



**Indigenous Inclusion & Engagement
Strategy - Organisational Framework**





About the Cover Artwork

“The Flow of Country and the Complexities within it by Scott Gore-Birch is a representation of the interconnectedness of people, the landscape, and the biodiversity and Country. Circles dotted across the work represent waterholes, while the geometric shapes represent the hilly landscape from Gore-Birch Country. Straight lines connect the waterholes to each other, but these are obscured from the naked eye by the hills, highlighting the connection and harmony across Country regardless of distance. This represents a powerful allegory for how the country has been observed and changed over time, biodiversity protection and Indigenous reconciliation: that no matter the size of an action, the impact can have far-reaching consequences for ‘people and place’.

The painting was created in a series of layers, with each layer representing a unique opportunity for collaboration. The final artwork speaks of people from different backgrounds working together to rebalance the landscape so that every layer is in harmony once more.”

Kimberley Cultural Connections - Cissy Gore-Birch

About the Artist

Scott Gore-Birch is a Broome-based Jaru/Kija artist with connections to Balangarra and other areas in the Kimberley Region. Scott grew up on Balangarra and Miriwoong Country with his family who continue to protect and manage country for the next generations to come.

Background: walking alongside Indigenous partners for climate, nature and history repair

*CMI acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and custodians of the land. We pay our respects to Elders past and present. CMI supports Indigenous carbon opportunities and traditional land, sea and fire management practices.**

The Indigenous Inclusion & Engagement Strategy aims to guide the Carbon Market Institute’s organisational interaction with Indigenous communities, actors, and industry stakeholders. The intent of this document is to instil Indigenous engagement and inclusion as a core component of CMI’s external interactions, to amplify the knowledge, culture and voices of First Nations peoples and to formalise our commitment to reconciliation.

Vision

CMI has a vision of equitable opportunity for all Indigenous peoples, supporting rights, interests, inclusion and participation in contributing to the protection and restoration of ecosystems and achieving net zero emissions. The importance of this is heightened by the growing number of Indigenous-led and owned carbon and nature-positive projects. CMI recognises that it has a leadership position in reconciliation within the carbon and net zero industry.

CMI’s 2025 Strategic Plan is centred around 5 key strategic objectives:

- 1) Support out members to make urgent, credible climate strategies and transformative investments;
- 2) Inform discourse about the urgent need to deploy zero and negative emissions technologies and the optimal use of carbon markets;
- 3) Accelerate corporate and industrial emission reductions alongside whole-of-economy reductions and removals;
- 4) Advance high integrity carbon crediting frameworks that deliver enduring co-benefits; and
- 5) Develop domestic and international policy for scalable climate action.

As CMI works towards fulfilling these pillars, we also have an opportunity to embed principles of equity, respect and reconciliation into our actions. This strategy is intended to offer examples of actions that may be undertaken in the pursuit of our Strategic Plan, while also strengthening CMI’s relationships with Indigenous stakeholders.

Purpose

This strategy sets out a framework to guide CMI’s actions to improve recognition of, and reconciliation with, Indigenous Australians. This framework may be leveraged to guide our interactions with Indigenous Peoples in overseas jurisdictions. Drawing on recommendations and

*Throughout this document, we use the term “Indigenous” to collectively refer to Aboriginal and Torres Strait Islander knowledge and communities.



best practices from Reconciliation Australia, the Indigenous Inclusion & Engagement Strategy is specifically intended to:

- **Create a formal organisational commitment to and process for reconciliation; and a framework to seek advice and expertise** from Indigenous Australians to guide CMI’s ongoing recognition and reconciliation efforts to deepen our Indigenous partnerships;
- **Improve employee awareness** of cultural diversity, implicit personal biases and discrimination with a view to embedding the purpose and principles of reconciliation into CMI;
- **Create a multiplier effect** in furthering Indigenous recognition and reconciliation through leveraging CMI’s networks; and
- **Provide opportunities and platforms** for Indigenous peoples to amplify their voices, perspectives and expertise within the carbon industry.

This strategy is to be reviewed and revised annually by the CMI team, seeking advice and input from Indigenous stakeholders, and with oversight from CMI’s Board.

Inclusion Action Plan

The Inclusion Action Plan is intended to outline key activities to be undertaken in line with our current Strategic Plan, and the purpose and vision of the Indigenous Inclusion & Engagement Strategy Framework. It is directed by an internal Indigenous Work Team, with oversight from the CMI Executive and the CMI Board. The Action Plan is periodically reviewed and revised by the CMI Working Group which meets at a monthly cadence. In 2025, CMI will evaluate the merit of undertaking a formal Reconciliation Action Plan. This Action Plan aligns with the CMI Values of Integrity, Independence, Passion & Purpose, Collaboration and Respect, grouping target actions into the following action areas:

- 1) Equip employees with a knowledge base and cultural awareness that reflects the diversity of Indigenous voices across Australia**
- 2) Identify and establish new relationships, and strengthen current ones**
- 3) Create opportunities through participation and procurement**
- 4) Support and Catalyse Indigenous Leadership in Climate and Nature-based Solutions**
- 5) Improve support for the involvement of Indigenous voices at CMI events, and across digital channels**
- 6) Encourage additional awareness through educational resources amongst staff and our broader network**

Below we have outlined some of the activities beneath each pillar of our Action Plan. These are not a comprehensive representation as our Plan is reviewed on an annual basis.

