

Indigenous Peoples Engagement

Management Standard

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Introduction

At Banpu, community engagement is defined as a relational process that facilitates communication, interaction, involvement, and exchange between the company and our community for a range of social and organizational outcomes.

Community engagement is, primarily, part of a dialogue where Banpu and communities can make decisions to create social capital. Community engagement can lead to improved outcomes for communities when the communities, who, in turn, share their aspirations, concerns and values for their outcomes. Community engagement can take many forms, and partners can include organized groups, agencies, institutions, or individuals.

Successful engagements result in a stronger sense of community ownership and improve common understanding as they are tailored to the particular community needs.

Objective

The objective of this standard is to equip community engagement practitioners with the tools to build, manage, and enhance relationships with indigenous peoples through consultation and involvement. This manual aims to provide guidelines that help understand the potential impact which a proposed project may have on a community. And identify opportunities to enhance benefits for local communities and society at large.

Scope

This manual shall be used for Banpu and our subsidiaries, which Banpu has management control. Moreover, this document should be promoted to our joint ventures and throughout the supply chain.

Definitions

According to UN definition¹, indigenous peoples are generally the holders of unique languages, knowledge systems and beliefs and possess invaluable knowledge of practices for the sustainable management of natural resources. In summary, they are practicing unique traditions, they retain social, cultural, economic and political characteristics that are distinct from those of the dominant societies in which they live.

A question of identity:

- According to the UN the most fruitful approach is to identify, rather than define indigenous peoples. This is based on the fundamental criterion of self-identification as underlined in a number of human rights documents.
- The term “indigenous” has prevailed as a generic term for many years. In some countries, there may be preference for other terms including tribes, first peoples/nations, aboriginals, ethnic groups, adivasi, janajati. Occupational and geographical terms like hunter-gatherers, nomads, peasants, hill people, etc., also exist and for all practical purposes can be used interchangeably with “indigenous peoples”.
- In many cases, the notion of being termed “indigenous” has negative connotations and some people may choose not to reveal or define their origin. Others must respect such choices, while at the same time working against the discrimination of indigenous peoples



Process / Content

Who are Indigenous Peoples?

There are an estimated 476 million indigenous peoples in over 90 countries around the world.² Anthropologists estimate that indigenous peoples represent as many as 5,000 different cultures.³ Indigenous peoples are commonly the minority population in their respective countries but may also be the majority population in some countries.

Given the diversity of the world's indigenous peoples, there is no internationally accepted or agreed definition of the term 'indigenous' and the UN Declaration on the Rights of Indigenous Peoples instead affirmed that indigenous peoples themselves have the right to self-identify.

The international community identifies indigenous peoples by a series of characteristics that indigenous peoples have in common to varying degrees around the world. According to former UN Special Rapporteur Martinez Cobo, the most commonly cited characteristics have been developed as following:

Indigenous communities, peoples and nations are those which, having a historical continuity with pre-invasion and pre-colonial societies that developed on their territories, consider themselves distinct from other sectors of the societies now prevailing on those territories, or parts of them. They form at present non-dominant sectors of society and are determined to preserve, develop and transmit to future generations their ancestral territories, and their ethnic identity, as the basis of their continued existence as peoples, in accordance with their own cultural patterns, social institutions and legal system.⁴

Indigenous Peoples and Banpu

It might have an opportunity for Banpu to involve indigenous peoples during our project development as well as operation. Therefore, Banpu commits to build a meaningful relationship with Indigenous Peoples and communities based on our honesty, integrity, and respect that is aligned and integrated with "Banpu Heart".

Banpu aims to positively contribute to reconciliation with Indigenous Peoples and communities in all country where we operate by recognizing and respecting their rights and culture, understanding the diversity of Indigenous cultures across such country, and by jointly seeking opportunities to work together for mutual benefit.

