

Salesforce Innovate RAP

Reconciliation Action Plan

March 2022 - March 2024



RECONCILIATION
ACTION PLAN

INNOVATE

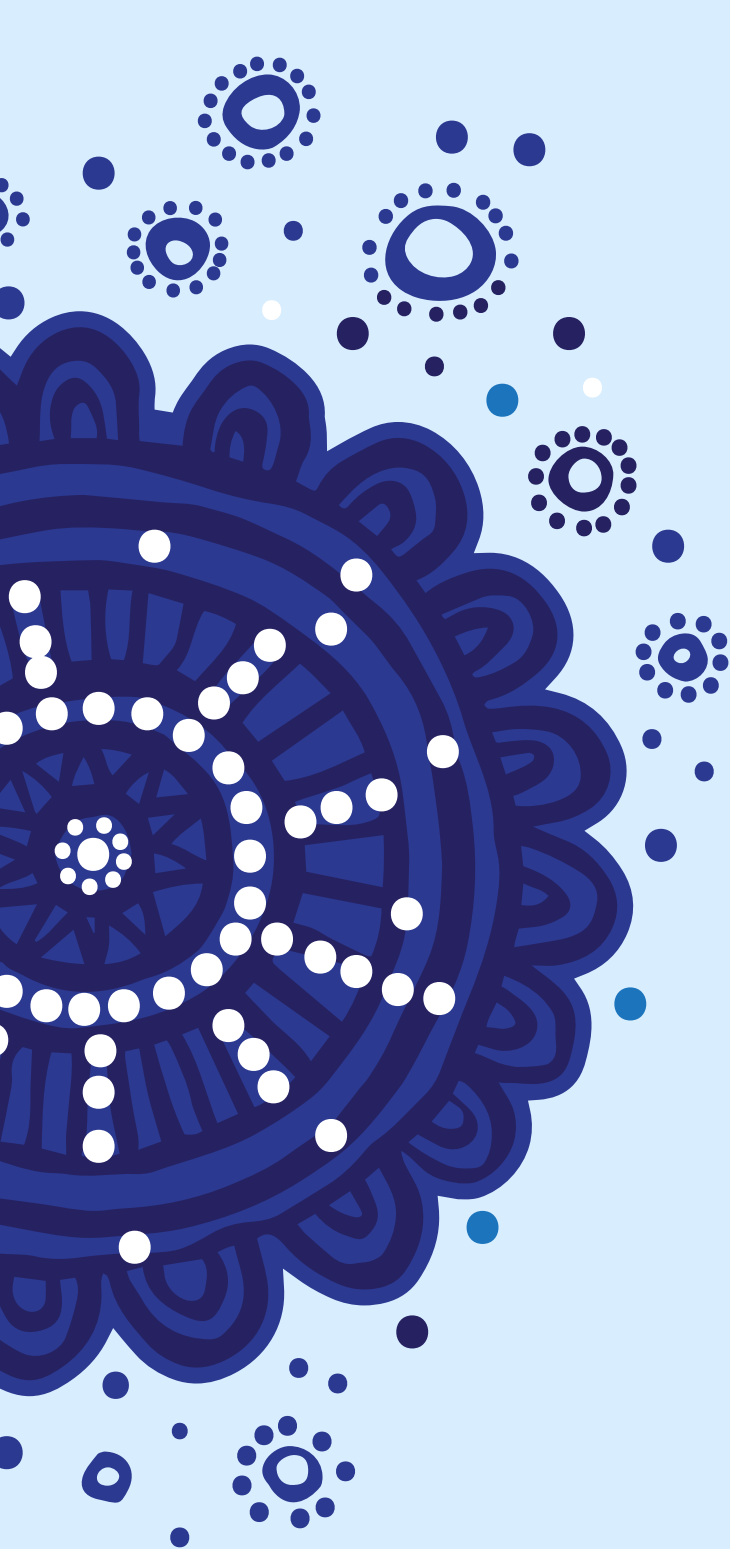




Acknowledgement of Country

We acknowledge the Traditional Owners of the land on which we live and work and pay our respects to their Elders past, present and emerging.

In particular, we would like to acknowledge the Gadigal people of the Eora Nation (Ultimo, Sydney); the Traditional Custodians of the ACT, the Ngunnawal people (Canberra); the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation (Melbourne); the Chepara Clan of the Turrbal Nation (Brisbane), the Kaurna people of the Adelaide Plains (Adelaide); and the Whadjuk Nyoongar people (Perth region).



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A message from Salesforce ANZ CEO, Pip Marlow

Today marks an important moment in Salesforce Australia's journey in Australia. I am pleased to share with you our Reconciliation Action Plan (RAP), the first step in our commitment towards reconciliation and creating opportunities in partnership with Aboriginal and Torres Strait Islander communities.

Salesforce Australia is committed to walking together with the Traditional Custodians of this land, Australia's First Nations peoples, as we forge a path to reconciliation. In the true spirit of reconciliation, we acknowledge the consequences of past actions, and the impact of these on Aboriginal and Torres Strait Islander peoples.

Salesforce is a company that was founded on a set of values, with equality at the centre of everything we do. In living by this value, we are committed to creating a more equal workplace and world for all.

This deep-seated belief system extends to our employees, partners, customers, members of the communities that we call home, and the environment. It defines our culture, the way we

collaborate across our business, take care of one another, have fun together, and work together to leave the world a better place.

Our first Reconciliation Action Plan is driven by these values and formalises our ongoing and long-term commitment to the reconciliation journey.

I am really proud that this was developed following input from all areas of our business and has shaped this Reconciliation Action Plan with respect for the unique, diverse and enduring cultures of Aboriginal and Torres Strait Islander peoples.

Through this process, we aim to gain a deeper understanding of these cultures and we will continue to provide all of our stakeholders with opportunities to learn about important aspects of Australia's past, present, and future.

We look forward to playing an active role in strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples for the benefit of all Australians and the communities we live in.



A message from Reconciliation Australia CEO, Karen Mundine

Reconciliation Australia commends Salesforce on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Salesforce to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Salesforce will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments.

The RAP program's framework of *relationships, respect, and opportunities* emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Salesforce is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Salesforce's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Salesforce on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

About the artist

Riki Salam, Principal, Creative Director and artist of We are 27 Creative, was born and raised in Cairns on Yidinji Land in 1972 and is a member of and connected to Kala Lagaw Ya – Western Island groups (St. Pauls – Moa Island), Kuku Yalanji Peoples on his Father’s and Grandfather’s side and a member of the Ngai Tahu people in the South Island of New Zealand on his Mother’s side. Educated in both Cairns and Brisbane, he has more than 20 years of industry experience as a graphic designer and artist.

Riki has worked on many high-profile projects, including the Qantas painted Boeing 747/800, Yananyi Dreaming, and produced artworks for Telstra, Origin, Woolworths, the Healing Foundation and the Australian Human Rights Commission. Riki also designed the identity for the G20 in 2014. He works in pen, ink, brush, gouache on paper and with acrylic paints, exploring concepts of traditional culture in a contemporary format.

To view more of Riki’s artworks visit www.weare27.com.au



‘Bring Country Together’
by Riki Salam
(Mualgal, Kaurareg,
Kuku Yalanji),
We are 27 Creative.

'Bring Country Together'

Bring Country Together - Salesforce Artwork

Dry desert air gives way to cool starry night, Lizard burrows underneath warm arid sands, this Country is vast and wide.

Willy-wagtail dances in the morning light, People journey across landscape led by celestial bodies day and night. Message Stick passed from Country to Country this place is rich in resource. Knowledge is given and received, etchings marked on wood.

Freshwater leads to Saltwater, trade enables us to grow and flourish. Fire burns clearing the way for new growth to occur, Rivers run deep.

We follow pathways through lush tropical forest, songs are sung since this Land first began. Clap sticks tap slow and steady, drum beat sounds we are all connected.

Ancestors guide our way, creation spirit fills the void. We are one with this land, we belong to this place. Celebrating as one we continue to lead the way on our journey across Country.

