RECONCILIATION ACTION PLAN
STRETCH



MARCH 2025 - MARCH 2028

2025 STRETCH Reconciliation Action Plan

Acknowledgment

We acknowledge the Traditional Custodians of the lands, waters, and skies on which we live and work, and we pay our deepest respects to their Elders of past and present. As a technology company with unlimited opportunity to connect with communities throughout our ochre-island home, we have a profound responsibility to listen, learn, and walk alongside Aboriginal and Torres Strait Islander peoples to ensure that our work supports their ongoing connection to their lands, waters, cultures, languages, and traditions. We honour their custodianship of these lands for over 65,000 years and recognise their enduring connection to Country.

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Introduction



RAP Artwork

Bring Country Together and One Country, Together

Salesforce Artworks

The Salesforce Reconciliation Action Plan artwork is titled ‘Bring Country Together’ and was created in 2022 by Riki Salam at We Are 27 Creative, a Supply Nation certified creative agency and Salesforce supplier partner. The artwork represents Salesforce and our collaboration with people, communities and organisations to catalyse productivity and innovation through trusted relationships and equity.

In 2024 Riki created an evolved representation of Salesforce's reconciliation journey. The artwork is titled ‘One Country Together’. The artwork speaks of growth, technology of old and new, and new ways of seeing, thinking and doing.

Artwork ‘One Country Together’ 2024 *artwork by Riki Salam*



Starting with Gratitude

It is a Salesforce tradition to start with gratitude and, in keeping with this, we would like to express our sincere thanks to the following people and organisations for their trusted guidance and support throughout our reconciliation journey:

- Aurora Foundation
- Born Digital Solutions
- CareerTrackers
- Deadly Science
- GO Foundation
- Goanna Foundation
- Gujaga Foundation
- Happy Boxes Project
- Phil Lockyer
- Reconciliation Australia
- Red Ochre Republic
- Secret Business
- Supply Nation
- Tara Jackson-Goraya
- The Gawura School
- The Western Warriors Rugby League Club and Brewarrina Community
- We are 27 Creative
- William Twomey
- Yamagigu Consulting



Our Vision for Reconciliation

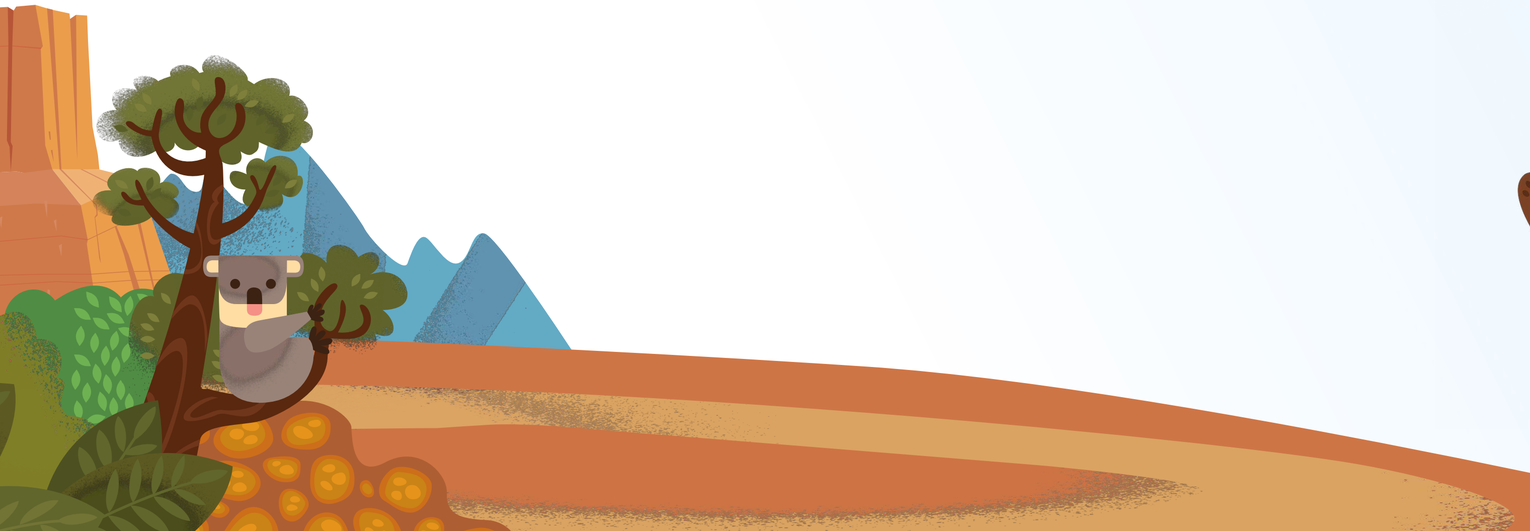
Aboriginal and Torres Strait Islander peoples are recognised as the First Innovators and represented in our digital-first world.

Our vision for reconciliation is grounded in acknowledging the ingenuity and contributions of Aboriginal and Torres Strait Islander peoples, whose innovations in science, technology, engineering, and mathematics have sustained vibrant communities for millennia. These knowledge systems - deeply connected to community, Country, and cultural identity - reflect a history of creativity that continues to inspire modern innovation.

Salesforce embraces the call to elevate how our industry connects with First Innovators, ensuring their trailblazer legacy is rightfully recognised and receives an equitable place in influencing the future of our digital and technological landscape.

We are committed to fostering opportunities that centre First Nations voices and will uphold the principles of self-determination, enabling their continued leadership in today's digital-first world.







RAP Framework

We appreciate that complex challenges have created the digital-divide as First Nations peoples are experiencing today, one being the delay of the technology sector to attend the reconciliation journey relative to other industries. This RAP seeks to play a role in supporting all of Reconciliation Australia's Five Dimensions of Reconciliation through the framework of the four RAP Pillars and six Salesforce V2MOM Methods.



