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# Strategy 2031:

## *Radical Possibilities*



*We pay our deepest respects to the Traditional Custodians of Country across Australia. We acknowledge the Traditional Custodians of the lands on which Indigenous businesses are founded and operate on.*

*We acknowledge and thank our Elders who have demonstrated over 60,000 years of sustainable Indigenous business. We ask our Elders to guide us on a path to a more prosperous future.*

Lowell Hunter, Founder of Salty One, has partnered with First Australians Capital on this Strategy and has contributed much of the artwork in this document. Lowell Hunter is a proud Nyul Nyul Saltwater man from the Kimberley's in Western Australia, who grew up on Gunditjmara Country in Warrnambool, and now lives on Wathaurong Country, Geelong. Although far apart, each of these special places have kept Lowell strongly connected to the ocean his whole life. Lowell's artworks tell stories of family, identity and connection.

To find out more about Salty One visit <https://saltyone.com.au>

First Australians Capital is proud to partner with Neon Marketing & Communications, an Aboriginal owned and led full-service marketing and communications agency. Thank you to Neon's director, Leisa Wahlin, and designer, Jordan Lovegrove, for your passionate work in bringing this strategy to the page.

To find out more about Neon Marketing visit <https://neonmarketing.com.au>

# Strategy 2031: Radical Possibilities

**The story and strategy of First Australians Capital** commences with an acknowledgement of the strength and resilience of Aboriginal and Torres Strait Islander people. We acknowledge the impact of colonisation and the systemic barriers for Indigenous people in accessing capital and building and transferring wealth to future generations. Despite this, there is a new economy, driven by First Australians, gathering speed.

In developing our Strategy 2031: Radical Possibilities, we set out to decolonise strategy. We collaborated with Indigenous businesses and our partners using a different approach to spur fresh conversations. We asked for the radical possibilities to be shared; the “what if?” and “where to?”. Our Indigenous-First Impact Framework, which will measure our impact, is a significant output from these conversations. We hope this framework can guide Indigenous businesses and our partners in viewing impact in a new way.

We have framed our strategy around storytelling, truth telling, reconciliation and a generational outlook. The 10 year timeframe for this strategy will enable us to work towards a generational impact, while remaining flexible and responsive to the dynamic changes in markets and our economy this side of 2031.

First Australians Capital, through the strength in our relationships and partnerships, is on a path to create a new economy driven by First Australians.

*“The success of Indigenous business, against a backdrop of systemic and persistent barriers and bias, is testament to our resilience, the drive of entrepreneurs to find a way through, to innovate solutions and connect with culture.”*

**Leah Armstrong, Managing Director and Co-Chair First Australians Capital**

Thank you to the Indigenous businesses, entrepreneurs and founders who have contributed your ideas and vision to this strategy. First Australians Capital walks alongside your business and it has been critical to the development of our strategy that we hear your ambitions so we can partner with you in the long term.

Thank you to the Indigenous leaders working within the Indigenous business community, and the First Australians Capital team, for your input to this strategy. Your insights into the trends that are shaping a new economy and our generational outlook are invaluable. Thank you to our partners and friends in the impact investment community for your reflections and ongoing support for our 10 year vision.

A special thanks and sincere appreciation to Karen Iles of Violet Co for your willingness to go along this journey of doing strategy differently. You have captured the important stories, our values and ambition to bring this plan to life.

# Strategy Through Storytelling

*Stars to guide you across the sea and land.  
Focusing on the constellations, the tides, the  
rivers, the mountains, the natural markers  
along the way to navigate you through.*

This is how we conceive of strategy.

Strategy is a series of stories woven together to create a landscape, a map, an appreciation of where we are now and where we are heading.

The way that we work to create change for our people and our Nation is relational.

We have a connection with Country, people, businesses, organisations and ourselves.

We have responsibilities to Country, culture, community.

Everything is interconnected.

We are applying a relational approach to guide all that we do, our strategy, our partnerships and our systems change approach.

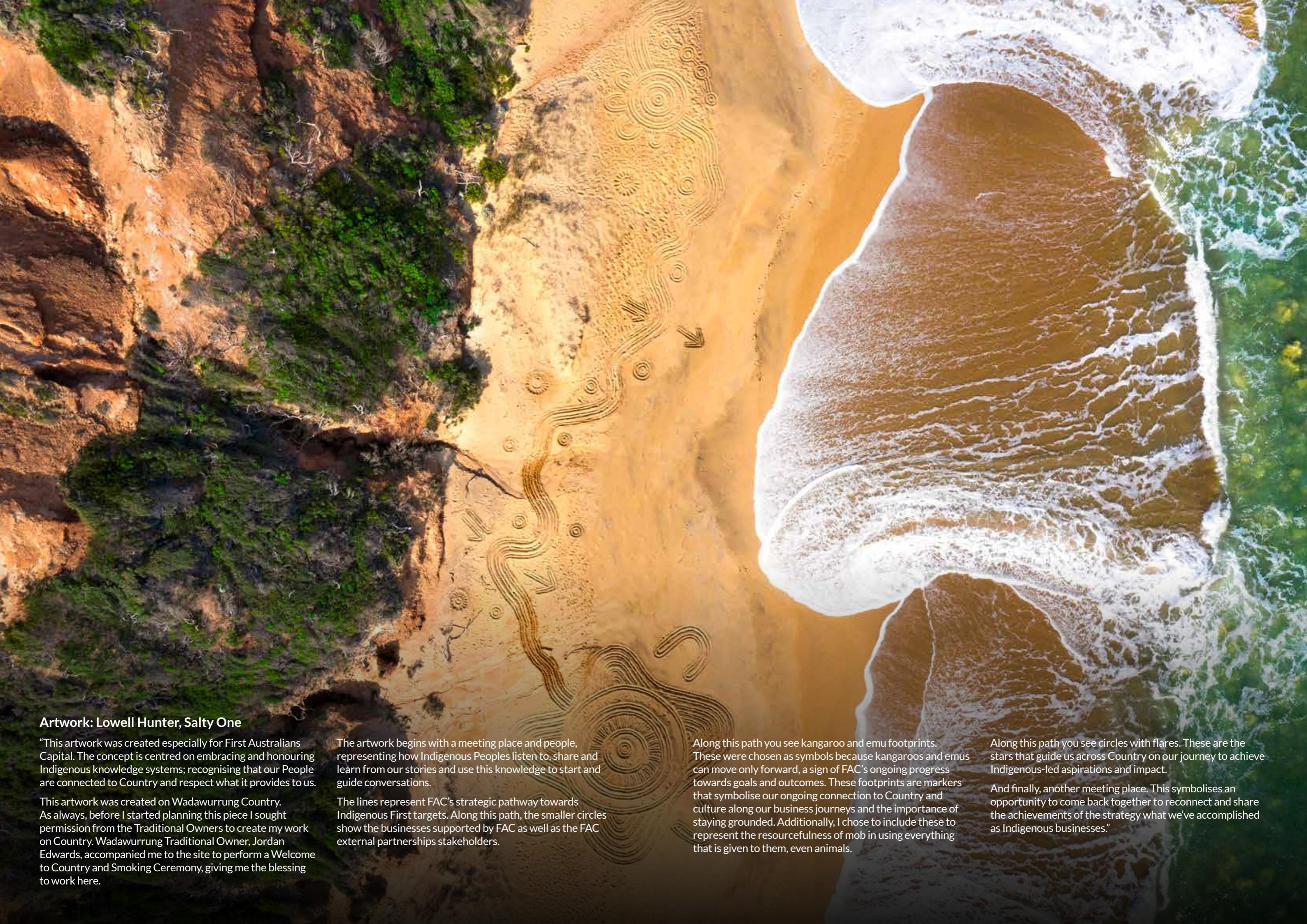
In our cultures, everything is taught in stories. As you grow into culture and in community more stories are told to you.