The Salesforce Reconciliation Action Plan artwork

tells the story of growth from its humble begins in San Francisco to a worldwide organisation. It begins with a guiding light, an idea that flourishes and grows. The artwork depicts a Dreaming Track and progresses through many stages that represents the growth of an organisation and a culture that goes from strength to strength. Country Culture and trade are all represented. Aboriginal and Torres Strait Islander People used the sun and the stars to navigate across land and sea to trade and gain knowledge of their land and country, other people and new technologies. The elongated message stick represents new knowledge and new ways of being and doing, the patterned pathways represent all different aspects of customs, culture and knowledge of land and country through trade. The central circle represents Salesforce as a hub and a Community a leader in business of Customer Relationship Management (CRM).

The artwork shows how Salesforce grows organisations big and small making them more efficient and effective. The growth of the circle motifs shows this progression of not only how Salesforce as a company has grown but also how it assists in growing other businesses and organisations. The patterning on either side of the central Dreaming Track represent both Culture and Country and the journey people take to form community and to gain understanding of one another through trust, customer service, innovation and equality.

About Salesforce Australia and New Zealand

Salesforce is the #1 Customer Relationship Management (CRM) platform, bringing companies and customers together in the digital age. Founded in 1999, Salesforce enables companies of every size and industry to take advantage of powerful technologies – cloud, mobile, social, voice, and artificial intelligence – to connect to their customers in a whole new way. They are coming to us as their trusted advisor, and together we are transforming their businesses around the customer.

Salesforce will power more than 2 trillion Business to Business (B2B) and Business to Consumer (B2C) transactions this year for more than 150,000 companies and millions of Trailblazers – the individuals and their organisations who are using Salesforce to drive innovation, grow their careers, transform their businesses and give back to the community.

Salesforce is committed to a set of core values—trust, customer success, innovation, sustainability and equality of every human being. Salesforce is one of the leaders on Fortune’s Change the World list, has won the Best Place to Work in Australia award twice and has been one of Fortune’s 100 Best Companies to Work For, for twelve years in a row.

In Australia, we opened our doors in 2004 and we continue to be a business that strives to deliver success for our customers and live up to those core values. We have over approximately

2,000 staff in Australia and as an innovative technology company we are growing exponentially.

With offices located in Sydney, Melbourne, Brisbane, Canberra and Perth we are expected to unveil Salesforce Tower in Sydney late 2022/early 2023. At 53 storeys, Salesforce Tower will be the tallest office building in the city and will overlook Sydney Harbour. As part of this new office opening, we have committed to add 1,000 new jobs locally over the next five years. Currently we have two (2) staff that identify as Aboriginal and/or Torres Strait Islander people and it is our intention to build systems and processes that will provide a better understanding of First Nations peoples staffing numbers.

Giving back to the communities in which we live and work remains a core focus. To date our staff have delivered more than 169,815 volunteer hours in Australia, we’ve given more than \$2.7M in grants in Australia and we have over 1,800 nonprofit customers using our technology in Australia. We will also offer up a shared space in the new Salesforce Tower for the community and not for profits to use – free of charge.

Equality is a core value at Salesforce. We believe that businesses can be powerful platforms for social change and that it is our responsibility to further Equality for All. Clearly, there is more work to be done, but we believe together we can build a more equal workplace and Australia for all.

Our vision for reconciliation

Our vision is to enable greater access and equity for Aboriginal and Torres Strait Islander peoples across the globe to the opportunities presented in a digital-first world.

Our core values of Trust, Customer Success, Innovation, Sustainability and Equality, are the foundation of Salesforce. These values inspire our vision for reconciliation to create social value, demonstrate mutual respect, and establish meaningful relationships that will drive change in partnership with Australia's First Nations people.

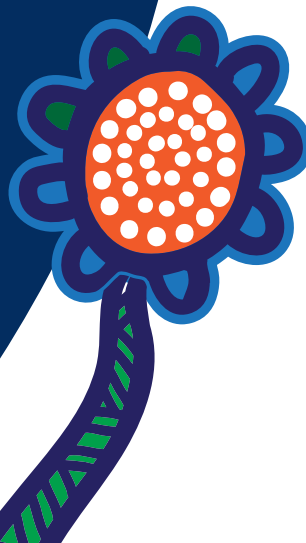
Our vision and commitments to advancing reconciliation in Australia will enable our business to:

- Educate and empower staff to be leaders, allies, and activists in advancing reconciliation
- Help close the digital divide and drive culturally responsive impact in partnership with Aboriginal and Torres Strait Islander peoples by providing greater access to STEM education, skills, and opportunities through our technology platform and programs
- Leverage our company's influence to drive awareness and understanding of the Aboriginal and Torres Strait Islander peoples' meaningful connection between people, land, and sea



Our reconciliation journey

Our journey to reconciliation and developing our first Reconciliation Action Plan.



- **March 2017:**
World Tour Welcome to Country
World Tour 2017 marked the first time Salesforce included a Welcome to Country at a Salesforce event in Australia, led by Auntie Millie Ingram, a Wiradjuri woman born and raised on Erambie Mission, Central NSW.
- **May 2018:**
RAP Development Group formed
In May 2018, a group of Salesforce employee volunteers came together with the goal of establishing a RAP with Reconciliation Australia.
- **January 2019:**
Recognising 26 January
Our Global Worldwide Indigenous Network of Diversity (WINDforce) employee resource group (ERG) held a reflective session on January 26 to highlight the date's meaning through the eyes of the Indigenous community. Dean Parkin, from the Quandamooka peoples of Minjerriba (North Stradbroke Island) and Director, From the Heart and Phil Lockyer, a proud Noongar man (Western Australia) and Head of Corporate Affairs at Tourism Australia (formerly IAG), shared their personal views in the session about Australia Day, Invasion Day, Day of Mourning and Survival Day.



Getting ready for Tech Bootcamp Week in partnership with CareerTrackers.

July 2019:
NAIDOC Week

As part of NAIDOC Week, Bill Bashford, proud Yuin man (South Coast of NSW) and Chief Executive Officer, Waagura and Michael McLeod, a Ngarrindjeri Monaro man (Southern NSW) and CEO/Founder of Message Stick, spoke to Salesforce staff and participants in the Tech Bootcamp Week Salesforce held in partnership with CareerTrackers.

Bill discussed the importance of role models in the Indigenous community including in the technology space. Michael also emphasised how critical it is that Indigenous Australians play an active role in how IT will impact their lives. With so few Indigenous students currently pursuing IT studies, Michael discussed the importance of partnerships and programs like the ones run by Salesforce and CareerTrackers in boosting those numbers.

August 2019:
ANZ Leadership RAP committee commitment

The Salesforce leadership team formed a RAP committee to help amplify and support local initiatives and commitments created by Salesforce's RAP Development Group.

January 2020:

First RAP draft submission and feedback from Reconciliation Australia

After our first submission of the Salesforce RAP, Reconciliation Australia challenged us to further consider our commitments aligned to awareness and how we could communicate what reconciliation means to Salesforce more effectively. After critically reviewing the feedback from Reconciliation Australia, we felt it was appropriate to take a pause and self-reflect on our commitments and vision to ensure what we had written was meaningful, achievable and relevant for Salesforce's inaugural RAP submission.

April 2020:

Established local WINDForce ANZ Employee Resource Group (ERG)

WINDforce was launched globally in 2019 as an essential addition to our ERG which are employee-led and organised groups centred around common life experiences or backgrounds and their allies. Equality Groups focus on advancing the vision of the Office of Equality in the communities we serve by cultivating a sense of belonging and inclusion at Salesforce.

WINDforce is a community of Salesforce employees who are allies to Indigenous communities and are dedicated to education, engagement, collaboration and knowledge sharing with the aim of respecting and celebrating Indigenous peoples and their cultures around the world.

Select RAP Committee members across ANZ started to help drive local awareness around the creation of the Salesforce RAP in Australia.

May 2020:

National Reconciliation Week

For National Reconciliation Week, Salesforce's RAP Development Group participants organised a broadcast-screening and follow-up discussion of *The Australian Dream* featuring Adam Goodes. To further our commitment to establishing and demonstrating respect, the RAP and WINDforce global groups committed to Indigenous Cultural Competency Training with Arrilla. During this time, Salesforce also became a member of Supply Nation.