Indigenousforce members attending Salesforce Equality Fest 2024

Our Commitment to Human Rights

As pioneers in technology and leaders in our field, we recognise technology's profound potential to positively impact people's lives – alongside its potential for misuse. We believe that business can be the greatest platform for change and this includes a commitment to playing a crucial role in respecting and promoting human rights. We are committed to understanding how our products are used and we're dedicated to creating a secure and inclusive environment.

At Salesforce, we are committed to respecting human rights throughout our entire business and value chain. In upholding this commitment, we work with governments, industry peers, partners within our ecosystem, civil society groups, shareholders, and our customers to promote the realisation, enjoyment, and fulfillment of human rights. Salesforce is committed to respecting human rights and our approach is informed by the International Bill of Human Rights (consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights), as well as the International Labor Organisation's Declaration on Fundamental Principles and Rights at Work. Salesforce is also committed to a human rights program based on the actions set out in the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. These are the core references that inform our approach to conducting human rights due diligence across our own operations and business relationships. To learn more about our efforts, please see the Salesforce Human Rights Policy.

Key Messages



Message from our ANZ General Manager



As a leader of a team operating from the home of one of the longest surviving cultures of innovators in the world, I am honoured to announce Salesforce's elevated commitment to reconciliation with the Salesforce Stretch Reconciliation Action Plan 2025 - 2028.

Salesforce's reconciliation journey has integrated our RAP actions into almost every facet of our business both locally and globally. In the Salesforce Ecosystem and through the Salesforce Impact Accelerator, First Nations Implementation Partners are powering customer success. The Power of Us Program has First Nations not-for-profits powering community impact with Salesforce products. The RAP Tableau Dashboard delivers timely data to provide transparency on our progress and accountability to our commitments to advance reconciliation.

In our Stretch RAP journey we look forward to creating opportunities with our customers and partners for First Innovators to demonstrate how their unique knowledge can be a multiplier effect in creating greater value and impact for any company, in any market.

We are committed to ensuring that First Innovators are empowered to unlock the opportunities available in the technology industry, especially as new opportunities are opened up by the third wave of artificial intelligence, agentic systems.

I would like to express my sincere gratitude to the many First Nations customers, partners and Trailblazers who have guided our reconciliation journey so far and who continue to challenge and support Salesforce and the technology industry's evolution.

I am excited to embark on this next chapter of the journey with all Australians to ensure First Innovators are recognised and represented in our industry.

Frank Fillmann, General Manager ANZ



Salesforce Tower Sydney



Wadgayangilnhay Djadjanwari on the Salesforce Tower Sydney Lobby screens

Wadgayangilnhay Djadjanwari on the Salesforce Tower Sydney Lobby screens

Message from our RAP Co-Chairs

As Co-Chairs of Salesforce's Reconciliation Action Plan, we are delighted to present the Salesforce Stretch Reconciliation Action Plan for 2025-2028.

At the heart of this plan is our commitment to recognising Aboriginal and Torres Strait Islander peoples as the First Innovators and their pivotal role in catalysing the technology industry we know and operate in today. In our Stretch RAP, we embrace our responsibility to reflect on how we conduct business and recognise that we are part of an industry built on the legacy of these early innovators.

Our Stretch RAP vision seeks to foster an environment where Aboriginal and Torres Strait Islander peoples are not only acknowledged but fully represented within the digital economy. Through expanded partnerships, collaborations, and knowledge sharing, we will work to ensure that the digital-first world is a place where First Nations communities feel empowered, welcomed, and equipped to capitalise on emerging opportunities.

As with true innovation, the path to true reconciliation requires continuous reflection and learning. Throughout our journey, we have celebrated many milestones, but we now reset with an acute awareness of the work that remains ahead. We are humbled by the recognition that reconciliation is an ongoing process, and as we move into this next phase, we reaffirm our commitment to centering First Nations voices to inform meaningful actions for lasting impact and look forward to working with all Australians in advancing reconciliation in our digital-first world.

We would like to extend our sincere gratitude to the many First Nations partners who contributed to the design and strength-testing of this Stretch RAP and to the extended group of First Nations customers, partners and Trailblazers who continue to guide our business practices and actions in our pursuit to advance reconciliation.

We look forward to the journey ahead and the honour to walk alongside First Innovators to strengthen the prosperity and equity of our digital economy.

Haidee Kozman, Co-Chair

Matt Freedman, Co-Chair





Salesforce Stretch RAP CEO Statement





On behalf of Reconciliation Australia, I congratulate Salesforce on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. As the world's leading CRM, Salesforce's vision for reconciliation is grounded in acknowledging the ingenuity and contributions of Aboriginal and Torres Strait Islander peoples over millennia. As the first innovators, it is essential First Nations people receive an equitable place in influencing the future of our digital and technological landscape and that their trailblazer legacy is rightfully recognised.

From digital skills programs like its Indigenous Tech Academy and Administrator Bootcamp to capacity building programs like its First Nations Supplier Fair, Salesforce has garnered considerable experience to build upon in this Stretch RAP. These initiatives worked to increase access to the tech industry for Aboriginal and Torres Strait Islander peoples. Now, Salesforce looks to build on that progress by increasing the impact and visibility of First Nations people within that ecosystem.

Understanding the unique knowledge Aboriginal and Torres Strait Islander innovators bring to its industry, Salesforce aims to highlight and expand First Nations histories, practices and perspectives within its sphere of influence. To do so, it seeks to amplify the history of First Nations people as the first innovators through truth-telling practices while ensuring the 'weight' of truth-telling is not disproportionately shouldered by First Nations stakeholders. This First Nations led approach is also at the helm of Salesforce's sustainability strategy which supports activities that care for Country. In an industry where the modern and historical contributions of Aboriginal and Torres Strait Islander peoples can be overlooked, Salesforce's focus on the unrivalled value they bring to our digital world has the potential to drive considerable reconciliation outcomes.