We start our Strategy 2031: Radical Possibilities with our foundational stories. Indigenous business owners and our Indigenous leadership want these stories to be shared with First Australians Capital partners.

It is the right time.

We feel that the Australian community, impact sector and investment partners are ready to hear our foundational stories, and through this action, will grow a new phase of partnerships

We start with storytelling.



### Artwork: Lowell Hunter, Salty One

"This artwork was created especially for First Australians Capital. The concept is centred on embracing and honouring Indigenous knowledge systems; recognising that our People are connected to Country and respect what it provides to us.

This artwork was created on Wadawurrung Country. As always, before I started planning this piece I sought permission from the Traditional Owners to create my work on Country. Wadawurrung Traditional Owner, Jordan Edwards, accompanied me to the site to perform a Welcome to Country and Smoking Ceremony, giving me the blessing to work here.

The artwork begins with a meeting place and people, representing how Indigenous Peoples listen to, share and learn from our stories and use this knowledge to start and guide conversations.

The lines represent FAC's strategic pathway towards Indigenous First targets. Along this path, the smaller circles show the businesses supported by FAC as well as the FAC external partnerships stakeholders.

Along this path you see kangaroo and emu footprints. These were chosen as symbols because kangaroos and emus can move only forward, a sign of FAC's ongoing progress towards goals and outcomes. These footprints are markers that symbolise our ongoing connection to Country and culture along our business journeys and the importance of staying grounded. Additionally, I chose to include these to represent the resourcefulness of mob in using everything that is given to them, even animals.

Along this path you see circles with flares. These are the stars that guide us across Country on our journey to achieve Indigenous-led aspirations and impact.

And finally, another meeting place. This symbolises an opportunity to come back together to reconnect and share the achievements of the strategy what we've accomplished as Indigenous businesses."

# Foundational Stories

These stories are offered and shared here to those who are interested and curious about building a new economy that is inclusive and equitable to all Australians. We feel that these stories (our truth telling), while they may be confronting in parts, are necessary to bring about understanding, stronger relationships, reconciliation and influence change.

## Colonisation and stolen wealth; lands, seas and wages

Land is a significant basis of wealth in Australia. It can be leveraged for enterprise, to access capital and to transfer wealth to the next generation.

Colonisation and the countless physical and structural manifestations of violence and trauma have been used to assert sovereignty by the British Crown. Colonisation has forcibly removed Australia's First Peoples from Country and locked Indigenous people out of the economy.

*"The legacies of dispossession and segregation are the socioeconomic 'gaps' that mark today's Indigenous disadvantage; the gaps that the nation to date has proven unable or unwilling to close."*

Shane Hamilton, Co-Chair

The disadvantage experienced by Indigenous people will simply not just go away on its own. To change outcomes for First Australians we believe we need to change the system to ensure Indigenous people drive new economic outcomes.

First Australians Capital was conceptualised in the early 2000's to promote and support Indigenous business and enterprise as a way for Indigenous peoples to become economically independent.

*"For my Mum and Dad's generation, there was a big focus on making sure their kids were able to get an education. For me, my hopes for my kids and grandkids, the next generation, are about economic empowerment."*

Carol Vale, CEO Murawin

An Indigenous-led and controlled investment fund that partners with Indigenous business is a unique proposition in the Australian economy.

The success of First Australians Capital is measured by the success of Indigenous businesses - defined by each business on their own self-determined terms.



Leanne King, Wollombi Cultural Experience ©

## Thriving Indigenous businesses

In the past 5 years, First Australians Capital has partnered with Aboriginal and Torres Strait Islander entrepreneurs to start and grow businesses with finance, wrap-around services and support.

Over 600 businesses have chosen to partner with First Australians Capital to strengthen their businesses. Of these, 80% have demonstrated improved business performance as a result of their work with us.

*"Working alongside me on strategy, planning and marketing has made my business stronger. First Australians Capital are across so many different businesses, industries, communities and are able to see and connect businesses with other businesses. It's about relationships and collaboration."*

Leanne King, CEO Wollombi Cultural Experience

Indigenous entrepreneurs continue to experience bias and the impact of colonialist stereotypes in their attempts to access capital from the "ordinary" investment market.