July 2020:

Reconciliation in Australia: 'The Time is Now' panel

Salesforce ANZ CEO Pip Marlow hosted an internal panel, titled, *Reconciliation in Australia: The Time is Now*, as part of our aim to achieve deeper, more effective awareness across the organisation at both a leadership and employee level.

With contributions from Dr John Davis, of Cobble Cobble (South West Queensland) and CEO of Stronger Smarter Institute, Karen Mundine, of the Bundjalung Nation (Northern NSW) and CEO of Reconciliation Australia and Adam Davids, a proud Wiradjuri man (Central NSW) and former Director of Learning at CareerTrackers.

The panel provided a deeper understanding of Aboriginal and Torres Strait Islander peoples and culture. This included shedding light on the injustices that have shaped the history of our country and remain prevalent in our society today, and examining the role we can play as individuals and as a business in closing the equality gap between Indigenous and non-Indigenous people.

● **August 2020:**

Collaborating with PwC's Indigenous Consulting (PIC)

As a part of our RAP governance process, we received executive sponsorship from Adam Sentonaris, COO ANZ, to support our RAP Development process. From there, the company formed a governance structure with RAP Working Group leads focused on work streams aligned to our RAP commitments. During this time, we also continued to engage with PwC's Indigenous Consulting (PIC) to assist in building out a RAP Governance Terms of Reference.

● **September 2020:**

WINDforce Australia

Our ERG WINDforce Australia was officially established in September 2020 coinciding with the anniversary of the *United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)*. In Australia, the WINDforce group is dedicated to meaningful activism to drive tangible change and empower and engage our employees in the reconciliation process. This group is both part of our commitment to the reconciliation process and an essential driver of the RAP.

The launch of WINDforce in Australia provided an opportunity for our employees who were already interested in the RAP to take action in driving awareness, establishing relationships and creating opportunities within their own locations across our business.

● **November 2020:**

NAIDOC Week

WINDforce Australia hosted a series of events discussing the origins of NAIDOC and its enduring importance. Guest speakers included award-winning journalist Stan Grant, a Wiradjuri and Kamilaroi man and Jennifer Westacott AO, Chief Executive of the Business Council of Australia.

● **November 2020:**

Cultural Awareness Training

Our leadership team, RAP Development Group, and Employee Success group participated in Cultural Awareness Training which created a significant increase in awareness across our business.

As a part of this training, our leadership team conducted a review of our drafted RAP Vision, with PwC Indigenous Consulting facilitating a workshop and highlighting the value of a strengths-based lens.

● **January 2021:**

Recognising 26 January

On 26 January, WINDforce Australia shared a message with all Australian employees encouraging them to recognise and reflect upon the hurt and loss that many Aboriginal and Torres Strait Islander peoples feel on Australia Day. Employees were encouraged to refer to the resources included in the message to better understand Aboriginal and Torres Strait Islander perspectives on the date.

● **February 2021:**

Supporting local Indigenous communities

At our annual business kick-off event for all ANZ employees, we incorporated a Welcome to Country and an interview with Adam Goodes. The Adnyamathanha man, legendary footballer and Australian of the Year shared experiences from his own life and from the work he has undertaken with his company, Indigenous Defence and Infrastructure, and how Salesforce volunteers have helped his team deploy Salesforce.

Also at this event, WINDforce Australia announced a donation of \$5,000 to the Goodes O’Loughlin Foundation (GO Foundation) through an employee-driven fundraising campaign, bringing the total amount of funding donated to the GO Foundation to nearly \$13,000.

● **February 2021:**

Learning from those before us

Members of the Salesforce RAP Development Group attended the online RAP Conference to hear stories from other companies about their RAP journeys and share important learnings from the process.

● **March 2021:**

Indigenous Voice

Salesforce wrote a submission to the Indigenous Voice Co-design Process Interim Report in support of a National Voice and encouraged the Government to hold a referendum to enshrine an Indigenous Voice in the Constitution.

● **May 2021:**

National Reconciliation Week 2021

On 26 May, we shared a message with our employees in acknowledgement of National Sorry Day, to remember those forcibly taken from their families and communities and to recognise the resilience of the Stolen Generation.

To continue to raise awareness on the importance of reconciliation, Salesforce held several employee activities during the week including an interactive session on the Indigenous Governance Program and hosted an education session with Australian Indigenous Mentoring Experience (AIME) around reconciliation action, becoming an AIME mentor and IMAGI-NATION University.

● **July 2021:**

NAIDOC Week

During NAIDOC week, WINDforce Australia hosted two events for staff, including a discussion with Supply Nation on the topic of Indigenous suppliers and procurement of Australia’s leading database of verified Indigenous businesses, and a discussion with Andrew Bragg, Senator for NSW, about his book *Buraadja: The Liberal case for reconciliation*.

● **August 2021:**

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+ 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.

● **October 2021:**

Cultural Competency Training available to all Australian and New Zealand employees

Arilla's Cultural Competency Training was made available to all our Australian and New Zealand employees as a key part of our 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.

● **November 2021:**

Salesforce Tower Indigenous Art Project

Salesforce Tower at 180 George Street Sydney, is due to open late 2022 with the first day of business for Salesforce staff slated for early 2023. Salesforce will be featuring Indigenous Art throughout the building to honour the Gadigal people of the Eora Nation on which the tower stands.

● **November 2021:**

Indigenous Tech Academy

Cloud talent creation specialists Revolent Group teamed up with PwC's Indigenous Consulting, AIME and Salesforce to provide new career opportunities for Indigenous Australians in the technology industry by creating the Indigenous Tech Academy.

Exclusively for young Aboriginal and Torres Strait Islander peoples who want to start their careers in the Salesforce ecosystem, the first cohort of sixteen young people will start a year of training in early 2022 with the aim of becoming Salesforce professionals.



Our Reconciliation Action Plan

Salesforce Australia is committed to walking together with the Traditional Custodians of this land, Australia's First Nations peoples, as we forge a path to reconciliation.

Salesforce's RAP is structured around the following priority areas:

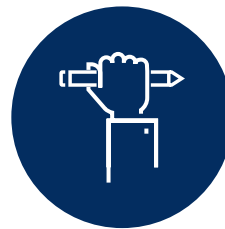
Building relationships



Establishing and demonstrating respect



Creating opportunities



Governance



To drive the outcome of our commitments we have established a RAP Working Group. This is headed up by our RAP Executive Sponsor who is a key member of our Executive Leadership Team and reports directly to the Salesforce CEO for Australia.

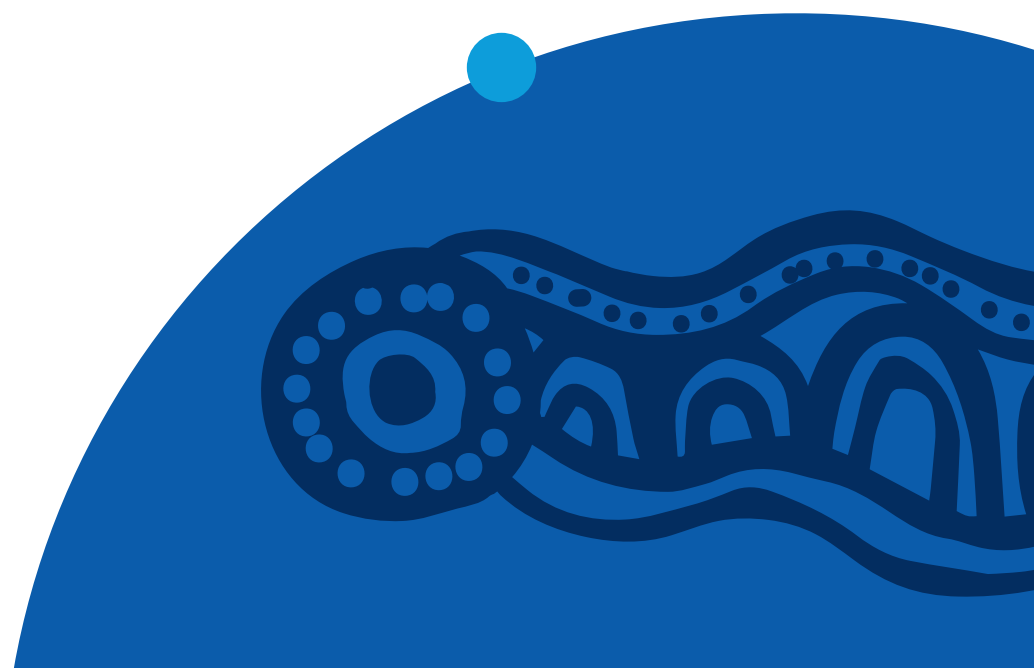
The Salesforce RAP Working Group members come from all parts of the Salesforce business to ensure diversity of ideas and inclusive representation: VP, APAC Partner Strategy & Success; RVP, Sales; Senior Director, Philanthropy & Engagement; Director, Public Relations; Director, Strategic Experiences; Director, Services Sourcing; Senior Manager, Solutions Engineering; Senior Manager, Employee Success; Partner Account Director; Senior Director Workplace Services; Account Executive; and a recently appointed Skills, Sustainability & Reconciliation Lead.