On behalf of Reconciliation Australia, I commend Salesforce on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer

Reconciliation Australia

About Salesforce

Salesforce is the world's #1 CRM, powered by AI technology and capabilities, helping organisations of any size reimagine their business for the world of AI. And with Agentforce, Salesforce's trusted platform, organisations can bring humans together with agents to drive customer success–powered by AI, data, and action.

We believe that our values create value, and the business of business is to make the world a better place for all of our stakeholders, including shareholders, customers, employees, partners, the planet and the communities in which we work and live. In doing so, we proactively collaborate and engage with governments, industry, academia, and civil society to navigate the next generation of artificial intelligence while elevating the call for ethics and equity. Salesforce is committed to giving back to our communities, closing the inequality gap and helping businesses grow while protecting the environment for future generations. We believe we have a broad responsibility to society, and we aspire to create a framework for the ethical and humane use of technology that not only drives the success of our customers, but also upholds the basic human rights of every individual. We are committed to transparent environmental, social and governance disclosures and maintaining programs that support the success of these initiatives.

We are committed to a core set of values: trust, customer success, innovation, equality and sustainability. Foremost among these is trust, which is the foundation for everything we do. Our customers trust our technology to deliver the highest levels of security, privacy, performance, compliance and availability at scale.

Customer success is at the core of our business and we align the entire company around our customers' needs to promote their success and show our value. We believe in continuous innovation, enabling our customers to access the latest technology a dvances so they can innovate and stay ahead in their industries. Equality is a core tenet of how we run our business. We value the equality of every individual at our company and in our communities. We believe that creating a diverse workplace that reflects the communities we serve and fostering an inclusive culture where everyone feels seen, heard and valued makes us a better company. Finally, we believe the world is in a climate crisis and that sustainability, including bold climate action, is the only way forward. We are committed to ambitious climate leadership solutions, and we're bringing the full power of Salesforce to help organisations achieve net zero emissions.

Salesforce employs approximately 2,000 staff in our Australia-based ' Ohana across our offices in each state and, at the end of 2024, this includes three First Nations employees. To learn more about Salesforce, visit our website.

Ethisphere, 2024
World's Most Ethical Companies

Great Place to Work, 2024
Australia's Best Workplaces

AIIA, 2024
Diversity Award Merit



Our Reconciliation Journey



2017

- World Tour Sydney 2017 marked the first time Salesforce included a Welcome to Country at a Salesforce event in Australia, led by Aunty Millie Ingram. Hosted SchoolsPlus on the campground for a robotics workshop and meet and greet with Jessica Mauboy, and elevated First Nations perspectives in the 'Australia and the Age of Equality' closing keynote.

2018

- Our first RAP Development Group formed by a group of Salesforce employee volunteers with the goal of establishing our first RAP

2019

- Delivered 'Tech Bootcamp Week' in partnership with CareerTrackers.
- The Salesforce ANZ leadership team formed a RAP committee to help amplify and support local initiatives and commitments created by Salesforce's RAP Development Group.

2020

- RAP and Indigenousforce members committed to Cultural Competency Training with Arrilla.
- Salesforce becomes a member of Supply Nation.
- Received executive sponsorship to support inaugural RAP Development process and establishment of RAP Working Group.
- Indigeousforce Australia was officially established, dedicated to empowering our employees to drive meaningful impact for reconciliation.

Our Reconciliation Journey

2021



- Incorporated our reconciliation values into our annual business kick-offevent for all ANZ employees, including a Welcome to Country, interview with Adam Goodes about the GO Foundation's experience as a Salesforce Power of Us Program customer and Indigenousforce donation to the GO Foundation, which was matched by employees bringing the total value to almost $13,000.
- Initiated our support to Greenfleet and Dja Dja Wurrung Traditional Owners in their mission to restore degraded farmland at Ngulambarra and their planting of 150,000+ native trees.
- Arilla's Cultural Competency Training is made available to all Australian and New Zealand employees.
- Indigenous Tech Academy pilots as a partnership between Revolent Group and PWC Indigenous Consulting, introducing a wave of First Nations Trailblazers to the Salesforce platform.

2022



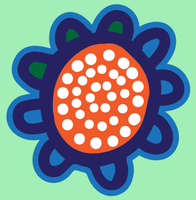
- Launch our Salesforce's inaugural Innovate RAP.
- Partnered with Goanna Solutions - a First Nations owned and operated enterprise providing clients with information technology-based training - to offer a Salesforce Administrator Bootcamp for 18 participants.

2023



- Centred First Nations voices and perspectives at World Tour Sydney by hosting CareerTrackers in the Digital Skills Theatre and 'How to Embrace Indigenous Knowledge to Strengthen Your Business and Build a Stronger Nation for All' panel session with Adam Davids, Amber Roberts, Talalelei Reweti and Pip Marlow
- Unveiled commissioned First Nations artworks and design elements within Salesforce Tower Sydney.
- Issued public statements of support for the Uluru Statement in full and delivered comprehensive resources to employees, averaging 1 per week between July-October.

2024



- Welcomed Born Digital Solutions to the World Tour Sydney campground and convened the first Reconciliation Industry Network Group with six technology company peers.
- First Nations cultural insights training launched on Astro's Course Tracker, Salesforce's employee training platform available to all employees globally.
- Launched Salesforce Impact Accelerator in Australia with Born Digital Solutions' leadership team.
- Hosted First Nations Supplier Fair to create connections between First Nations businesses and Salesforce buying partners within our targeted procurement categories. Shared this event invitation with fellow technology companies peers who may have similar purchasing needs.

