet is restoring degraded farmland at Ngulambarra and planting 150,000 plus native trees, linking two large patches of remnant woodland to increase biodiversity and ecosystems. Salesforce is engaging in this initiative with the traditional owners, the Dja Dja Wurrung people, who have played a vital role in the planning and execution of this project. The project will increase biodiversity on the property and provide new jobs for the local community.



Fujitsu

Fujitsu launches First Nations-led pilot program with Queensland Government to promote digital inclusion:

Fujitsu Australia together with the Cherbourg Aboriginal Shire Council and community, Queensland Department of Innovation, Tourism and Sport, and TAFE Queensland, opened a First Nations Service Centre to support the digital transformation of the Cherbourg community.

The Service Centre is part of a three-year pilot program designed to boost the economic development of Queensland First Nations communities through digital skills training and employment opportunities. The public-private partnership will see the Service Centre staff gain on-the-job training and work towards obtaining certification (Certificate III) from TAFE Queensland. In addition to supplying the equipment for the facility, Fujitsu will also offer its customers the opportunity to contribute by opting to have their support calls attended by staff from the Cherbourg Service Centre.

Fujitsu, together with the Cherbourg Aboriginal Shire Council and community, hopes to grow and increase awareness of the value that First Nations communities have in the talent market. As the foundation customer, Fujitsu encourages other corporates who are looking to create meaningful social impact and drive digital inclusion to consider the First Nations Service Centre.



Qantas

Qantas Future Planet's North Kimberley Fire Abatement Project

Managed by Indigenous Rangers, this project in Western Australia works to prevent uncontrolled wildfires by conducting early season dry burns; improving the health of the country and avoiding the release of emissions. Through our Fly Carbon Neutral Program, one Qantas customer offsets their flight every minute.



NAB

As part of NAB's commitment to improving its service and support to Indigenous customers and communities and break down the barriers Indigenous people continue to experience in banking, NAB has established an Indigenous Customer Service Line (ICSL). The ICSL is a toll-free service for all Aboriginal and Torres Strait Islander customers that provides banking support for people living in remote and urban communities.

To increase access and awareness of this support, a national radio campaign was piloted and aired through Aboriginal and Torres Strait Islander community controlled media outlets. As well as English language spots, NAB has translated messages into seven traditional Indigenous languages including Arrernte, Northern Kriol, Pitjantjatjara, Yumpla Tok, Warlpiri, Western Kriol and Yolngu Matha – ensuring widespread reach to NAB customers and Indigenous communities.



Scentre Group

In 2021 Scentre Group awarded a multiyear contract to ARA Indigenous Services (ARAIIS) to provide fire maintenance services in all of its Westfield Living Centres across WA, QLD, NSW and VIC.

The contract represents the largest financial commitment by Scentre Group to an Indigenous business to date, but the Reconciliation Action Group working group has set its sights higher and wants to ensure that its relationship will result in tangible employment and engagement opportunities for Indigenous people and communities beyond the financial contract commitment.

In addition, to achieve tangible employment and social benefits, it was agreed that as a minimum, ARAIIS will have two dedicated Indigenous employees working on the Group's account.

Scentre Group has been a corporate member of Supply Nation since 2017. In 2021 Scentre Group made \$7.7 million of payments to Supply Nation-accredited Aboriginal and Torres Strait Islander owned businesses.



BHP

BHP has entered into a contract with the Karlka FenceWright – a wholly owned subsidiary of the Karlka Niyaparli Aboriginal Corporation (KNAC).

With more than 350 members, KNAC is the representative corporation of the Niyaparli people, the traditional owners of approximately 36,684 sqkms of land and waters in the east Pilbara region of Western Australia.

The contract will see 5kms of fencing panels fabricated locally and installed across BHP's six residential villages around Newman. Many of the panels will feature the work of Victor Parker, Traditional Owner, senior Niyaparli elder and artist.

Up to 80 people will be employed by Karlka FenceWright on this project, with a target to employ Indigenous people in at least 15% of those roles.