Throughout the development of our Innovate RAP, our RAP Working Group consulted with CareerTrackers, PwC Indigenous Consulting, Arrilla Digital and the Go Foundation for support and cultural guidance; we have strong ongoing relationships with all organisations who feature as case studies within our RAP.

Our Working Group also includes an identified Kamilaroi man, who is also recognised and accepted as an Awakabal Man. We acknowledge the importance the RAP Working Group has in providing a platform for Aboriginal and Torres Strait Islander peoples to voice their perspectives in accomplishing our RAP commitments. As we accelerate on our reconciliation journey, we will seek to ensure employees who identify as Aboriginal and Torres Strait Islander peoples are encouraged and welcomed to become

members of the RAP Working Group to strengthen the representation of Aboriginal and Torres Strait Islander peoples on the RAP Working Group during our Innovate RAP.

Our Governance Terms of Reference also commit us to establish an Advisory Committee of First Nations peoples, in addition, Salesforce has also committed to hiring a RAP Manager within the first half of 2022. This individual will drive the strategic implementation and management of our Reconciliation Action Plan and work in partnership with the Salesforce RAP Working Group and Governance Group to ensure effective consultation, change impact and engagement with First Nations peoples while achieving the outcomes and deliverables as detailed in the RAP.



Building relationships

At Salesforce, our vision has always been to be a different kind of company – one that is committed to building a world where everyone has equal rights, equal access to education, equal pay for equal work, and an equal opportunity to succeed. Our collective and personal relationships of trust with our employees, customers, partners and communities are at the heart of this vision.

Together, we strive to build a community of allies to empower everyone to be equality champions, make sure nobody ever feels like “the only”, and cultivate a sense of belonging.

We recognise the importance of investing time as individuals and as an organisation to build relationships with Aboriginal and Torres Strait Islander peoples and organisations to create awareness, deepen understanding and drive meaningful and measurable change.

“

Together, we strive to build a community of allies to empower everyone to be equality champions, make sure nobody ever feels like “the only”, and cultivate a sense of belonging.

”



GO Foundation

Our relationship with the Goodes O'Loughlin Foundation (GO Foundation) is an important part of our efforts to build and maintain relationships in the community.

The GO Foundation empowers Indigenous Australian youth to change their own lives through education, mentoring, leadership, networks, and support on their journey from kindergarten to employment.

The GO Foundation was the recipient of a donation from WINDforce Australia during NAIDOC week in November 2020, and again during an employee-driven fundraising drive during the ANZ Kickoff for Salesforce employees in February 2021.

The GO Foundation co-founder Adam Goodes also addressed employees at Kickoff, with an inspiring story of combating racism, resilience and perseverance.

Salesforce has
donated more than
AUD\$23,000
to the GO Foundation.

These funds have helped GO Foundation to
support
182
Aboriginal and
Torres Strait Islander
students achieve their
academic goals,
taking the total scholarships awarded
since 2015 to 703.



Our commitments to building relationships

Action	Deliverables	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Review progress: March 2022, 2023 June 2022, 2023 September 2022, 2023 December 2022, 2023	RAP Executive Sponsor & RAP Manager
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations, genuinely linking with outcomes for the community.	RAP engagement plan completed at the time of RAP publication March 2022 Engagement Plan reviewed and updated March 2023	
	1.3 Enable and empower employees to find and own Aboriginal and Torres Strait Islander volunteering activities they are passionate about, as well as identify opportunities within the philanthropy team's remit that aligns with our strategic philanthropy partners.	Review progress: March 2022, 2023 June 2022, 2023 September 2022, 2023 December 2022, 2023	Head of Philanthropy & Engagement Australia

Action	Deliverables	Timeline	Responsibility
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	2.1 Salesforce's Equality Group (ERG), WINDforce will share employee resources detailing National Reconciliation Week (NRW) information and events.	May 2022, 2023	Chair of the, WINDforce Equality Group (ERG), Head of Marketing, ANZ
	2.2 RAP Working Group members to participate in external NRW events to recognise and celebrate NRW.	May 2022, 2023	RAP Executive Sponsor & RAP Manager
	2.3 Encourage employees to participate in at least one external event to recognise and celebrate NRW.	May 2022, 2023	Chair of the, WINDforce Equality Group (ERG)
	2.4 Organise and host an NRW event in each Salesforce office location across Australia and make online resources available for remote employees to engage in NRW activities.	May 2022, 2023	Chair of the, WINDforce Equality Group (ERG)
	2.5 Register all our NRW events on Reconciliation Australia's NRW website .	May 2022, 2023	Head of Marketing, ANZ



Action	Deliverables	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Engage and empower Salesforce employees in reconciliation by ensuring all employees have access to our RAP through WINDforce awareness activities and new hire onboarding.	Review progress: March 2022, 2023 June 2022, 2023 September 2022, 2023 December 2022, 2023	Chair of the WINDforce Equality Group (ERG), Head of Employee Success Australia
	3.2 Publish our Reconciliation Action Plan publicly on our website.	March 2022 Review progress and update: March 2023	Head of Marketing, ANZ
	3.3 Actively collaborate with our corporate partners and alliances to encourage them to develop Reconciliation Action Plans.	Review progress and update: March 2023	Head of Partner and Alliances, ANZ & RAP Executive Sponsor
	3.4 Explore opportunities with external stakeholders and suppliers that will positively influence and drive reconciliation outcomes.	Review progress and update: March 2023	RAP Executive Sponsor & Head of Procurement Australia
	3.5 Work with CareerTrackers, Schools Plus, GO Foundation, and other like-minded organisations, to develop ways to explore opportunities that will positively influence our external stakeholders to drive reconciliation outcomes.	Review progress and update: March 2023	RAP Executive Sponsor, The Chair of WINDforce Equality Group (ERG) & Head of Philanthropy & Engagement Australia

Action	Deliverables	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review and audit of local Salesforce HR policies, procedures and employee benefits to ensure they are inclusive in the reconciliation context.	Complete the audit by August 2022 Review and update March 2023	Head of Employee Success Australia
	4.2 Develop, implement and communicate an anti-discrimination policy for our organisation.	Review and update current policy August 2022 Review and update March 2023	Head of Employee Success Australia
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Review and update March 2023	Head of Employee Success Australia & RAP Manager
	4.4 Continue to educate senior leadership on the effects of racism.	Review and update March 2023	Head of Employee Success Australia & RAP Manager
	4.5 Provide culturally appropriate support for Aboriginal and Torres Strait Islander people who disclose racism and discrimination and actively partner with these employees in response to their concerns.	Review and update March 2023	Head of Employee Success Australia
	4.6 Engage with our Employee Assistance Program (EAP), Return to Work and Rehabilitation providers that are qualified to provide specialised resources to Aboriginal and Torres Strait Islander peoples.	Benefits audited by August 2022 Review and update March 2023	Head of Employee Success Australia



Establishing and demonstrating respect

At Salesforce, we believe businesses can be a powerful platform for social change, and strive to create workplaces that reflect the communities we serve. Our higher purpose is to drive equality for all – regardless of race, ethnicity, gender identity, age, religion, ability status, or sexual orientation.