Learnings and Challenges in our Reconciliation Journey



Our reconciliation journey has been just that, a winding trail of purpose-driven growth and learning. We are privileged to have innovated and experimented with our approach to programs and have taken the opportunity to reflect on all that we have learnt.

The Trail Map to Cultural Responsiveness

In our commitment to increasing the understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights through cultural learning, we learnt that our learning strategy must provide a multiplier effect for our team to continue to compound and develop in their individual learning journeys. In reflection, we found that our team welcomed the opportunity to compound upon their prior learnings about First Nations cultures and are invested in translating new levels of respect and appreciation into their ways of working. In our Stretch journey we will continue to meet our team where they are on their own reconciliation journey and provide diverse opportunities to uplift cultural responsiveness.

Unlocking Impact across our Platform

Our reconciliation journey has enabled us to illuminate a unique opportunity to harness our platform to partner with customers and across our ecosystem, to advance reconciliation and scale programs across industries and geographies. In framing our company's core competency - to connect - we have generated a profound appreciation of the positive impacts that can be unlocked for reconciliation by connecting and collaborating with our customers on our mutual journeys. As we grow our connections we will continue to strengthen how we promote reconciliation through our sphere of influence and in-market through our events, meetings and leadership within the technology sector in Australia.

First Nations Excellence in our Ecosystem

Our experimentation to enable access and equity to the opportunities in our ecosystem, has enabled us to better understand how to leverage the diversity of our ecosystem to open doors for First Innovators to engage and lead in our digital-first world. From our digital skills programs that support the growth of the First Nations Trailblazer community, to our capacity building programs that enable First Nations implementation partners to support our customer's needs, right through to connecting the dots to catalyse the First Nations digital-economy, we continue to uncover new and exciting opportunities to support First Nations Trailblazers in our ecosystem, and we look forward to expanding this work in our Stretch RAP journey.



Salesforce employees participating in internal National Reconciliation Week activity 2024

Accelerating Reconciliation through Technology

At Salesforce, we believe technology has the power to transform our world for the better.





Impact Accelerator

Salesforce's Impact Accelerator is for existing SMB, diverse-owned or founded Consulting Partners who want to grow their Salesforce business. The purpose of this program is to help growth-stage, revenue-contributing partners deepen their strategic alignment with Salesforce and accelerate their success in our ecosystem. The program serves to target ACV growth by driving tighter opportunity and go-to-market alignment and follows a mentoring approach for customised capacity building.

Salesforce's Impact Accelerator is designed to provide the support, guidance, and insights to partners at a logical point in the maturity of their Salesforce business where it will have the greatest impact from a growth and ACV perspective. Through-out the program, six mentors from across the Salesforce organisation share their expertise across six key segments that formulate partner success, including marketing to customers, positioning to sales teams, project delivery excellence, team enablement to match growth trajectory and executive connection to ensure partner visibility within the right circles.

In August 2024 we were excited to launch the Salesforce Impact Accelerator in Australia for the first time with a First Nations owned and lead Implementation Partner, Born Digital Solutions.



Born Digital Solutions team
at Salesforce World Tour Sydney 2024

Indigenous Tech Academy

Salesforce is committed to widening access to the technology industry by training diverse talent and paving pathways to new jobs in the Salesforce economy which - powered by AI - IDC projects will create 11.6 million net new jobs worldwide between 2022 and 2028.

To ensure First Innovators are represented in the growing Salesforce economy, the Indigenous Tech Academy was piloted in 2022 exclusively for First Nations adults looking to start or grow their career in the Salesforce Partner Ecosystem through bespoke training on Salesforce technical credentials and job readiness skills. The program, a partnership with international cloud recruitment and training specialist, Revolent and Salesforce Implementation Partner, PWC Indigenous Consulting, catalysed the Salesforce careers of 8 trainees through a paid 10-week training program and 12-month work placement. With the success of the piloted program, the Indigenous Tech Academy will return with a cohort of Trailblazers in 2025.

"The Indigenous Tech Academy (ITA) has been a transformative experience, empowering me as an Aboriginal woman to break cycles and thrive in the tech industry. Before joining the ITA, I worked in Aboriginal Health and Education and through the academy I transitioned into the technology sector, using my cultural lens to bring unique perspectives to roles like my placement with PwC Indigenous Consulting (PIC). Salesforce played a pivotal role in this journey, equipping me with technical expertise to create innovative solutions while staying grounded in my commitment to empowering our Mob.

One of the most meaningful aspects of ITA was the opportunity to work with Mob, building connections, and growing a supportive Salesforce and tech network. Working on Country and embedding our cultural knowledge into my role has been empowering, strengthening my identity as an Aboriginal professional. The ITA not only provided the skills to succeed in a technology career but also fostered a sense of belonging and purpose, allowing me to lead change and contribute to creating a more inclusive and representative tech industry."