*"Other investors are only interested in Aboriginal businesses that are small scale or centred around Cultural products and services. First Australians Capital for us has filled a void in the investment market that no one else is meeting. They back the individual, they back innovation."*

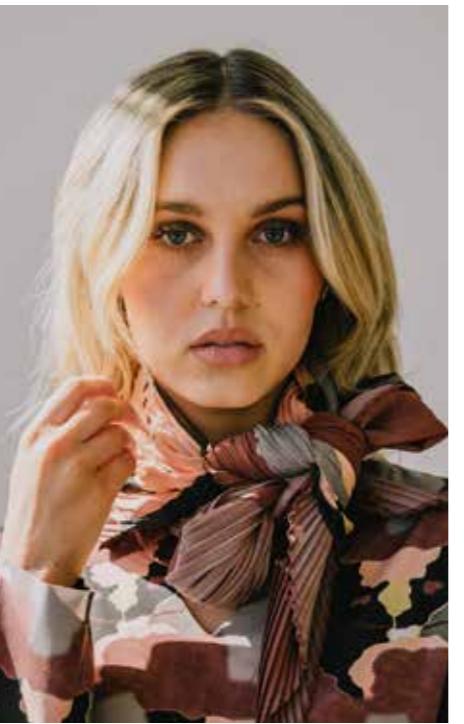
Brad Draper, CEO Aboriginal Sustainable Homes

Only a tiny portion of mainstream investment capital goes to Indigenous businesses - let alone businesses led by Indigenous women.

*"We look at things differently - we look for impact first. We use a strength-based approach because Indigenous people have proven they have done this, are doing and can do"*

Jane Pound, Executive Director First Australians Capital

# Foundational Stories



Mungalla Station ©

First Australians Capital walks alongside Indigenous businesses. We are building business capability, and in doing so, we are building the ability to scale and increase investment readiness.

To complement this, we have built an Indigenous-led and controlled fund to support the aspirations of Indigenous business.

## Unlocking capital

Unlocking capital for Indigenous businesses is essential to propel Indigenous business forward, and as a result, contribute to the entire Australian economy.

***“One of the biggest issues is cashflow. Access to capital is make or break”***

**Shane Devitt, General Manager Wirra Hub (Western Australian Indigenous Business and Employment Hub)**

Indigenous businesses, like all businesses, need timely finance solutions. We believe that the cultural, creative and economic capital of Indigenous businesses will innovate and shape new industries, particularly in sustainability, regenerative agriculture and food security. These solutions will have tremendous impact on our Country, communities and economy.

***“The two biggest challenges for Indigenous businesses are scaling and having capability and accessing finance. Rapid access to finance with an Indigenous-led fund that understands and recognises the strength, resilience of Indigenous business balanced with risk profile is important to be able to scale, respond and capture market opportunities.”***

**Laura Berry, CEO Supply Nation**

Unlocking capital across the investment market for Indigenous businesses to access is achieving results.

**\$60 million cumulative funding has been leveraged by First Australians Capital for investment into Indigenous businesses in the past 5 years.**

## New economy and radical possibilities

Our next stories of the new economy and radical possibilities will be shaped by this strategy.

By 2031, First Australians Capital will be a catalyst for radical change in investment markets in Australia and globally. We are on a path to unlock \$1 billion in investment finance in the coming 10 years.

Our partnerships with Indigenous businesses coupled with capital will influence growth in the number of Indigenous businesses and enterprises. Our aim is to influence the tripling of the Indigenous business sector by 2031.

A projected 40,000 Indigenous businesses will bring shared value to the Australian economy, as well as community resilience and intergenerational wealth.

***“It is not a matter of Indigenous communities not having the power, knowledge, experiences and solutions; fundamentally it’s about power without wealth equality and justice. A new economy that values First Australians’ cultural values and knowledge is essential for a sustainable, equitable and inclusive future for all Australians.”***

**Leah Armstrong, Managing Director and Co-Chair First Australians Capital**

# Indigenous-First Impact Framework

Indigenous-First Impact Framework will be used to shape and communicate our thinking, decision-making and approaches to Indigenous impact investment.

## The Framework highlights our commitment to:

- Indigenous-led and designed impact investment
- Using customised approaches to performance monitoring and evaluation for Indigenous businesses
- Indigenous determined indicators; measuring what matters, simplicity in approach and 'metrics' with meaning
- More effectively connecting investors with Indigenous impact investment

## Indigenous Australians Driven

The outcomes and impact we measure are driven by Indigenous Australians.

The value and role of Indigenous culture, and the principles within it, are recognised and underpins successful business objectives and impact strategies.

This empowers businesses to deliver long-term positive outcomes and impact with Indigenous people.

## Indigenous Australians Designed

We support businesses to design their impact strategies based on their objectives and mission.

This includes supporting what great looks like for Indigenous businesses and people and suitable performance indicators that track the journey to greatness.