To ensure we are taking the appropriate steps towards equality we understand the need to first build a greater awareness of, and respect for, Aboriginal and Torres Strait Islander cultures, histories and achievements.

Welcome to Country and Acknowledgement of Country

Salesforce World Tour 2017 marked the first time Salesforce included a Welcome to Country at an event in Australia. Its absence from events in previous years revealed a lack of internal understanding about the significance of its inclusion, a deficiency we are glad to have recognised and one we continue to actively address.

The Welcome to Country was delivered by Aunty Millie Ingram and the keynote included a strong First Nations theme. The weight of an Elder's presence and words as the first order of service was a critical reflection of our values and of the example we wished to set for our partners.

By 2018, it was established by the RAP Committee that a Welcome to Country would be included in all customer events of over 500 attendees and at key high-profile events, and an Acknowledgement of Country would be included at all other events, virtual or live.

We continue to work to educate and empower all Salesforce employees across Australia to deliver their Acknowledgement of Country not just as a box-ticking exercise, but as an essential part of ongoing efforts at reconciliation.

We have heard from customers that our work in this space has influenced them to adopt similar actions within their own meetings and events.



Aunty Millie Ingram delivering the Welcome to Country at Salesforce World Tour Sydney 2017.



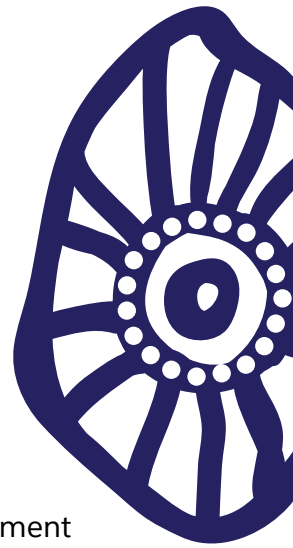
Celebrating NAIDOC and National Reconciliation Weeks

Since 2019, the inclusion of NAIDOC Week and National Reconciliation Week in our calendar of annual events has been essential to our growing awareness of and respect for Aboriginal and Torres Strait Islander peoples and cultures.

As an ally to our Indigenous community, WINDforce has played an important role in curating events for both weeks that the whole organisation can participate in, including educational sessions, interactive workshops and special guest speakers.

WINDforce is committed to supporting Salesforce as it acknowledges these important dates with real, measurable and practical outcomes while demonstrating respect, active allyship, humility and an always-learning mindset.

Critical to its mission is empowering and engaging employees in the reconciliation process and to that end, Salesforce's Australian employees have logged more than 300 hours of volunteer time towards WINDforce activities.



Raising cultural awareness through training

Salesforce's cultural competency training with Arilla Digital has been critical to maintaining momentum with the RAP process. As Jennifer Mar Young, former Director of Client Relationships at Arilla explains,

“to be a strong ally to First Nations people, it’s important to walk the talk, not just be a bystander. You need to translate good intentions into action. And to do that, you need to take steps to develop your cultural competency – not just your cultural awareness – so you can engage more effectively with Indigenous and Torres Strait Island people.”

Salesforce leadership and staff completed the online Arilla Digital course followed by Arilla Connect which offers a deeper dive into significant events and an opportunity to unpack the issue of identity and why it’s important in relation to the assumptions so often made about Indigenous and Torres Strait Island peoples.

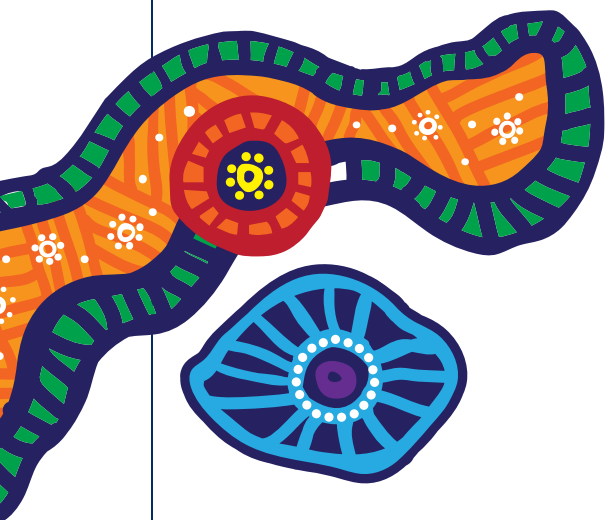
“This is about more than being able to do an Acknowledgement of Country. In this course, we ask people to think critically about how they’ve informed themselves about First Nations people,” says Jennifer. “For many people, that can feel a bit embarrassing as they might be coming to it properly for the first time. This experience gives them the chance to be proactive about what they learn and where they get their information from. Each participant then comes out with a personal/professional action plan.”

“Fortunately Salesforce committed to taking their senior leaders on this journey with Arilla,” says Jennifer. “And that is really important to sustaining RAP efforts and getting broad buy-in across the organisation. You need senior leadership to actively participate. Then people start to feel more confident in the space and better equipped to identify opportunities to contribute within the RAP framework.”

Our commitments to establishing and demonstrating respect

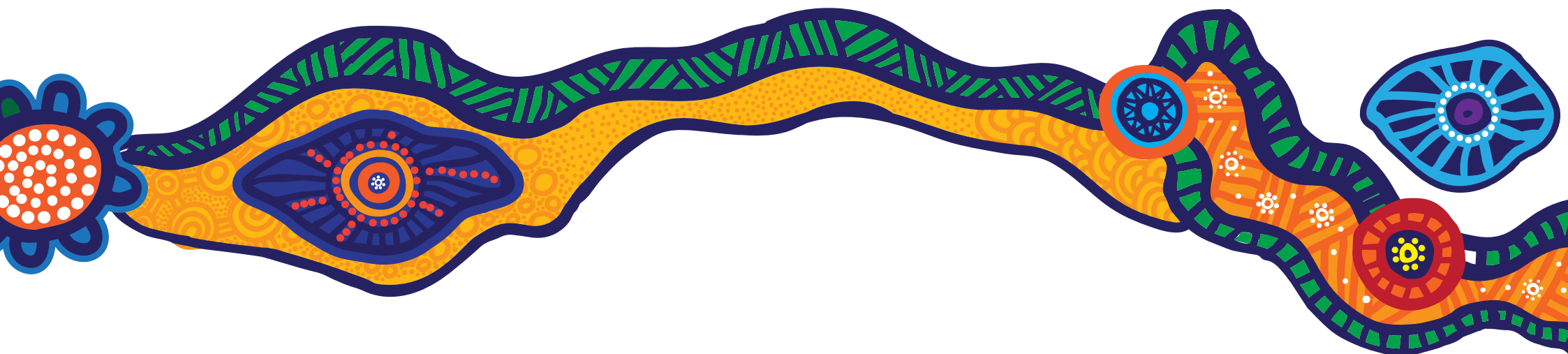


Action	Deliverables	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a review of current cultural learning needs within our organisation.	August 2022 Review and update March 2023	Head of Employee Success Australia
	5.2 Consult with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the ongoing development and implementation of an innovative cultural learning strategy to engage staff in reconciliation outside of dates of significance.	August 2022 Review and update March 2023	Head of Employee Success
	5.3 Develop, implement and communicate a cultural learning strategy for our staff.	August 2022 Review and update March 2023	Head of Employee Success Australia
	5.4 Provide opportunities for RAP Working Group members, Employee Success and other key leadership staff to participate in cultural awareness learning, attend local cultural experiences and immersion opportunities.	Review and update March 2023	The Chair of WINDforce Equality Group (ERG) & Head of Employee Success Australia
	5.5 Promote a global discussion acknowledging First Nations people around the world by aligning with the Salesforce global Equality Group (ERG), WINDforce.	Review and update March 2023	The Chair of WINDforce Equality Group (ERG)



Action	Deliverables	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Review our existing cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Conduct review by May 2022 Review and update March 2023	Head of Marketing Australia
	6.2 Educate Salesforce employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Review and update March 2023	The Chair of WINDforce Equality Group (ERG)
	6.3 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June, August 2022 June, August 2023	Head of Marketing Australia
	6.4 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June, August 2022 June, August 2023	Head of Marketing Australia
	6.5 Define a strategy to incorporate First Nations cultural acknowledgements within each Salesforce office in Australia.	Review March 2023	Head of WorkPlace Services Australia

Action	Deliverables	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in an external NAIDOC Week event.	July 2022, 2023	RAP Executive Sponsor
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Conduct review June 2022 Review and update June 2023	Head of Employee Success Australia
	7.3 Promote and encourage active participation in external NAIDOC events to all Salesforce staff through the WINDforce Equality Group (ERG) channel.	July 2022, 2023	Head of Marketing, Australia



Creating opportunities

Salesforce is committed to empowering, including, and creating opportunities for Aboriginal and Torres Strait Islander people through our philanthropic efforts and as part of our culture. In 2015 we made a strategic decision to focus those efforts on supporting education and workforce opportunities for underrepresented or disadvantaged young people.