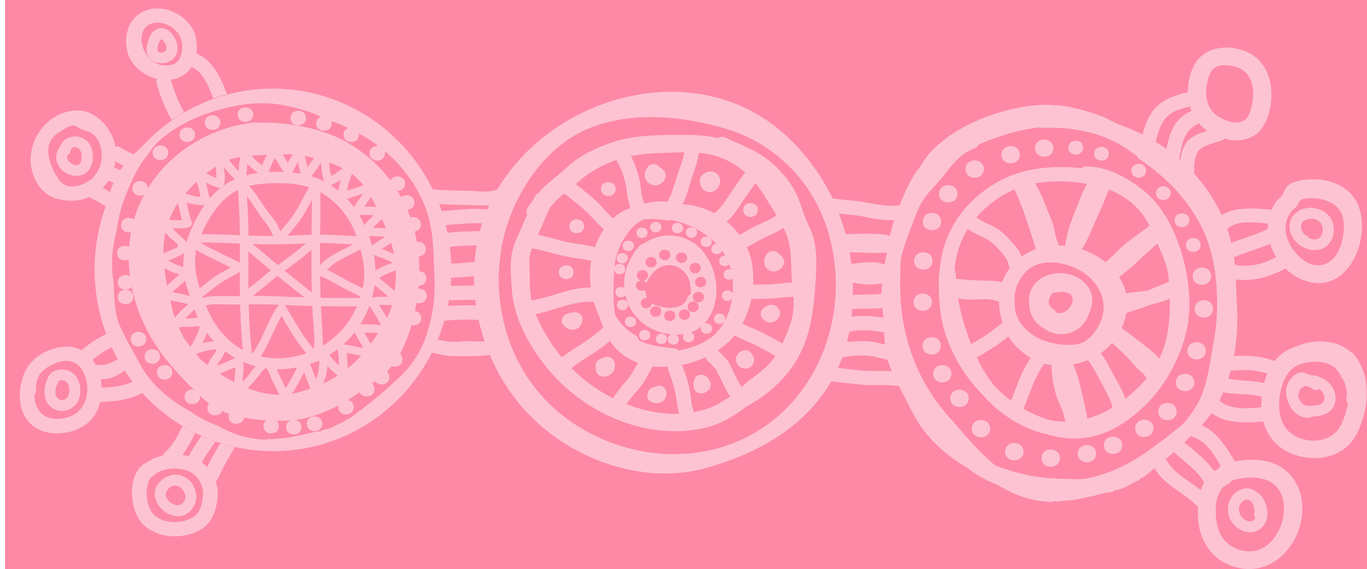
- **Tara Jackson-Goraya, ITA Alumni**

Woomera Program

Salesforce's Woomera Program has been designed in partnership with Secret Business to ensure that First Nations organisations and entrepreneurs are prepared and equipped to leverage the power of Data Culture and AI to propel their businesses in our age of extreme technological capacity.

The purpose of the program is to empower First Nations business leaders to develop their capacity towards digital leadership. The program serves to enable First Nations businesses to design and implement strong data culture, reflecting community values, to deliver sustainable growth with our ever-advancing technology. Our goal is to provide guidance, insights and coaching for the cohort to uplift their digital leadership and data culture - by stepping through the process from initiation of digital leadership, developing data culture, to the adoption of digital solutions - to bridge the digital gap and support their embrace of advanced technologies.

The partnership with Secret Business to deliver this program ensures that content is designed and delivered with First Nations data sovereignty and self-determination to uphold cultural integrity.



Technology Reconciliation Industry Network

While the technology industry continues to surprise us with lightning-speed innovation, it is somewhat late to join the reconciliation journey. With only a handful of technology companies committing to a RAP, and Salesforce one of only two endorsed at Stretch level, we see a clear opportunity to unite our industry to create meaningful impact for First Nations communities.

Salesforce was proud to leverage our network to convene six leading technology companies for a roundtable at Salesforce World Tour Sydney in February 2024, focused on advancing reconciliation. The success of this collaboration enabled us to formalise a reconciliation Industry Network for the technology sector. This platform will foster regular dialogue among industry peers, to share ideas and insights, with the shared goal of accelerating reconciliation outcomes across the tech industry.

RAP Tableau Dashboard

Salesforce is a data company, so when we wanted to add additional efficiency and transparency to our RAP measurement, it only made sense to leverage the power of our data visualisation product, Tableau. Tableau is a visual analytics platform transforming the way we use data to solve problems - empowering people and organisations to make the most of their data. With the limitless potential for data to drive positive change, we've created a RAP Tableau Dashboard that helps us harness our data culture to ensure we are continuing to move the needle on reconciliation. The dashboard helps our RAP Leads and RAP Executive Sponsors accelerate data-driven decisions about the impact of our programs and delivers intelligent reporting integrity so that First Innovators can trust our progress and performance. After initial internal testing, we are committed to hosting this dashboard on the Salesforce website to allow anyone to check-in our progress.



Salesforce First Nations Nonprofit Customers

The Salesforce Power of Us Program provides discounted Salesforce technology to educational institutions and nonprofit organisations looking to get started with the world's #1 CRM, powered by AI technology and capabilities.

As of the end of 2024, over 50 First Nations led organisations have secured Salesforce Nonprofit Cloud Enterprise Edition or Sales/Service Cloud Enterprise Edition licences, at no cost. As part of the program, any additional licences the organisation requires are offered at a discount for eligible nonprofits. Nonprofits get the exact same functionality as other Salesforce customers, just at a lower cost.

The Salesforce Power of Us program allows these First Nations nonprofits to take control of data for better decision making, grow income and above all unlocks greater capacity to do what they do best - create incredible community impact.

A few of the key features of the Salesforce Nonprofit technology enables First Nations Nonprofits to optimise:

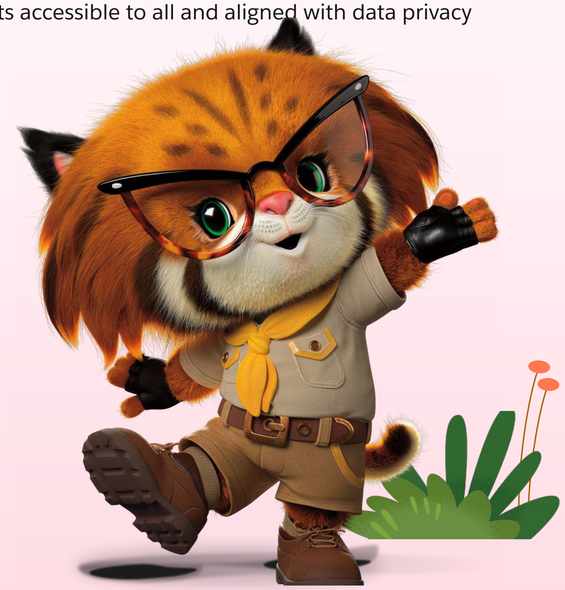
- Marketing to find and engage supporters, build community and raise vital funds
- Fundraising to connect with donors and manage all fundraising, from individual gifts to major gifts and grants, while also helping to manage complex, multi-year gifts, all in one place.
- Program and Outcome Management by unifying program management, delivery and evaluation with trusted tools that inform strategic decisions that help maximise impact.
- IT Operations by connecting the entire organisation on one secure platform for easier collaboration and increased productivity. With the ultimate data management system for nonprofits, First Nations Nonprofits can pull together data to unlock and act on insights, raise more funds, reach more people, and drive more impact.
- Grantmaking with a connected solution to manage the full grantmaking lifecycle, from planning to reporting, helping to accelerate funding and investment for stronger outcomes. The technology also brings grantmakers and grantseekers closer with flexible, efficient, and collaborative grants management software.

Policy Engagement for Ethical Technology

At Salesforce, we believe technology has the power to transform our world for the better. One of the emerging technologies with great potential to improve the state of the world is AI. We believe we have a responsibility to ensure that AI is safe and inclusive for all and contributes towards the advancement of reconciliation.

FY24 saw the explosion of generative AI, underscoring the need for AI public policy across governments, the private sector, and civil society. Salesforce advocates for public policies that serve our stakeholders, including shareholders, customers, employees, partners, communities, our planet, and society. Building on our long-term commitment to responsible AI, we advocate for responsible and trustworthy AI development, emphasising accountability, transparency, empowerment, and inclusivity.

As policy in this space continues to evolve to reflect advancements in this powerful technology, we will continue to elevate the perspectives of First Nations peoples and communities as we collaborate with stakeholders such as governments, industry, academia, and civil society to ensure that AI is ethically designed, deployed, and used, with benefits accessible to all and aligned with data privacy laws and Indigenous Data Sovereignty principles.



Connecting with Community

Giving back is in our DNA. We partner with organisations around the world to provide resources to drive meaningful, lasting change in communities.



Our 1-1-1 Model

From our inception, Salesforce has aspired to be a different kind of company. Our founders pioneered the 1-1-1 model, which commits 1% of our equity, our technology, and our employees' time to building a more equitable and sustainable world.

Since Salesforce's founding, our 1-1-1 model has generated:

$700 million
in grants by Salesforce and the Salesforce Foundation

8.7 million
employee volunteer hours

56,000+
nonprofit and education customers using our technology



Salesforce employees volunteering at NCIE NAIDOC Week Community Day 2024



Education Philanthropy

We believe an equitable future starts with access to quality education. As transformative technologies like generative AI transform classrooms and future jobs, our grants provide students with more opportunities to access advanced courses, gain in-demand skills, and explore potential new careers.

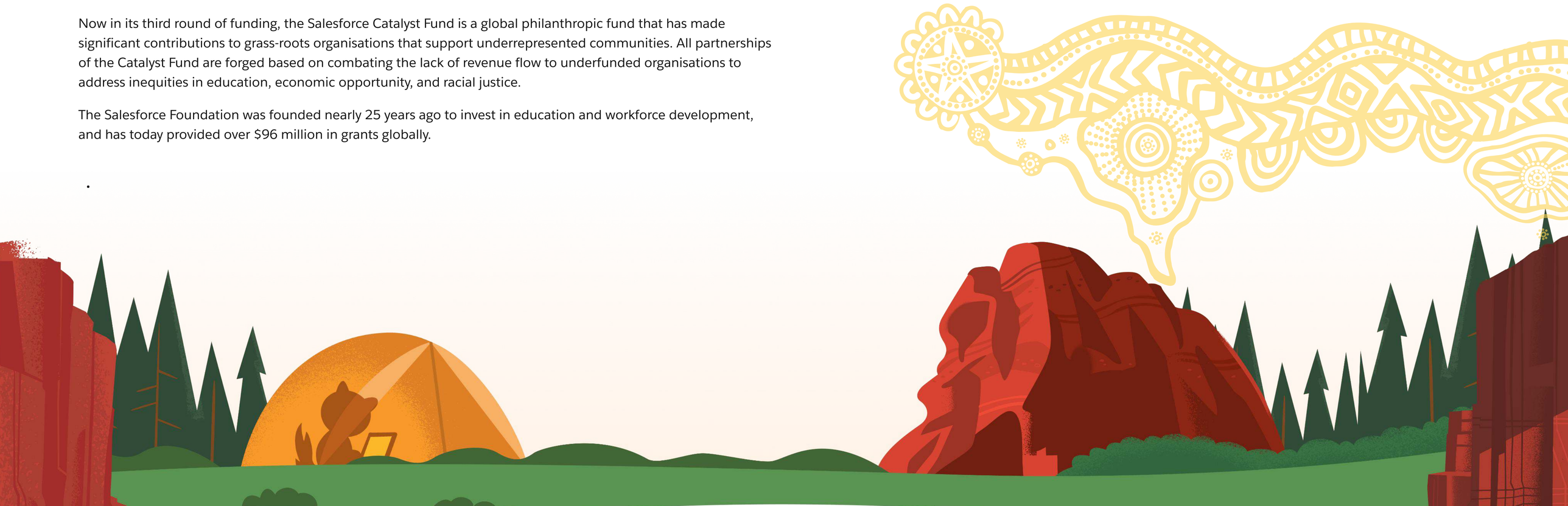
As of the end of FY24, Salesforce has provided AUD$2.7million in education grants to support nine First Nations organisations in Australia. Organisations have included power-house change-makers such as Aurora Education Foundation, Deadly Science and CareerTrackers and we are inspired to witness their continued dedication to forging pathways to equal education and career opportunities for First Nations students.