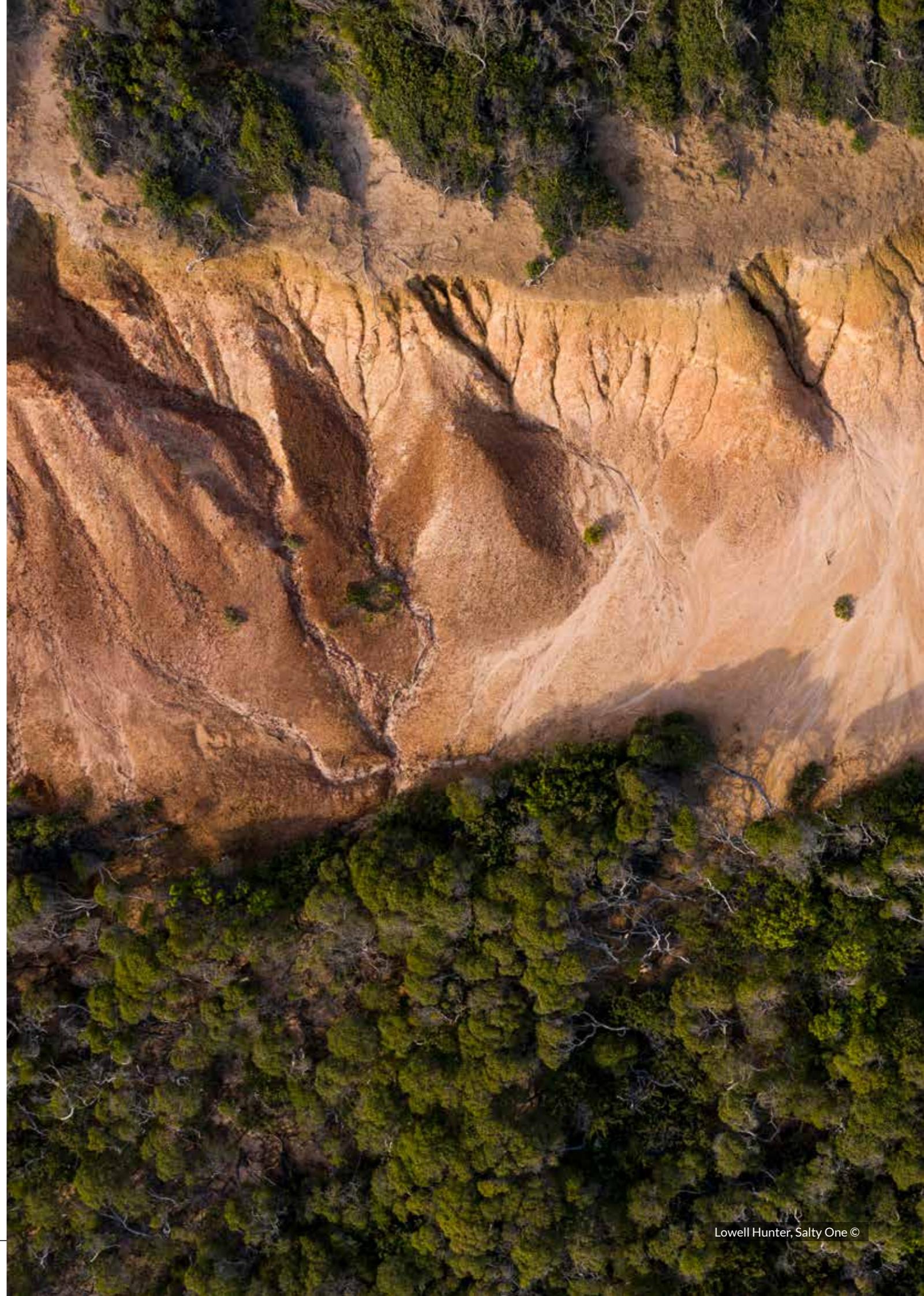
Indigenous-designed impact involves having a fit-for-purpose approach to impact performance monitoring and evaluation.

## Indigenous Australians Directed

Decision-making about alignment with the right investors sits with Indigenous Australian and responds to their impact objectives.

This includes supporting decisions about the right capital for the right stage of their impact journey and the alignment of their purpose and values.

First Australians Capital would like to sincerely thank and acknowledge Craig North, Managing Director of Indigenous Impact Pty Ltd, for the research and development of the Indigenous First Impact Framework. Indigenous Impact is a company that continues the work of creating and executing impact investment opportunities with Indigenous Australians through their enterprises and projects. Achieving social, cultural and environmental returns whilst also building economic independence for Indigenous enterprises.



# Vision, Purpose & Principles



## Vision

**To create a new economy driven by First Australians.**

A new economy that values First Australians' desire for a sustainable and equitable (inclusive) future for all Australians.

A new economy driven by First Australian business as a powerful economic contributor to community and intergenerational wealth.

## Purpose

We back the cultural, creative and economic strength of First Australians to become full, free agents in driving their own economic futures.



## Principles

Our principles are woven through all that we do. They guide how we work, who we partner with, what we focus on and the type of legacy we want to create. We recognise the human rights enshrined in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Our principles are interconnected with these rights.

### Self-determination

Indigenous peoples have the right to self-determination. To freely determine their economic, cultural, political and social development.

Self-determination, as described in the UNDRIP, includes the right to make decisions about the direction of, and strategies to develop, health, housing, economic and social programs, with Indigenous peoples having the right to administer these through their own institutions.

### Indigenous Controlled and Led

Indigenous agency is empowered through majority owned, controlled and managed enterprises and organisations.

First Australians Capital is proudly founded and run by experienced Aboriginal and Torres Strait Islander leaders and advisors. We have deep ties into our communities and understand the challenges and opportunities that exist.

### Impact Legacy

Impact Legacy recognises our duty of care to ensure intergenerational equity. We are custodians with obligations to create a fairer and sustainable social, environmental, and economic future for generations to come.

Our impact management and measurement is driven, designed and determined by Indigenous businesses and communities. Measuring what matters from an Indigenous standpoint on how community, cultural values underpin investment decision making.

### Care for Country and Community

Caring for Country and Community is centred around the diversity of our cultures, histories and aspirations and recognises our connectedness to place, kinship and story.

Indigenous cultural knowledge and innovation is woven throughout our work and decision making. We respect Indigenous intellectual and cultural property and data sovereignty when working with Indigenous businesses, enterprises and investment partners.