Our Acknowledgement to Indigenous Peoples

Banpu will demonstrate the commitment through our business activities and implementation of indigenous people's engagement by acknowledged that:

- Indigenous Peoples in the country where we operate have constitutionally recognized and protected rights;
- Indigenous Peoples and communities in the country where we operate have a unique connection to the land and water and a strong desire to retain their culture and traditions;
- Investing in human capacity is needed to ensure the participation of Indigenous Peoples as qualified, contributing members to Banpu's success;
- Banpu must be responsive to feedback from Indigenous communities where our activities impact the ability to exercise constitutionally protected rights, their way of life, their traditions, and cultures including their cultural heritage;
- Indigenous communities must have the opportunity to benefit from Banpu's development, including employment and investing in human capacity-building opportunities.

Principles of Good Engagement with Indigenous Peoples

Banpu is committed to ensuring that all our business activities are conducted with respect and responsibility towards Indigenous Peoples and their communities. We base our engagement on the following key principles:

- Establish and maintain respectful and meaningful relationships with Indigenous Peoples and communities;
- Respect and value the unique cultures and traditions of the Indigenous Peoples in every country where we operate;



- Strive to increase understanding of Indigenous cultures and traditions by delivering awareness programs to Banpu personnel and participating in Indigenous celebrations;
- Work in collaboration with Indigenous Peoples and communities, in every country where we operate, to provide sustainable employment, business and educational opportunities from construction, through operations and into closure;
- Seek to understand Indigenous perspectives through engagement and dialogue with impacted Indigenous communities and take measures to mitigate the impact of Banpu's activities on those communities.

However, during interaction between the indigenous peoples and Banpu, there may have an opportunity to create impact that could result in the complaint from indigenous peoples. In this case, Banpu will deal with the complaint made by the indigenous peoples on the basis of our standard practice on community complaint management. In addition, if it includes relocation of the indigenous peoples, Banpu would do so on the basis of our standard practice on resettlement management which have been established in place across the group.

How to Engage with Indigenous Peoples

1) Indigenous Peoples Engagement

Banpu, together with its subsidiaries under its management control, is committed to promoting transparency and ensuring alignment with relevant international standards in the engagement and management of Indigenous communities by adhering to the Indigenous Peoples Engagement guidelines outlined below. The engagement process is conducted in accordance with the Community Stakeholder Engagement Standard.

Step 1: Identifying Affected Indigenous Peoples

Banpu aims to ensure responsible and respectful engagement. This process enables Banpu to identify communities that may be affected by its operations and supports the development of an inclusive, risk-aware engagement strategy. The approach integrates structured analysis, stakeholder engagement, and strategic planning to gather information, understand the indigenous context, build readiness for engagement, and assess potential risks and opportunities.

Indigenous Engagement Environmental Scan

- The objective of an environmental scan is to collect information that will help Banpu to better understand the range of factors and issues that will inform the company's strategic decisions.
- The scan should help Banpu better understand the Indigenous landscape, build our confidence and help our personnel and company become engagement ready. It will help us better understand the engagement process.
- Understanding the scan and its components can help Banpu builds a business case for Indigenous engagement and help assess the opportunities available to the company. A lack of knowledge and understanding of these components could invite risk and uncertainty. The scan is a tool to help ensure that your engagement strategy is not compromised.



Based on the findings of the Indigenous Engagement Environmental Scan, Banpu will collect key opinions, perspectives, and concerns from Indigenous Peoples relevant to the project. The insights gathered will be directly incorporated into the development planning process, which will be shaped by the study's outcomes. This approach ensures meaningful participation of Indigenous Peoples in the engagement process and contributes to company decision-making.

