

## Quality Statement

The shareholders, CEO and management of Indigenous Precision Services (IPS) are committed to developing and fostering a workplace culture that supports continuous quality improvement. We have an ongoing commitment to achieving and maintaining accreditation and certification of our Indigenous animal welfare officers (AWOs) to ensure cultural custodians have a voice in the management of kangaroos and Country, and to exceed current industry standards.

By doing this, we will demonstrate to our community and funders that we are committed to the utmost quality and safety in delivering culturally governed animal welfare services.

We are setting a precedent in the ethical harvesting of endemic species by bringing the current industry under the cultural authority and leadership of Australia's First Peoples. IPS is a 100% owned and operated Indigenous business bringing together custodians, Indigenous scientists and specialist AWOs with industry leaders and technological partners to sustainably manage our First Nations' interests in ways that benefit our animals, totems, communities and businesses in the following ways:

- a) Asserting traditional sustainability practices so products are culturally and ethically sourced and aligned to the values and cultural authority of traditional landowners across harvest zones.
- b) Developing an end-to-end value and supply chain that consistently matches or exceeds our clients' expectations, and constantly improves based on their feedback.
- c) Increased funding, partnership and entrepreneurial opportunities that allow us to create more jobs and deliver effective animal welfare and caring for country programs.
- d) More efficient and streamlined process flows that are controlled by – and privilege Indigenous interests in – domestic and export markets.
- e) More efficient First Nations engagement across Australia, and the development of a world-class workforce in regional and remote area Australian animal welfare.
- f) Access to technological applications to support caring for country and sustainability initiatives through our partnerships.

# **Indigenous Precision Services (IPS)**

## **Strategic Plan 2021 – 2025**

### **Who we are:**

IPS is a 100% Indigenous shareholder-owned company committed to delivering high-quality animal welfare for species endemic to Australia, aligned with the values and aspirations of Aboriginal and Torres Strait Islander people – Australia’s First Peoples.

We aim to provide culturally appropriate comprehensive animal welfare services to the kangaroo industry to ensure culturally-informed best practice safety standards are used and lead to the development and delivery of ethically sourced kangaroo products for domestic and international markets.

### **Our Purpose:**

To achieve the highest level of health and wellbeing for kangaroos, the environments in which they live and First Nations communities with cultural responsibilities to care for Country.

We work with communities and traditional owners to achieve self-determination and provide industry partners with opportunities to establish new standards based on ancient sustainability practices. (Drones/ A.I. – land care and management aligned with traditional owners’ knowledge of the Country to which they belong)

### **Our Focus Areas:**

1. Strengthening the resilience of our communities, our country, and species endemic to Australia.
2. Providing Australia and the world with high-quality kangaroo products that are culturally authorised, ethically sourced, wanted and used.
3. Ensuring a sustainable and secure future for our animals, families, and our regions.
4. Building regionally networked national and international coalitions committed to Indigenous-led animal welfare initiatives and supply chains.
5. Ensuring Indigenous voices are respected, heard, and responded to.
6. Facilitating cultural determinants of health and wellbeing – Healthy Country, Healthy Animals, Healthy People.
7. Growing and transforming our service delivery models through emerging technologies, Indigenous science, and industry partnerships.

## **Our Strategic Priorities 2021 – 2025**

### **Priority 1: Understand the cultural significance of delivering high-quality kangaroo products to domestic and international markets**

Kangaroo products have sustained Aboriginal and Torres Strait Islander people for more than 60,000 years. The knowledge systems underpinning these multi-generational sustainability practices are many and varied and specific to the places where people live. We will collect animal welfare information and validate cultural protocols and practices to ensure all kangaroo products are harvested in ways that meet the needs and requirements of regional traditional owner groups. We will invite key traditional owners (TOs) to advise and inform our national network of Indigenous AWOs of these practices. We will:

- Consult with TOs in harvest zones to ensure cultural knowledge, cultural protocols and ceremonial observances are collected and agreed to by TOs in the region.
- Document cultural protocols and practices and facilitate the education and training of the AWOs.
- Establish a TOs Advisory Committee to ensure the ethical conduct and supply of kangaroo products to market.
- Establish geolocation indicators and blockchain services to ensure the authenticity of Indigenous kangaroo products to market.
- Co-design industry standards with TOs, industry partners and Indigenous scientists.