# Success Statement

*By 2031 First Australians Capital will be a catalyst for radical change in investment markets.*

*This will result in a thriving Indigenous business sector and lead to the creation of wealth for our Communities and future generations.*

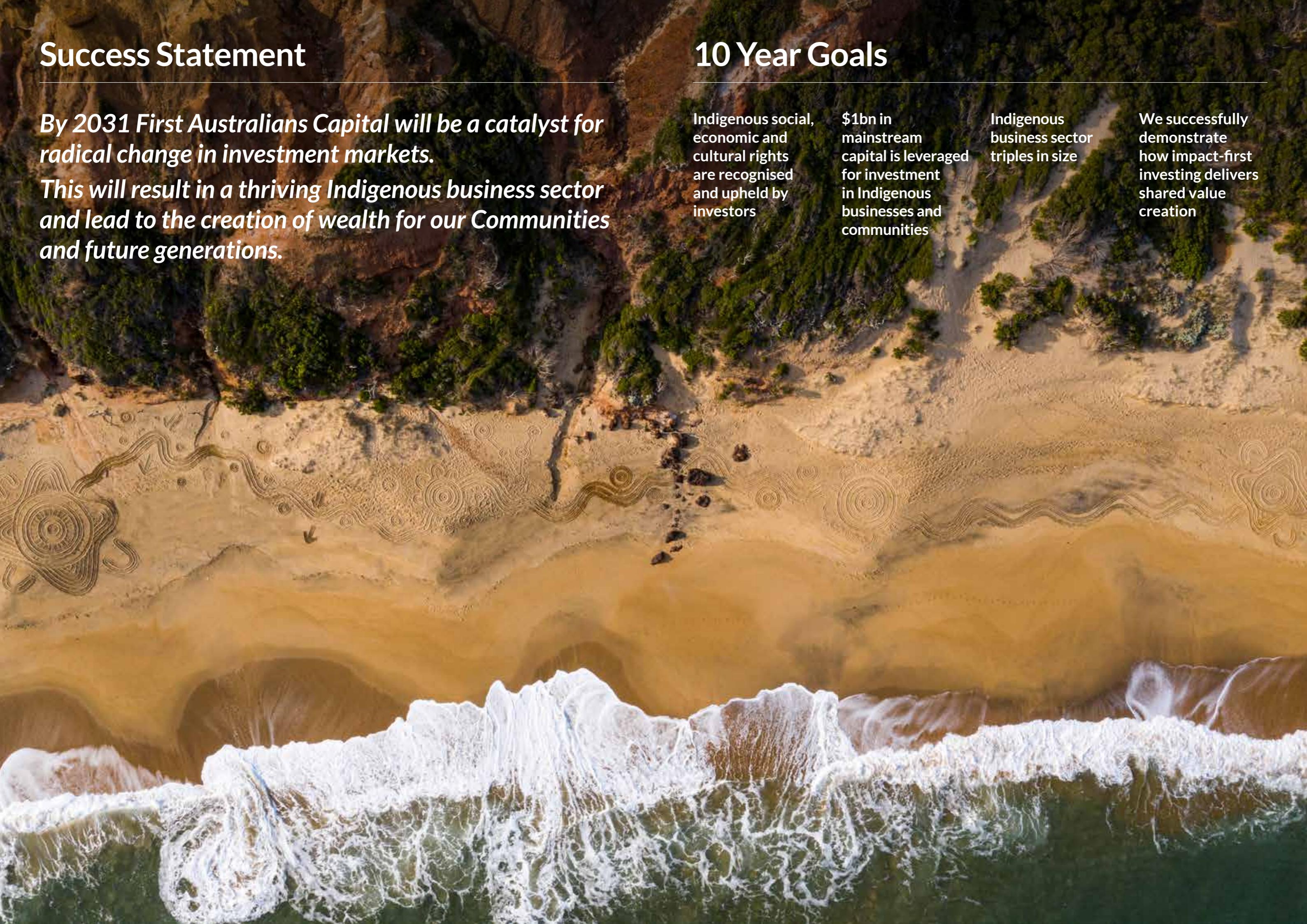
# 10 Year Goals

Indigenous social, economic and cultural rights are recognised and upheld by investors

\$1bn in mainstream capital is leveraged for investment in Indigenous businesses and communities

Indigenous business sector triples in size

We successfully demonstrate how impact-first investing delivers shared value creation



# Strategy 2031: Radical Possibilities at a Glance

**Vision:** To create a new economy driven by First Australians

**Purpose:** We back the cultural, creative and economic strength of First Australians to become full, free agents in driving their own economic futures.

## Success statement

By 2031 First Australians Capital (FAC) will be a catalyst for radical change in investment markets.

This will result in a thriving Indigenous business sector and lead to the creation of wealth for our Communities and future generations.

## FAC is an enduring organisation creating a legacy for future generations

**We align our work to four strategic priority areas that are interwoven and intrinsically linked**

<b>Thriving Indigenous business</b>	We walk alongside Indigenous entrepreneurs to build sustainable thriving business enterprises	<ol style="list-style-type: none"><li>1. Capacity building support and partnering model</li><li>2. Platform for Indigenous businesses to measure and demonstrate their impact</li><li>3. Economic opportunities for Indigenous women-led businesses and enterprises</li><li>4. Indigenous B2B market development network</li></ol>
<b>Accelerating market equity</b>	We will accelerate Indigenous equity in emerging industries and global markets	<ol style="list-style-type: none"><li>1. Dedicated market accelerators or initiatives for new and emerging industries</li><li>2. Global First Nations trade and export program</li><li>3. Community asset development and innovation by activating land, social and other Community assets</li></ol>
<b>Unlocking capital</b>	We leverage capital from the investment marketplace and give Indigenous businesses choice	<ol style="list-style-type: none"><li>1. Indigenous-led Impact Fund to \$250M for impact legacy</li><li>2. Next generation fund models to catalyse new industries and for focused community asset investment</li><li>3. SME business loans platform</li><li>4. Investment marketplace capital for IB sector</li></ol>
<b>Influencing change</b>	We catalyse economic justice and disrupt power dynamics	<ol style="list-style-type: none"><li>1. Indigenous First Impact Framework</li><li>2. Knowledge and evidence (data) of the value of the Indigenous economy</li><li>3. Shared value through trusted partnerships to ensure equity of opportunity</li><li>4. Inspire greater engagement with the Indigenous Economy</li></ol>