<p>1. Equip employees with a knowledge base and cultural awareness that reflects the diversity of Indigenous voices across Australia</p> <p>As a team, under the direction of an internal Working Group, scope and reflect on how the CMI workplace can contribute to reconciliation and anti-discrimination.</p> <p>Conduct a regular review of cultural learning needs within our organisation.</p> <p>Organise ongoing team cultural awareness training and induction for new team members to improve institutional knowledge and capacity.</p> <p>Recognising the plurality of Indigenous nations across Australia, and the diverse array of places we work in, a cultural awareness training should be undertaken on an annual basis. This also acknowledges that cultural awareness training is a constantly evolving process, reflective of the unique local context.</p> <p>Increase staff members’ understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. These should be reiterated at cultural awareness trainings, and included in induction packs for new staff.</p> <p>Develop Information Pack, to double as inclusion in induction pack, reflecting CMI’s Indigenous work internally, as well as providing links to external resources available to assist staff in developing best practice engagement.</p> <p>As a team, scope and reflect on how the CMI workplace can contribute to reconciliation and anti-discrimination.</p> <p>Facilitate a series of “Deep Listening” sessions for CMI staff with different Indigenous organisations to hear their experiences and gain further clarity on what CMI can do to meaningfully support and amplify these organisations.</p> <p>Organise a workshop on Native Title Law and how it relates to carbon rights.</p>
<p>2. Identify and establishing new relationships and strengthening current ones</p> <p>Undertake a thorough stakeholder mapping exercise to identify Aboriginal and Torres Strait Islander peoples and organisations not within CMI’s current network. Facilitate conversations with them to better understand barriers to market participation and how CMI can support that participation. E.g.: National Native Title Council, Federation of Victoria’s Traditional Owners</p> <p>Ensure CMI team members attend events led by Indigenous organisations, or where there will be a large presence of Indigenous stakeholders to broaden our network beyond those involved in carbon.</p> <p>Quarterly catch-up with ICIN to discuss mutual projects, opportunities, challenges and collaboration.</p> <p>Establish a small advisory group of Traditional Owners for CMI to work directly with and seek advice on with relation to furthering Indigenous opportunities</p> <p>Work with ICIN, the National Native Title Association (NNTA), Indigenous Land and Sea Corporation (ILSC), and other peak bodies on an agreed program of work to establish and develop best practice on FPIC, guidance and inclusive, participatory and transparent partnership engagement. Concurrently, develop joint policy and advocacy platforms and programs where appropriate.</p>



Develop a network of Indigenous Engagement Managers from member organisations.
3. Create opportunities through participation and procurement
Conduct a review of recruitment and HR policies and procedures (including standard job ad templates), and research opportunities to embed diversity values in these processes.
Prioritise Indigenous suppliers (photographers, musicians, caterers etc), where possible, at CMI events and continue to procure artwork for Summit lanyards.
Explore opportunities to embed procurement of Indigenous goods and services in CMI's procurement and contracting policies.
Engage Indigenous creative studios for graphic design opportunities where appropriate and possible.
4. Support and catalyse Indigenous participation in climate and nature solutions
Inclusion of an ICIN-led chapter in the inaugural Carbon Markets Report.
Develop guidance, in conjunction with identified organisations (as above) on Best Practice Principles for Indigenous Carbon Partnerships and Benefit Sharing
Support growth of new and emerging ACCU methodologies that align with Indigenous priorities and facilitate opportunities compatible with Indigenous land rights and interests.
Identify capacity gaps and barriers to Indigenous participation and assess CMI involvement/assistance in developing capacity-building programs.
Facilitate knowledge-sharing, information exchange and technical capacity-building through CMI networks and events.
5. Improve our support for the involvement of Indigenous voices at our events, and on our digital channels
Prioritise inclusion of Indigenous speakers at CMI events and platforms.
Ensure Indigenous voices and perspectives are included in Working Groups and Taskforces.
Maintain meaningful engagement and encourage the participation of Indigenous representatives in the implementation and review of the Code of Conduct.
Facilitate specific briefings with ICIN Members as part of the Code Review.
Host an Indigenous-led Carbon Conversation for NAIDOC Week, featuring diverse voices on the opportunities and barriers for Indigenous engagement in the carbon industry.
6. Encourage additional awareness through educational resources amongst our staff and our broader network
Ensure there is an email acknowledgement of Country available for all CMI staff to use
Ensure representation of Indigenous groups in media activity (where appropriate) e.g. using Indigenous spokespeople on media field trips.
Maintain regular liaison with marketing & comms of indigenous CMI member groups
Meaningful acknowledgement on social media channels of days of Indigenous cultural significance, including NAIDOC Week but also other milestones (e.g. National Sorry Day (26 May), National Reconciliation Week (27 May – 3 June).
Support CMI's Indigenous networks to further promote their activities, employment opportunities, etc. through social media platform reshares.

Undertake a website audit to identify opportunities to reference and acknowledge Country, in place of, or before any other reference to location (e.g. new Marketplace)
Establish a process for image use to ensure it is respectful towards Indigenous peoples.
Commission Indigenous artwork for the cover of CMI Indigenous Engagement Strategy publication and webpage.
Prioritise Indigenous-led project case studies in reports and publications (eg. Roadmap, Scorecard etc.)
Code of Conduct promotion of best practice Free Prior and Informed Consent (FPIC) and carrying out related training



Carbon Market Institute

About the Carbon Market Institute

The Carbon Market Institute (CMI) is a member-based institute accelerating the transition towards a negative emissions, nature positive world. It champions best practice in carbon markets and climate policy, and its around 150 members include primary producers, carbon project developers, Indigenous organisations, legal, technology and advisory services, insurers, banks, investors, corporate entities and emission intensive industries.

For further information, please contact:
info@carbonmarketinstitute.org