Step 2: Indigenous Engagement Relationship Building

Developing an Engagement Process Based on FPIC Principles

To ensure meaningful and respectful engagement with Indigenous Peoples, Banpu aims to develop and implement a structured engagement process that aligns with the principles of Free, Prior, and Informed Consent (FPIC), as outlined below:

- **Initiate Early Engagement:** Begin the FPIC process at the earliest stages of the project. Engage Indigenous communities using culturally appropriate communication methods, and provide clear, accessible, and transparent information to support voluntary, informed, and timely decision-making.
- **Respect Community Decisions and Promote Mutual Agreement:** Banpu is committed to respecting the rights of Indigenous Peoples in making decisions related to project development. Such decisions will be carried out through a process of mutual understanding and agreement between Banpu and the affected Indigenous communities. The company will maintain open, continuous, and respectful communication throughout the entire project lifecycle—from planning and implementation to project closure or transition phases—as well as manage any ongoing impacts that may result from operations.

At this stage, it is recommended to examine the specific strategies and practices Banpu needs to build successful relationships, as outlined in the table below, which presents the six key steps for engagement and relationship building; the company will then implement Indigenous engagement in alignment with the defined strategy and plan.

Engagement

Starting out

- **Educate yourself.** You need to understand the people and communities you want the company to engage by answering below questions:
 - What do you want to achieve with the Indigenous people, businesses or communities you want to engage?
 - What does our business need to do to get ready for these engagements and relationships?



- Examine business fit and build your business case. The business case looks at why we want to engage and build relationships with Indigenous communities.
- Assess community readiness, you have to look at the infrastructure in place. The company needs to do a thorough analysis of the Indigenous communities with whom it wants to work. Think through all of the capacities that communities need in order to fully participate in a project. This analysis will also help you deepen your relationship with the community.
- Build your understanding of government's role in Indigenous development matters. You need to research and build your understanding of what has to do with the roles of government in Indigenous development.

Developing the company's capacity to engage

- Seek experts and information. When you want to deepen your engagement with Indigenous people, it may be worth bringing on board a local Indigenous contractor who can introduce you to the people, and their customs and culture. This will help you in the longer term.
- Create letters of intent as to form a longer-term relationship with an Indigenous community. The letter explains what you hope to achieve in the relationship as it briefs and highlights some key principles about the discussions you want to have with the community in order to explore ways to work together.

Ready to do business

- You are ready to work together. At this step, the company has developed cooperation protocols and letters of intent that are directional in nature. That is, their main intent is to demonstrate goodwill between the company and the community.
- Disseminate your cultural knowledge throughout the company. The knowledge strategy involves needs assessments and appropriate pedagogy. The company should be able to identify what kind of cross-cultural training they need to provide to the employees.
- Growing your strategies and practices blueprint. A company-wide approach to Indigenous engagement and relationship.

Relationship Building

Establishing early relationships

- Values and commitment articulated. What can we do to show Indigenous people that we want to establish trust as the basis for our relationship? Here are some suggestions.
 - The company may consider dedicating an area of the website to the values that they hold important to their organizations and to the Indigenous people, businesses and communities with whom they want to establish successful relationships.
 - Be diligent and follow up on matters that arise during meetings. Build trust by following through and doing the things you said you would do.
- Have a strategy. You need to have a strategy in place to ensure the engagement is effective.
- Get your workplace ready. There needs to be strong support and endorsement of the company's efforts to build employment and business opportunities for Indigenous people. Everyone needs to share some level of engagement with the company's engagement strategy.
- Be the good neighbour. Company should bring the effort of being the "good neighbour" to their work in Indigenous relations.

Building your commitment

- Upping the relationship and building trust. The Company needs to be able to demonstrate how it contributes to support Indigenous people to achieve their social, economic and community goals.
- Policy formation. As you engage Indigenous communities and build relationships, it is important that the company should establish a policy that affirms our commitment to Indigenous engagement.



Achieving a reciprocal relationship

- Sustaining the relationship. Company needs to show their support while managing community expectations about forthcoming opportunities. Company does a disservice when they unduly raise expectations. Doing so can undermine the relationship. Make sure you preach—and practice—patience. Timing is important. Working with and within community capabilities is a key to success.
- Having the same relationship with each other. It is all about balance in the relationship to other stakeholders.