## Focus Industries

Native foods and botanicals

Renewable energy

Regenerative agribusiness and aquaculture

Digital technology

Environmental markets

Creative industries

## Our Principles

Self determination

Indigenous controlled and led

Impact legacy

Care for Country & Community

## 10 Year Goals

Indigenous social, economic and cultural rights are recognised and upheld by investors

\$1bn in mainstream capital is leveraged for investment in Indigenous businesses and communities

Indigenous business sector triples in size

We successfully demonstrate how impact-first investing delivers shared value creation

## Indigenous-First Outcomes (10 year horizon)

1. Indigenous Country, cultures, knowledge and Community assets are actively supported and invested in, and with investors who embed Indigenous-First measures in their decision-making criteria
2. Up to 3% of total market capital and up to 10% total impact capital is directed to Indigenous enterprises and community asset development
3. Grow global collaborations between First Nations enterprises to build trade and export markets
4. Increase the success, confidence and resilience of Indigenous business partners to grow a sustainable, thriving Indigenous economy
5. Indigenous enterprises, organisations and individuals invest in our Impact funds, to pay it forward for future generations, at a rate of 10% of funds under management

# Thriving Indigenous Businesses

We walk alongside Indigenous entrepreneurs to build sustainable thriving businesses and enterprises

*"Thriving businesses are building economic independence and intergenerational wealth for our people. With economic independence comes wellbeing for Country and our Mob."*

Steve Stanton, Director Business Development First Australians Capital

## Key Initiatives

### 1 Enhance our capacity building support and partnering model

FAC has been supporting Indigenous businesses, enterprises and entrepreneurs for 5-years using a self-determined capacity building model. Indigenous business are the heart of FAC and we want to ensure we are meeting their evolving needs as best as we can.

### 2 Provide a platform for Indigenous business to measure and demonstrate their impact

Indigenous businesses and investment partners are keen to articulate the impact that Indigenous businesses make. The FAC Indigenous-First Impact Framework can be adopted by Indigenous businesses and be utilised to assist in articulating their impact.

### 3 Advance economic opportunities for Indigenous women-led businesses and enterprises

Indigenous women have always been at the heart of Aboriginal and Torres Strait Islander communities. Their significant contribution to the social, cultural, environmental and economic value of Australia has been transformative. FAC will amplify the success of Indigenous women-led businesses.

### 4 Establish an Indigenous B2B market development network

Indigenous business owners are thirsty to collaborate with other Indigenous businesses, learn from each other, leverage networks and incorporate them into their own supply chain.

#### What does success look like?

Increase the success, confidence and resilience of FAC Indigenous business partners to grow a sustainable, thriving Indigenous economy.

On average 50% of our Impact Funds' portfolio are Indigenous women-led enterprises.

85% of Indigenous businesses that partner with FAC are thriving. We measure this based on 5 indicators:

1. Blueprint for success
2. Business confidence
3. Business resilience
4. Growth
5. Diversification



BCF Concreting ©

# Accelerating Market Equity

We will accelerate Indigenous equity in emerging industries and global markets

*"First Australians Capital brings Indigenous businesses onto equal footing with non-Indigenous businesses."*

Carly Mohamed, Non-Executive Director First Australians Capital

## Key Initiatives

### 1 Develop dedicated market accelerators or initiatives for new and emerging industries

Indigenous businesses have the opportunity to be in every sector of the economy. By understanding a selection of new and emerging industries, FAC can support Indigenous businesses with the data, networks and ultimately capital they need to innovate and capture new market opportunities.

### 2 Collaborate to develop a global First Nations trade and export program

First Nations people worldwide are resilient, entrepreneurial and innovative. Through partnerships, FAC has the opportunity to connect international impact investors, Indigenous businesses and our Impact Fund to help create a global First Nations trade and export program.

### 3 Strengthen community asset development and innovation by activating land, social and other Community assets

Land, social innovation and other assets are routinely used by non-Indigenous businesses to unlock capital. Because of the history of stolen wealth and colonisation, Indigenous businesses and Communities are not able to activate assets and wealth as readily.

Working with Indigenous Community Controlled Organisations and Indigenous businesses there is an opportunity to strengthen Community asset development and innovation. This can then be leveraged to unlock capital.

#### What does success look like?

Up to one third of our portfolio is supporting enterprise initiatives of community organisations and Indigenous communities.

Grow global collaborations between First Nations enterprises to build trade and export markets.

Indigenous enterprises, organisations and individuals invest in our Impact funds, to pay it forward for future generations, at a rate of 10% of funds under management.



Rodna Cultural Tours ©

# Unlocking Capital

We leverage capital from the investment marketplace and give Indigenous businesses choice.

*“Equity is how wealth is built, but in Australia, First Nations Communities lack equal access and equity in relation to Capital required to grow their businesses and communities.”*

Clive Ringler, Non Executive Director

## Key initiatives

### 1 Grow our Indigenous-led Impact Fund to \$250 million for impact legacy

Our Impact Fund is Indigenous-led and is unique in the Australian market.

Through innovation and partnerships, we will grow our Impact fund to \$250 million which will support growth in the Indigenous business sector and create legacy for FAC. Our Investment Mandate will enshrine this impact legacy approach to building the Indigenous business sector.

### 2 Develop our next generation fund models to catalyse community asset investment

By walking alongside Indigenous businesses and supporting them to become investment ready, we understand what investment products will best meet their future needs.

Our next generation fund models will inspire a range of mixed and flexible investment products, diverse impact and unlock greater investment to catalyse the Indigenous business sector and support community asset development.

### 3 Create an SME business loan platform

Accessible working capital will help drive the growth of Indigenous entrepreneurship. The establishment of an SME business lending platform will make it easier for Indigenous business owners to secure market rate working capital financing.