We believe technology is the most powerful equaliser of our time, providing access to data, knowledge and, above all, connections.

We also believe that creating a culture of equality isn't just the right thing to do, it's the smart thing to do. The path to equality begins with transparency, education, inclusive dialogue, quick action, community building, and an unbreakable commitment to making the world a better place.

As creators of both innovative technology and a culture of equality, Salesforce is well positioned to help create meaningful opportunities for young Aboriginal and Torres Strait Islander people.





To channel these efforts and provide support where it can be most helpful, we have developed partnerships with Reconciliation Australia, CareerTrackers, Schools Plus, the Stronger Smarter Institute (SSI), Redfern Jarjum College (RJC) and the National Centre of Indigenous Excellence (NCIE).

CareerTrackers creates pathways and support systems for Aboriginal and Torres Strait Islander students to attend and graduate from university with industry experience gained through internships.

The National Centre of Indigenous Excellence is a not-for-profit social enterprise building solid foundations and futures for Aboriginal and Torres Strait Islander people.

Reconciliation Australia's mission is to drive national reconciliation by strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples. This is achieved through education, engagement, collaboration and knowledge sharing.

Redfern Jarjum College is an inner Sydney primary school for Aboriginal and Torres Strait Islander children which offers an alternative learning centre to support children who are at risk of being excluded from the traditional schooling system.

Schools Plus facilitates sustainable change to help kids facing disadvantage succeed at school.

The Stronger Smarter Institute works with educators to improve the educational outcomes for Aboriginal and Torres Strait Islander children.

Rather than simply handing over funding and walking away, we also provide the expertise and resources that can help close the education gap in ways Salesforce is uniquely placed to do.

What does this look like?

It includes donating platform licences and providing pro bono assistance on tech projects, making our facilities available for meetings and events, donating time under Salesforce's Volunteer Time Off (VTO) program, offering resume and interview support, and donating laptops and other technology as required. It is about responding directly to the needs of the organisations we support and nurturing relationships which mean they can pick up the phone and ask us for help as they need it.

Some highlights of these relationships include:



- Helping develop and run a first of its kind Tech Bootcamp during NAIDOC Week in 2019. Our Talent Development team supported CareerTracker students as they explored how businesses might engage more Indigenous people and ensure a gender balance in technology careers through workshops and inspiring speaker sessions.
- Helping to reimagine the annual learning conference and celebration dinner for a virtual platform in 2020.
- Developing pipelines for organisations that are looking for interns.
- Committing funding to support 375 Aboriginal and Torres Strait Islander high school students get to university with access to coaching, mentoring and internships.



Case studies:

Opening career doors



In May 2021, Dooley Whitton, 23, achieved a life milestone: starting his first full-time job.

It was also a milestone for Salesforce: the Kamilaroi man from Wagga Wagga was the first CareerTrackers Indigenous intern to be employed by Salesforce.

Whitton's journey to Salesforce started when he applied to be part of the CareerTrackers program. Through the program, CareerTrackers matches Indigenous students with paid internships with organisations to gain hands-on real-life experience. Over 13 weeks, Whitton supported Salesforce's sales teams, searching for business opportunities through social channels and passing over leads for them to contact.

Whitton says, "You could always hear people on the phone making sales, checking in with customers and potential customers. It gave me some really good insight into the further progressed roles in that area. I got a lot out of it."

Whitton is certain about one thing: without CareerTrackers he wouldn't be in his entry-role at Salesforce.

“

Addressing the inequalities faced by Indigenous Australians is one of the greatest moral obligations for Australia and (for) the business community.

Jennifer Elliott

Executive Director, CareerTrackers

”



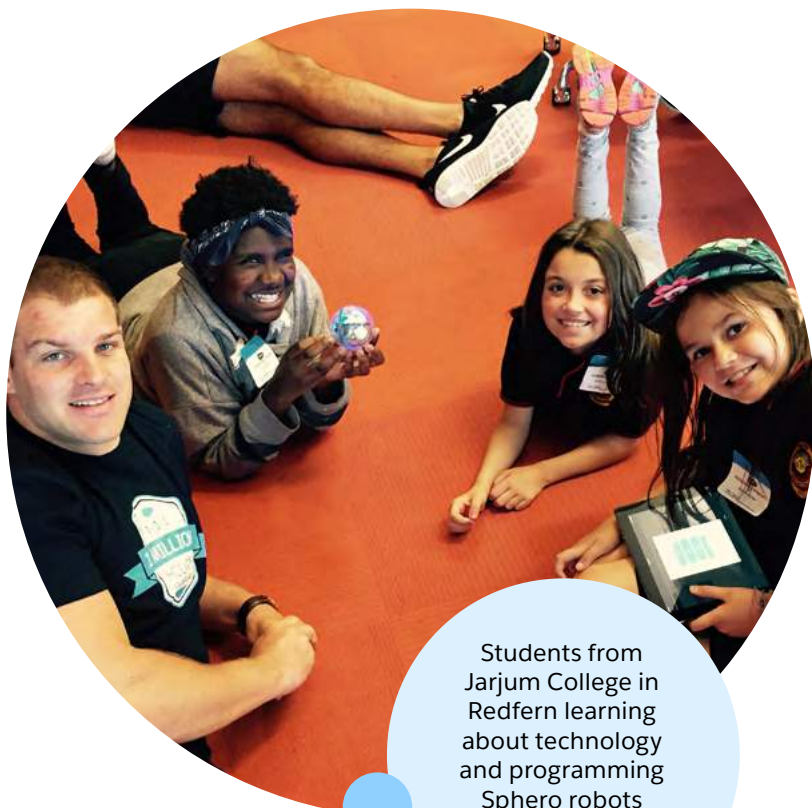
Continued partnership through online workshops

Salesforce has continued to partner with CareerTrackers through online workshops in 2021 to help create those pathways to opportunities beyond school.

Sessions have included workshops on personal branding and design thinking, with the personal branding workshop the largest CareerTrackers has ever hosted. Over 100 participants attended.

The session was held as part of a leadership series which demonstrated to students and interns that being a leader doesn't just mean being a CEO or a boss. Rather it means leveraging your own unique abilities to show leadership at any level.





Students from Jarjum College in Redfern learning about technology and programming Sphero robots during a Salesforce exposure day.



- Introducing the Indigenous Tech Bootcamp participants to NCIE for volunteering as part of NAIDOC week. Students were able to apply their leadership skills and design thinking practices to a real-world community organisation.



- Providing pro bono support for Reconciliation Australia to help automate their RAP applications review and approval process through the Salesforce platform.



- Delivering pro-bono implementation of Salesforce.
- Donating furniture and refurbished laptops to the school, students, and their families.

Schools Plus

- Partnering with School Plus to host students from Casula High School and Hoxton Park as part of a robotics workshop led by FIRST Robotics during Salesforce World Tour Sydney 2017.
- Partnering with School Plus on the Collaboration Forum in 2019 which saw five Schools Plus coaches, inspiring speakers, and 43 teachers and principals from 41 disadvantaged schools across the country to build their abilities to teach and promote the learning of STEM skills and mindsets.
- Working with Cecil Andrew College in Western Australia to increase engagement of Indigenous students in STEM-related activities by drawing on Noongar bush tucker and medicine knowledge.
- Working with Alekarenge School in the Northern Territory to develop a tech hub and support engagement with STEM subjects across the school and wider community.