### **Priority 2: Communicate First Nations' commitment to animal welfare, sustainability and thriving communities**

Animal protection campaigners have raised valid points of concern about the effectiveness of critical elements of kangaroo industry standards, with cull estimations and harvesting practices unable to be verified. To date, Aboriginal and Torres Strait Islander people have been excluded from participating in the kangaroo industry despite the accumulation of knowledge and practices regarding kangaroos and Country stretching back tens of thousands of years. Our long-held principle of abundance means managing our Indigenous estate in ways that align ancient wisdom with campaigner concerns. This will guarantee the ethical treatment of animals who have been our totems and a major source of nutrition, clothing and Dreaming Time stories for millennia. We will:

- Develop and implement a communications strategy founded on culturally verified information from TO groups.
- Collect information about the health of ecosystems where kangaroos live for the purposes of sharing information about Country to our partners and collaborators.
- Work with DFAT, CSIRO, government ministers, consular staff and Agri futures on the design and delivery of Indigenous-led advertising strategies that uphold the cultural, scientific and ethical practices needed to be adopted by the kangaroo industry to boost its products in domestic and international markets.
- Become members of, and advocate through, national member-based organisations that promote and protect Indigenous interests in Australia's endemic species.

### **Priority 3: Invest in the future of Indigenous interests in supplying ethically sourced products for domestic and international markets**

The current kangaroo industry is estimated to be worth \$200 million per annum and, to date, has excluded Aboriginal and Torres Strait Islander people. IPS will work to ensure that we grow a national First Nations workforce with the capabilities to participate in all aspects of the industry. We want to create employment and businesses, and build the entrepreneurial, technological, and on-Country capacity of Aboriginal and Torres Strait Islander people living in remote harvest zones. This will lead to domestic and international opportunities due to free trade and other agreements that now recognise Indigenous inclusion. We will:

- Grow our Aboriginal and Torres Strait Islander employee base in all areas, including in senior management, through accessing professional development opportunities such as training, mentoring and creating career pathways in our business.
- Use vocational, industry, business and other forms of training to grow our First Nations leadership and workforce.
- Use our networks to undertake community-based research and development, ensuring IPS's strategies are underpinned by an evidence base that is up to date and inclusive of Indigenous and Western science knowledge traditions.
- Implement a career development and mentoring program for all employees that is tied to annual key performance indicators.

### **Priority 4: Advance self-determination through our industry and our relationships**

We are committed to working with TOs, Indigenous landowners, member-based organisations and industry partners to advance Australia's First Nations' self-determination goals. We will:

- Implement approaches co-designed with local TOs, our partners and collaborators to pursue sustainability agendas that monitor the health and wellbeing of our country and, where possible, pursue sustainability and biodiversity agendas to heal our country and our people.
- Encourage individuals and organisations to become shareholders in IPS, and support shareholders to make decisions that advance IPS's objectives and strategy.
- Ensure active participation and representation of local TO interests in negotiations and advocacy related to the kangaroo industry domestically and internationally.
- Invite interested parties onto Country with our team to experience firsthand what is needed to culturally and ethically source kangaroo products.

**IPS's Role:**

In line with our vision, we will:

- Include and respect community voices and the aspirations and goals of our shareholders.
- Lead best practice governance, accountability, and engagement across domestic and international markets.
- Ensure local and regional cultural protocols and practices are evident in all we say and do.
- Use research and development strategies to underpin our decision making with evidence of what works.
- Engage in campaigns to assert the roles and responsibilities of TOs and all First Nations peoples in sustainable management practices.
- Develop and certify an ethical supply chain co-designed with community and industry partners.
- Invest in a strength-based approach for the delivery of products to market.
- Invest in and draw upon our extensive First Nations knowledge base to create a sustainable kangaroo industry through cultural innovation and entrepreneurial drive.

**Our Vision**

Aboriginal and Torres Strait Islander people delivering world-renowned, ethical and culturally authorised – and uniquely Australian – kangaroo products that consistently meet the needs of our people, country and clients.