Now in its third round of funding, the Salesforce Catalyst Fund is a global philanthropic fund that has made significant contributions to grass-roots organisations that support underrepresented communities. All partnerships of the Catalyst Fund are forged based on combating the lack of revenue flow to underfunded organisations to address inequities in education, economic opportunity, and racial justice.

The Salesforce Foundation was founded nearly 25 years ago to invest in education and workforce development, and has today provided over $96 million in grants globally.

“At Aurora, our programs use education as a lever to enable Aboriginal and Torres Strait Islander people to be whatever it is that they want to be ... We create a structured pipeline of programs so that Indigenous success happens by design and not by chance, and we’re validating students who have high goals and big dreams. The grant from Salesforce will help us to continue doing this important work, through things like our mentoring, internship and post-graduate pathways into employment,”

- Leila Smith, CEO, Aurora Education Foundation.



Employee Impact

At Salesforce, our culture of impact is inspired by the belief that every individual can make a difference through their time, skills, and resources. Through strategic partnerships and scaled offerings, we empower our employees to shape the workforce of tomorrow, apply their professional skills for good, and strengthen their communities.

Employee Volunteering

Salesforce employees receive 7 days of paid time off each year to volunteer with impact-generating nonprofit organisations. As of the end of FY25, our employees have volunteered over 2,000 hours with First Nations organisations in Australia to help support the incredible community impact they create.

Murray-Toola Damana Preschool for Aboriginal and Torres Strait Islander Children

The Murray-Toola Damana Preschool for Aboriginal and Torres Strait Islander Children creates a culturally embedded learning place and school for Aboriginal and Torres Strait Islander children in Western Sydney. The community-centric school delivers an inspiring approach to education which is culturally relevant for the children and broader local community. While the school is aligned with government curriculum requirements, it is uniquely self-governed by Aboriginal Elders and educational leaders from the local community, and purpose-built to centre culture in an authentic and contemporary way.

Support from the community, including Salesforce volunteers, allows the innovative model to be completely fee-free for the 40+ enrolled Aboriginal and Torres Strait Islander students. Since June 2024, Salesforce employees have volunteered on a monthly basis to support the needs of the school, including working bees to upgrade and maintain the school grounds and facilities, organising community donations, as well as interacting with students and setting-up STEM-related educational activities.

Happy Boxes Project

Women are the heart of First Nations culture, and Happy Boxes Project understand that there is no greater force than an empowered and dignified woman to create great change. Happy Boxes Project addresses a vital need by providing essential self-care items like toiletries and hygiene products to women in remote First Nations communities across Australia. The project aims to empower women by promoting self-worth and well-being, helping to uplift themselves and their sisters, igniting hope, fostering resilience and boosting self-confidence.

In May 2024 the Salesforce team were honoured to provide and pack 50 Happy Boxes for deserving women in Katherine and surrounding communities of Jilkimingan, Beswick and Barunga in the Northern Territory.

> "This means so much to me, that people care about me. It makes me feel valued and worthy ... it means so much" - **Salesforce Happy Box recipient**



Salesforce employees packing Happy Box donations 2024

CareerTrackers

Intern Program

Our FutureForce team remains connected with the CareerTrackers Internship Program. In 2024 Salesforce was honoured to host a Lunch ‘n’ Learn Storytelling workshop with ~50 CareerTrackers interns as well as the NSW Program Day which bought together ~150 CareerTrackers interns for a day of professional development and community building, with a bonus of networking with over 20 members of our team to discuss their career journey and what its like to work in tech.

It is always a privilege to work with the CareerTrackers Intern Program to create opportunities that contribute to interns’ success at university and in their work placements.

High School Program

The CareerTrackers High School Program was established to accelerate First Nations students’ high school completion and university enrolment and has since seen 91% of participants transition into university degrees after leaving high school. In 2023 Salesforce hosted a year 12 student who throughout the course of their work-shadow week met with over 12 Salesforce Trailblazers, including senior leaders and executives, to ask about their career mosaics and their journey into a technology company. In both 2023 and 2024 Salesforce were proud to host the kick-offand wrap-up events for the program which included professional development segments to build academic proficiency, leadership skills and inspiration to pursue higher education and employment.

Alumni Program

It is a privilege to be able to support CareerTrackers' ever-growing Alumni network and expanding program, especially with two CareerTrackers Alumni now a part of the Salesforce ‘Ohana. Salesforce were delighted to be a major partner of the CareerTrackers Women in Leadership Alumni Mentorship program for the 2023-2024 cohort. The cohort of exceptional future female leaders were paired with inspiring female leaders from various corporate organisations, including two from Salesforce. The program included 12 months of mentoring coupled with multiple check-points of professional development and career-progression enablement. As part of the partnership we were also able to host the cohort for the intensive kick-off and wrap-up workshops and accompanying celebrations at Salesforce Tower Sydney.

Leadership

We appreciate that while our partners have plenty going on with their program delivery, they also have their business to run and optimise to ensure they can efficiently deliver their great impact. Our team was excited to be able to join the CareerTrackers Board for an enablement session on the Salesforce V2MOM framework and how it could be employed to create alignment and clarity for the organisation.



Salesforce Impact Exchange

The Impact Exchange is an evolution of Salesforce's Power of Us Program, which uses AI to match nonprofits and schools to highly skilled Salesforce employees to optimise their Salesforce practice and scale their operations. Employee volunteers bring their unique Salesforce and professional skill sets to accelerate nonprofits' ability to make an impact. In FY24, 93% of nonprofits that completed a Pro Bono project reported an increase in their ability to achieve their organisation's mission.