### 4 Leverage the investment marketplace capital for IB sector

Through co-investment, FAC will continue to help leverage additional capital for the Indigenous business sector and also encourage other institutional and impact investors to direct a portion of their total capital pool to supporting Indigenous led businesses and initiatives.

#### What does success look like?

Up to 3% of total market capital and up to 10% of impact investment capital is directed to Indigenous enterprise and community asset development.

Indigenous enterprises, organisations and individuals invest in our Impact funds, to pay it forward for future generations, at a rate of 10% of funds under management.



Sobah Beverages ©

# Influencing Change

We catalyse economic justice and disrupt power dynamics.

*“First Australians Capital, through its partnering with Indigenous business, and leadership in the investment market, decolonises financial systems. We remove the impact of historical and structural barriers to wealth” Carly Mohamed, Non-Executive Director First Australians Capital*

## Key initiatives

### 1 Implement and showcase the Indigenous-First Impact Framework to measure impact

The Indigenous-First Impact Framework guides our approach to investing in Indigenous businesses to realise the positive outcomes they are creating for First Nations Community, Culture and Country. This includes long-term social, cultural, environmental and economic benefits for First Australian peoples.

The Indigenous-First Impact Framework will catalyse more investing in Indigenous business and enterprise.

### 2 Collate, publish and share knowledge and evidence (data) of the value of the Indigenous economy

By collecting data, we will create a baseline to drive evidence based decision making. We will publish reports and share data with Indigenous businesses to support growth and investment capital flow to communities and businesses.

FAC will use ethical research practices and ground our approach in the AIATSIS Code, Indigenous Data Sovereignty principles and actively support the protection of Indigenous Intellectual and Cultural Property.

### 3 Create shared value through trusted partnerships to ensure equal opportunity

There is an opportunity for Australian businesses, organisations and investors to create shared value through investments as a way to boost economic growth for Indigenous peoples.

A thriving Indigenous business sector provides a range of benefits through supplier diversity, innovative products and services, and increases community sustainability and resilience.

### 4 Share compelling stories on impact to inspire greater engagement

We actively share compelling stories of the work of Indigenous businesses in creating benefits for Communities and Country. This includes promoting how Indigenous businesses contribute to the economy and United Nations Sustainable Development Goals.

#### What does success look like?

Indigenous Country, cultures, knowledges, Community assets are recognised and valued by investors who embed the Indigenous-First measures in their impact themes and decision-making criteria.

Up to 3% of total market capital and up to 10% of impact investment capital is directed to Indigenous enterprise and community asset development.

# Enduring Organisation

We will build an enduring organisation by placing our values and principles at the core of everything we do and by achieving financial sustainability

## Key initiatives

### 1 Maintaining strong cultural governance and Indigenous leadership

We will maintain culturally-legitimate Indigenous governance that enables us to operate as inter-cultural brokers within two different authorising environments (being Indigenous and non-Indigenous).

We will uphold our Indigenous-led governance and plan for Indigenous leadership succession.

### 2 Collaborative and dynamic teams

We will build an organisational culture that is culturally affirming, supports collaborative leadership and empowers agile teams.

Nurturing the talent within our organisation, we will foster leadership practices that are grounded in our values, and support opportunities for leadership development.

### 3 Technology enabled organisation

We will develop an ecosystem of digital and technology platforms that will enable us to scale and reach more Indigenous businesses. These platforms will enable seamless data capture and analytics to ensure a client-first approach and support strategic decision making.

### 4 Legacy Investment Fund

Our ambition is to be financially sustainable to create a legacy for future generations.

By 2031, we will have established a \$250 million Legacy Fund - one third of which will be philanthropic base - to accelerate the growth of Indigenous businesses and enterprises, and to ensure core funding for FAC.

## Values

- Curiosity
- Humility
- Entrepreneurial Spirit
- Community

### What does success look like?

Future Indigenous leaders are identified and supported for leadership development.

We will have a culturally capable team and a supportive workplace environment.

We have secured investment in our Indigenous-led Impact Fund to \$250M for impact legacy.



# Focus Industries

Indigenous businesses have been running sustainable, secure and socially inclusive enterprises in Australia for over 65,000 years.



From the sophisticated aquaculture systems of Budj Bim to the cultivated grain fields witnessed and recorded by the first European colonisers, land and agriculture management has been a cornerstone of Indigenous peoples' connection to Country. Businesses based on this deep level of knowledge and understanding are a unique opportunity for Aboriginal and Torres Strait Islanders to compete.

Combined with the Indigenous estate, which comprises approximately 40% of Australia's landmass, with an estimated 80% of Northern Australia under Aboriginal and Torres Strait Islander title. However, little of this land is providing economic benefits for local Indigenous communities.

From a market perspective, this provides enormous potential for environmental land and location-based economic development – including opportunities in land and resource management, agriculture, foods, renewable energy, pest reduction and water.

We will accelerate market-based initiatives to support Indigenous businesses, enterprises and entrepreneurs' participation and attract investment in the following industries:

- Native foods and botanicals
- Renewable energy
- Regenerative agri-business & aquaculture
- Digital technology
- Environmental markets
- Creative Industries

We seek to deeply understand these industries and work with Indigenous entrepreneurs and businesses to capitalise on opportunities and, in doing so, increase Indigenous market equity.

# Women's Economic Empowerment

Indigenous women's economic security and empowerment supported by Indigenous women-led businesses and enterprises



*"In Australia when we talk about Indigenous businesses and Indigenous women - we talk about domestic violence, housing, childcare - these are all important. But what about economic empowerment? This in itself is important for Indigenous women."*

**Carol Vale, CEO Murawin**

Supporting Indigenous women's economic security and independence has significant implications for the health, wellbeing, social inclusion, equality, gender-based violence, educational attainment, and workforce participation of women.

Because these issues impact Indigenous women disproportionately, we are choosing to have an amplified focus on supporting Indigenous women-led business. We see this as one way that we can contribute to equality for Indigenous women.