2) Cultural Heritage Management

Through this process, Banpu may identify Indigenous communities living in areas with unique cultural heritage. Acknowledging the importance of preserving these traditions, Banpu is committed to their protection and conservation. To support this commitment, the company will develop a Cultural Heritage Management Plan (CHMP) to ensure respectful and sustainable management of cultural assets. This plan will include further assessments, ongoing consultations, and collaboration with Indigenous communities throughout the project lifecycle.

The CHMP reflects Banpu's dedication to inclusive and responsible development—ensuring that project activities respect Indigenous values and identities, minimize potential impacts, and build long-term trust with stakeholders, in line with international best practices.

Inclusive Indigenous Community Participation

Engage local communities and cultural representatives early and continuously through structured consultations, regular meetings, and transparent sharing of information about project activities.

1. Systematic Assessment & Documentation

Conduct baseline assessments in collaboration with heritage specialists and community representatives to identify cultural heritage sites, using appropriate technologies and verified records.

2. Ongoing Monitoring

Implement a phased monitoring approach (e.g., before, immediately after, and months following project activities) to detect changes or impacts on heritage values over time.

3. Digital Data Management

Utilize digital tools (e.g., mobile apps with GPS and real-time input) to collect, store, and manage field data in centralized, verifiable systems for reporting and traceability.

4. Heritage Protection & Remediation

Where heritage sites are impacted, develop culturally appropriate mitigation or restoration plans in collaboration with relevant communities. This may include artefact reburial, site restoration, or cultural ceremonies.

5. Transparency & Best Practice

Ensure transparent communication, document sharing, and inclusive decision-making. The process should align with international standards and reflect best practices, particularly in culturally sensitive areas.

3) Grievance Mechanism for Addressing Indigenous Concerns

All concerns arising from the operational activities that affect Indigenous Peoples will be addressed through a formal grievance mechanism that ensures fair, transparent, and timely resolution. Banpu is committed to handling grievances from Indigenous Peoples with integrity and respect. A structured grievance mechanism has been established to effectively address concerns related to operational activities, company policies, or potential impacts on Indigenous rights, well-being, and traditional territories—including matters related to resettlement. The complaint-handling process is conducted in accordance with the Community Complaint Management Standard across the Group.

4) Audit and Assessment of Relocation/Resettlement

In instances of resettlement, Banpu follows a formal process that includes the engagement of independent third-party auditors to evaluate resettlement projects involving Indigenous communities. The audit process entails a comprehensive review of household-level records, verification of community participation in decision-making, and assessment of continued access to livelihoods, education, and healthcare services post-relocation.



Audit findings are compiled into a publicly available report to ensure transparency. Any identified gaps or issues are addressed through corrective action plans developed in collaboration with affected stakeholders. The entire resettlement process is conducted in accordance with Banpu's Resettlement Management Standard and in full compliance with the applicable laws and regulations of the host country.

5) Moving Forward

As community engagement personnel, we have an important role to play in equipping the organization with the information they need to be successful in Indigenous partnerships. Indigenous people, businesses and communities are seeking to develop communities and economies through strong partnerships and engagements.

By developing and renewing our relationships we can build partnerships that will generate economic and social prosperity. Better education, employment and economic outcomes are shared goals that benefit all community members.

Relevant Documents

Community Engagement Policy
Community Complaint Management
Community Stakeholder Engagement
Resettlement Management

Reference

- GRI 411 Rights of Indigenous Peoples 2016
- ¹ https://www.un.org/esa/socdev/unpfii/documents/5session_factsheet1.pdf
- ² <https://www.worldbank.org/en/topic/indigenouspeoples#1>
- ³ Gray, Andrew, 1991, Between the spice of life and the melting pot: biodiversity conservation and its impact on indigenous peoples, IWGIA Document No. 70, Copenhagen, IWGIA.
- ⁴ Cobo, M n.d., Study of the problem of discrimination against indigenous populations, United Nations document E/CN.4/Sub.2/1986/87, UN, New York.