Australian Indigenous singer Jessica Mauboy performed and visited students during the Salesforce World Tour Sydney 2017 robotics workshop.



stronger smarter
institute

- Working pro-bono to implement Salesforce to manage the lifecycle of student engagement and enabling the SSI team to become self-sufficient with their Salesforce investment.
- Salesforce employees sharing day-to-day experiences with the SSI team to learn about their strengths-based approach to education and the impact the organisation delivers in the community.

The opportunities created during our relationships with these organisations have by no means gone one way.

We value immensely the opportunities they have shared with us to learn more about Aboriginal and Torres Strait Islander cultures, to understand the complex barriers to education facing Indigenous youths and enabling us to listen to and engage with students and educators from across Australia.

Our commitments to opportunities



Action	Deliverables	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1 Build understanding and educate leaders on current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Review progress: September 2022, 2023	The Head of Employee Success Australia
	8.2. Engage with Aboriginal and Torres Strait Islander partners to consult, develop and implement our Aboriginal and Torres Strait Islander talent recruitment and retention strategy.	Review progress: September 2022, 2023	
	8.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Strategy to be developed by July 2022 and progress reviewed July 2023	
	8.4 Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Review progress: December 2022, 2023	

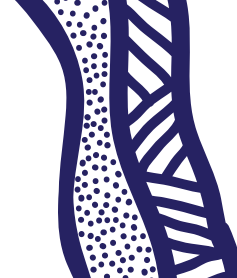
Action	Deliverables	Timeline	Responsibility
<p>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	<p>8.5 Salesforce FutureForce team to partner with CareerTrackers to continue increasing the percentage of mentorship opportunities for Aboriginal and Torres Strait Islander students and recent graduates.</p>	<p>Review progress: September 2022, 2023</p>	<p>The Head of Employee Success Australia</p>
	<p>8.6 Provide annual CV and interview support for graduates new to the workforce in conjunction with the recruitment team.</p>	<p>Review progress: August 2022, 2023</p>	
	<p>8.7 Maintain CareerTrackers internship programme and increase the number of internship opportunities year on year.</p>	<p>Review progress: December 2022, 2023</p>	
	<p>8.8 Increase opportunity for recruitment of experienced Aboriginal and Torres Strait Islander hires through partnerships with selected Aboriginal and Torres Strait Islander recruitment agencies.</p>	<p>Review progress: December 2022, 2023</p>	



Action	Deliverables	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.9 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. Advertise role vacancies in Aboriginal and Torres Strait Islander media outlets and include the following phrase in all job advertisements: Aboriginal and Torres Strait Islander people are encouraged to apply.	Review progress: August 2022, 2023	The Head of Employee Success Australia
	8.10 Appoint a Salesforce RAP Manager who will advise the RWG and Senior Leadership team on Salesforce reconciliation strategy.	May 2022	
	8.11 Every hiring manager must complete Salesforce's inclusive hiring training to sit on a hiring panel to ensure a consistent and fair interview process and diverse panel. Managers are encouraged to complete Arilla Digital Cultural Competency training.	Review progress: August 2022, 2023	
	8.12 Provide a best practice system that is safe and free from discrimination for Aboriginal and Torres Strait Islander peoples who wish to disclose their Aboriginal and Torres Strait Islander heritage identified.	Review progress: September 2022, 2023	



Action	Deliverables	Timeline	Responsibility
<p>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>9.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy</p>	<p>Review current strategy and update March 2022, 2023</p>	<p>Head of Procurement, Australia</p>
	<p>9.2 Spend \$3 million AUD with Aboriginal and Torres Strait Islander owned businesses over the next three years, either via direct spend or managed through our Preferred Supplier contracts across Marketing, Professional Services and Real Estate. Flexible payment terms for Aboriginal and Torres Strait Islander owned and minority owned businesses will apply where appropriate.</p>	<p>Review progress: March 2022, 2023 June 2022, 2023 September 2022, 2023 December 2022, 2023</p>	
	<p>9.3 Provide annual training and procurement awareness to inform Salesforce budget decision makers in relation to Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</p>	<p>Review and update March 2022, 2023</p>	
	<p>9.4 Encourage employees to procure goods and services from Aboriginal and Torres Strait Islander owned businesses through continued education.</p>		
	<p>9.5 Review and revise procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.</p>		



Action	Deliverables	Timeline	Responsibility
10. Create opportunities that will further enable Aboriginal and Torres Strait Islander peoples access to Salesforce technology.	10.1 Encourage Aboriginal and Torres Strait Islander students to consider a career in technology through building greater awareness of Salesforce products and services.	Review progress and update December 2022, 2023	Head of Partners & Alliances & RAP Executive Sponsor
	10.2 Enhance capacity in all our partners and stakeholders to provide access to Aboriginal and Torres Strait Islander peoples to become certified Salesforce professionals.	Review progress and update December 2022, 2023	
	10.3 Continue the partnership with Aboriginal and Torres Strait Islander educational not-for-profits to help grow the technological capabilities of Aboriginal and Torres Strait Islander people help to close the digital divide.	Review progress and update August 2022, 2023	
	10.4 Provide support for Salesforce employees to volunteer with Aboriginal and Torres Strait Islander organisations who leverage Salesforce's products and technology that will benefit Aboriginal and Torres Strait Islander communities	Review progress and update August 2022, 2023	





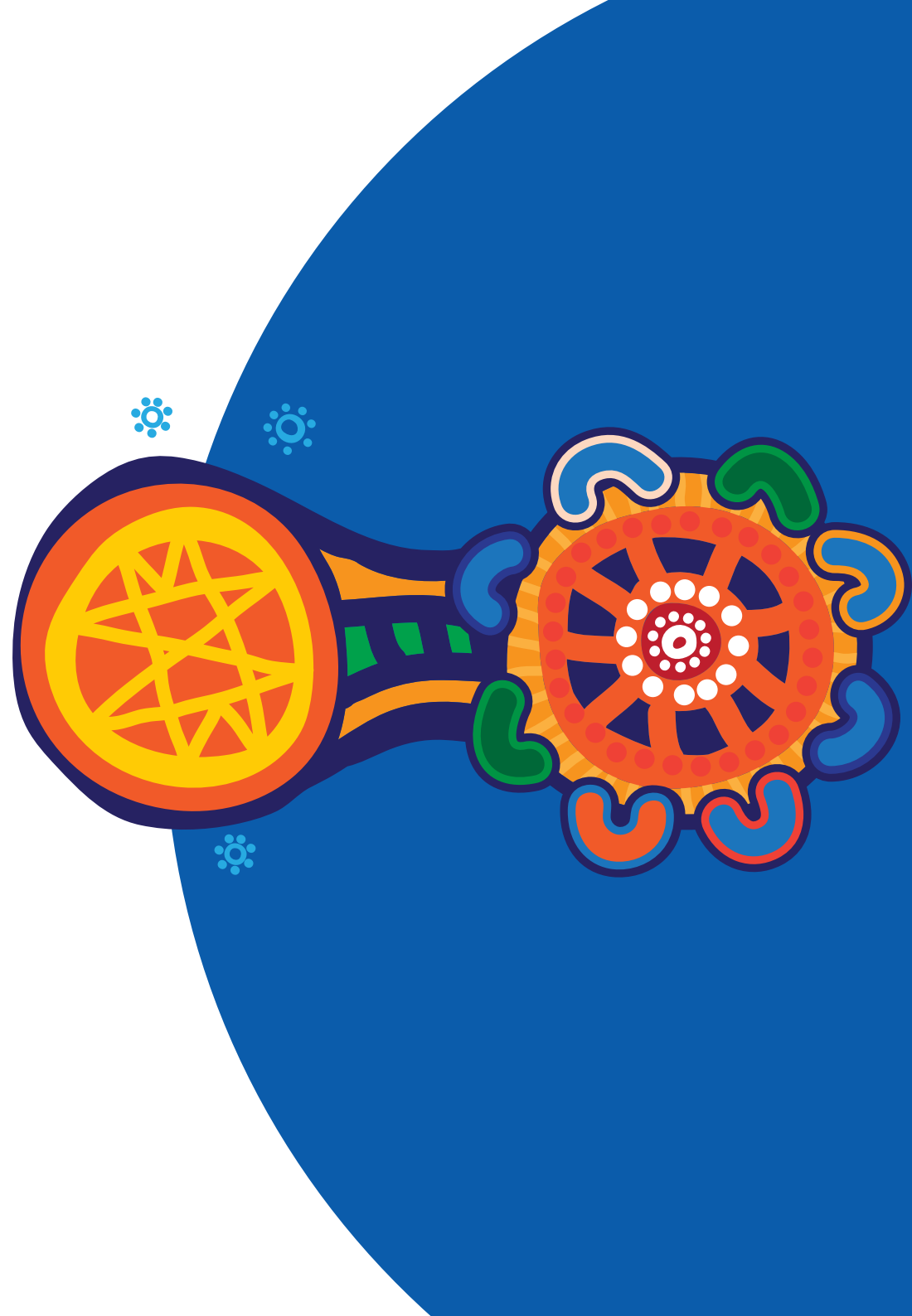
RAP Governance

At Salesforce, the establishment of our RAP has led us to consider how to weave our RAP commitments into the operating fabric of our business.