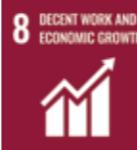
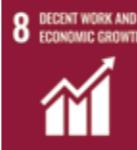
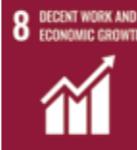
In our strategy, we will identify specific initiatives to amplify the support for, and investment in, Indigenous women-led businesses. We will celebrate their successes and help sustain the development of future Indigenous women entrepreneurs.

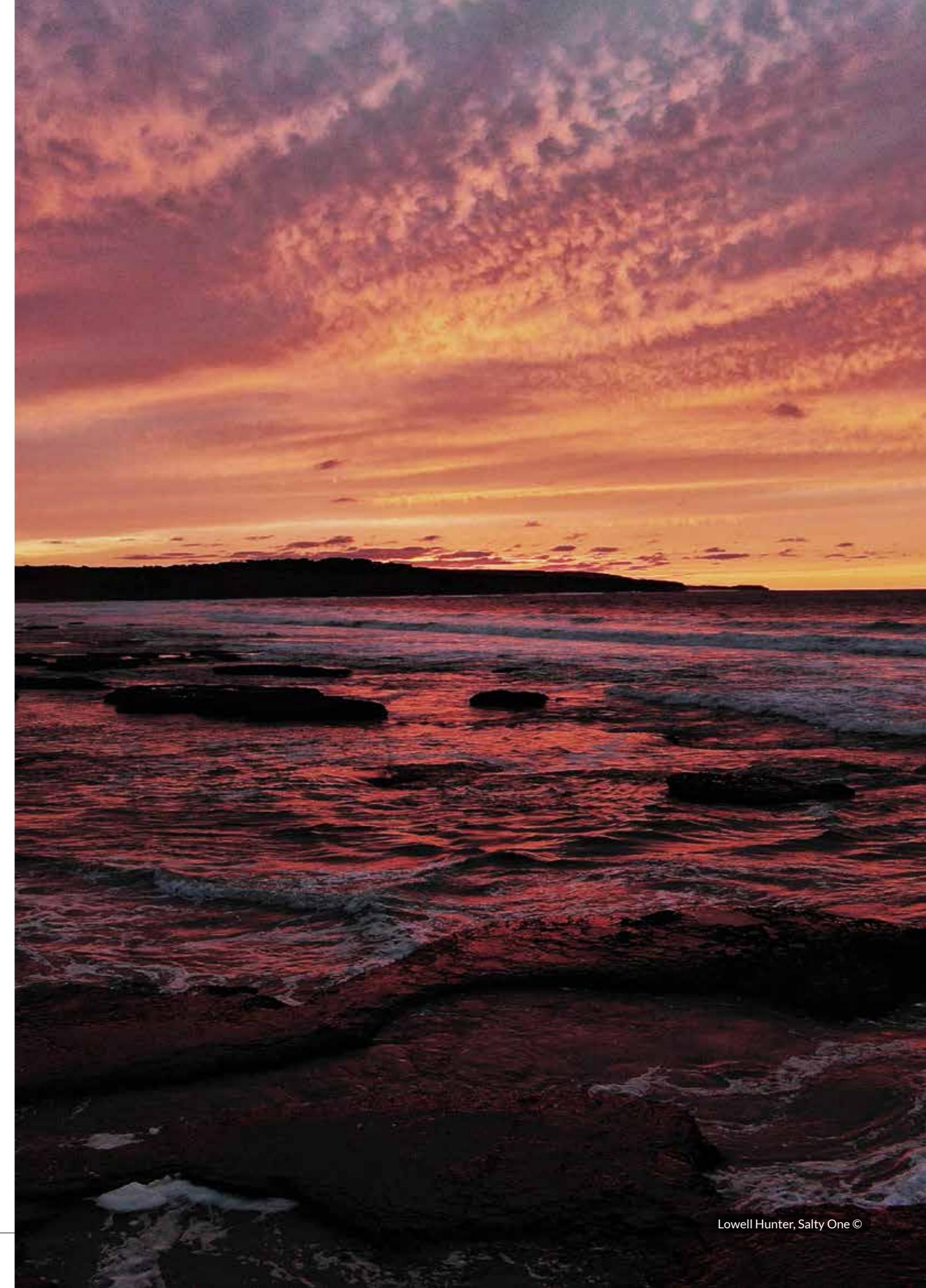
- Proactive approach to supporting Indigenous women-led businesses
- Additional support for investment-ready women-led businesses to market (recognising that only 3% of Impact Investing is in businesses led by women entrepreneurs)
- Referral pathways, B2B network, influencing strategies to support women to access knowledge and resources.

# Alignment with Global Frameworks

## United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the United Nations Sustainable Development Goals (SDG).

We are committed to aligning our strategic priorities to the UNDRIP and SDGs.

	UNDRIP	SDGs (Direct)
<b>Thriving Indigenous businesses</b>  We walk alongside Indigenous entrepreneurs to build sustainable thriving businesses enterprises	Article 3 – The right to self-determination. By virtue of that right they freely determine their political status and freely pursue their economic, social and cultural development.	    
<b>Accelerating market equity</b>  We accelerate Indigenous equity in emerging industries and global markets	Article 20.1 – To be secure in the enjoyment of their own means of subsistence and development, and to engage freely in all their traditional and other economic activities.  Article 31.1 - The right to maintain, control, protect and develop their intellectual property over such cultural heritage, traditional knowledge, and traditional cultural expressions.	    
<b>Unlocking capital</b>  We leverage capital from the investment marketplace and give Indigenous businesses choice	Article 23 - The right to determine and develop priorities and strategies for exercising their right to development.  Article 39 - Indigenous peoples have the right to have access to financial and technical assistance from States and through international cooperation.	    
<b>Influencing change</b>  We catalyse economic justice and disrupt power dynamics	Article 7.2 – The collective right to live in freedom, peace and security.  Article 20.2 - Indigenous peoples deprived of their means of subsistence and development are entitled to just and fair redress.	   



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