Our own framework to facilitate business planning, drive alignment and accountability across the organisation at Salesforce is called 'V2MOM'. The V2MOM is made up of five parts: our aligned company Vision for achievement, Values, Methods of action, Obstacles preventing us from being successful, and ways to Measure success. The five parts of the V2MOM give us a detailed map of where we are going and an understanding of how to get there. For Salesforce, the RAP Framework is a familiar one in that it closely resembles our company V2MOM, by establishing a clear vision, focus pillars (Methods) and commitments (Measures), all while closely aligning to our values.

Our Innovate RAP is built into the ANZ CEO's V2MOM and is shared throughout the business, making it visible to all employees. It also provides guidance for all ANZ leaders and employees to develop their own goals in relation to their reconciliation journey.

You can read more about the V2MOM on our [website](#).



Governance structure

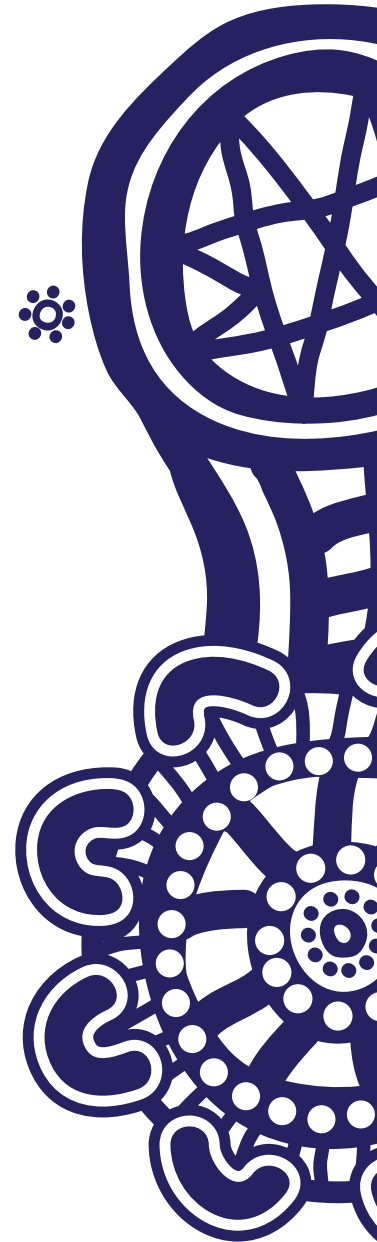
We have established an Australian reconciliation governance structure to appropriately support the needs and aspirations of the organisation in advancing reconciliation both internally and externally with stakeholders.

In developing governance terms of reference, we partnered with PwC Indigenous Consulting and leaders of other RAP organisations to help shape an appropriate governance framework. We would especially like to thank the contribution of Head of Indigenous Affairs at Tourism Australia (formerly Manager, Indigenous Engagement, IAG) Phil Lockyer and Benson Saulo during his time at AustralianUnity for their guidance. Our leaders also attended the first virtual RAP Conference in February 2021 to gain perspectives.

The governance structure brings together key focus area business leads from across Salesforce, local office representatives and Australian First Nations peoples.

The Executive Reconciliation Governance Group is responsible for:

- Endorsing the strategic direction of the Salesforce Innovate RAP
- Championing and actively raising the profile of the Salesforce Innovate RAP
- Providing national oversight, decision-making and accountability for the Salesforce Innovate RAP



The National Reconciliation Implementation Group is responsible for:

- Actioning and implementing the commitments in the Salesforce Innovate RAP and assisting to remove roadblocks and silos within business units to enable innovative approaches
- Liaising with relevant business units to implement and report on Salesforce Innovate RAP commitments, including providing input and advice on RAP implementation
- Assisting to shape, promote, and cascade a range of initiatives, projects and events related to Salesforce Innovate RAP
- Facilitating Salesforce engagement with the Aboriginal and Torres Strait Islander peoples and communities, considering the different perspectives, diversity and cultural complexities

Local Reconciliation Implementation Working Groups are responsible for:

- Promoting, implementing and reporting on the Salesforce Innovate RAP activities at a local level, whilst ensuring local context is applied
- Ensuring Traditional Owners and representatives from the broader Aboriginal and Torres Strait Islander community are engaged to inform activities
- Engaging employees within each office or location

First Nations Advisory Group is responsible for:

- Ensuring the Salesforce Innovate RAP is informed by and inclusive of Aboriginal and Torres Strait Islander people's perspectives

Salesforce has local offices based in Melbourne, Sydney, Brisbane, Canberra, Perth and Adelaide. The purpose of Local Reconciliation Working Groups is to promote, implement and report on Salesforce Innovate RAP activities at a local level, whilst ensuring local context is applied.

Where appropriate, ensure Traditional Owners and representatives from the broader Aboriginal and Torres Strait Islander community are engaged to inform activities. Local Reconciliation Working Groups are accountable for engaging employees within each office to maximise engagement in RAP activities and events that are significant to their local Aboriginal community such as NAIDOC Week and National Reconciliation Week.

The Salesforce Reconciliation Governance members operate according to the following principles:



- **Equal contribution:** every member has an equally valuable contribution to make.



- **Team voice:** serve as your business team's voice, but respect each other's views to avoid business partisanship.



- **Be champions of reconciliation:** be champions for reconciliation and drive meaningful change to advance reconciliation leadership within the organisation and externally.



- **Engage appropriately:** engage appropriately with Aboriginal and Torres Strait Islander peoples in a way which supports shared values.



- **Accountability:** each member is accountable to advance Salesforce Innovate RAP commitments.



Our commitments to governance

Action	Deliverables	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	11.1 Maintain Aboriginal and Torres Strait Islander peoples representation on the RWG.	Review and update March 2022, 2023	RAP Executive Sponsor
	11.2 Establish and apply a Terms of Reference for the RWG.	March 2022, 2023	
	11.3 The RWG will meet monthly for the first six months after publication to drive and monitor RAP implementation and then move to quarterly cadences.	Review progress: April, May, June, July, August, November 2022. February, May, August, November 2023	



Action	Deliverables	Timeline	Responsibility
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Define resource needs for RAP implementation.	Review progress: March 2022, 2023 June 2022, 2023 September 2022, 2023 December 2022, 2023	RAP Executive Sponsor
	12.2 Engage our senior leaders and other staff in the delivery of RAP commitments.		
	12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.		
	12.4 Appoint and maintain an internal RAP Executive Sponsor from senior management.	Review and update March 2022, 2023	



Action	Deliverables	Timeline	Responsibility
13. Report RAP achievements, challenges and learnings both internally and externally to build accountability and transparency.	13.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023	RAP Executive Sponsor
	13.2 Report RAP progress to all staff and senior leaders.	Review progress: March 2022, 2023 June 2022, 2023 September 2022, 2023 December 2022, 2023	
	13.3 Publicly report our RAP achievements, challenges and learnings.	Review and update March 2022, 2023	
	13.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2022	

Action	Deliverables	Timeline	Responsibility
14. Continue our reconciliation journey by developing our next RAP.	14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	Review and update July, 2023	RAP Executive Sponsor



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