Murray-Toola Damana Preschool for Aboriginal and Torres Strait Islander Children

As a Salesforce Power of Us Program customer, Murray-Toola Damana Preschool are leveraging the power of technology to optimise their impact. Since June 2024, a group of Salesforce employees have worked closely with the school's educators to illuminate how the Salesforce product can unlock greater student and parent engagement and experiences. The Salesforce volunteers were able to create customised Enrolment Forms to digitise their manual, paper-based signup process. They significantly increased safety for staff and preschoolers by training the team to use the Salesforce mobile app to review authorisation to collect details when dropping off students. Finally, they empowered Murray-Toola Damana Preschool with greater visibility and oversight of impact metrics, digitising their attendance forms for real time reporting on families and students supported through their school.

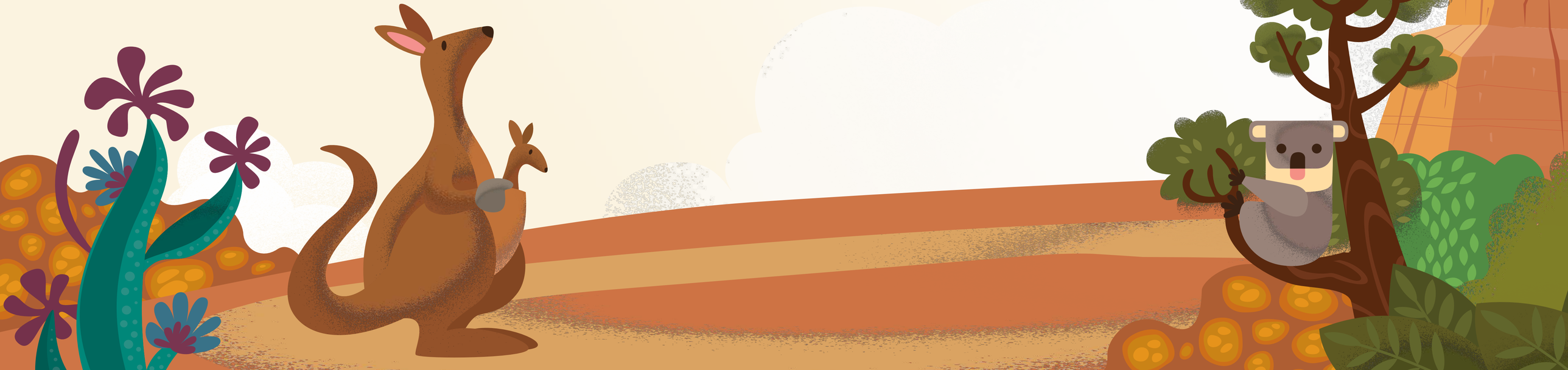


Salesforce employees volunteering at Murray-Toola Damana Preschool 2024

Caring for Country

While sustainability is one of our core values, we recognise that caring for Country is an inherent part of First Nations peoples DNA, and in Australia we know that Aboriginal and Torres Strait Islander peoples have been caring for Country for millennia as part of their physical and spiritual connection to land, water and sky.

At Salesforce, we are led by data that demonstrates that country managed by First Nations' communities are among the most effectively conserved and most sustainably managed. This is why in our Stretch RAP journey, we are committing to engage First Nations peoples on our nature decision-making process and outcomes, to ensure First Nations knowledges, leadership and equity is at the forefront of our climate and nature action. These include potential investments as part of our commitment to conserve, restore or reforest 100 million trees by 2030, fund climate justice and nature-based solutions, and to advocate for recognition of First Nations peoples as leaders for conservation and recognition in line with our nature policy principles.



Championing Reconciliation in the Salesforce ‘Ohana

Equality is a core value at Salesforce and we live this value by fostering a more inclusive workplace and providing opportunities for our team to champion reconciliation.



Equality Groups

Our 13 Equality Groups aim to amplify inclusion, accelerate business success, and incubate innovation. These global, employee-led groups are sponsored by Salesforce's Office of Equality and supported by individual contributors, managers, and our most senior executive leaders. Our equality groups are centred around common life experiences or backgrounds and proudly cultivate a sense of belonging, inclusion and allyship within the Salesforce 'Ohana.

Indigenousforce Australia is dedicated to honouring Aboriginal and Torres Strait Islander peoples and their cultures through the spirit of mutual respect and truth telling. The local group aims to balance the scales of inequality through fearless activism to engage our team in the reconciliation process and empower our colleagues to advocate for and drive tangible positive impact for First Nations peoples and communities. A number of founding Indigenousforce members were involved in catalysing our reconciliation journey and remain a closely aligned partner of our RAP, with a representative of the Equality Group nominated as a RAP Working Group member within our RAP Terms of Reference.

> "Our work is dedicated to education, engagement, collaboration, and knowledge sharing with the aim of respecting and celebrating Indigenous peoples and their cultures around the world. We aim to seek outcomes of self-determination, truth-telling, and contribution to the wider economy and technological advancement."
> **- Indigenousforce vision statement**



Indigenousforce members attending Salesforce Equality Fest 2025

Connecting to Place at Salesforce Tower Sydney

In the design and build of Salesforce Tower Sydney, our real estate team were compelled to weave a series of First Nations design elements into the build. The site where Salesforce Tower Sydney stands has a long history and cultural importance - and was of course the site of first colonisation. The intent of the design elements was to ensure the spirit of First Nations culture was centred in the building and provided an opportunity for each person who visits to acknowledge and connect with the ancient culture that survives all around us, including at the top of Salesforce Tower Sydney.

Manapan Dining Table

Four craftsmen spent over 300 hours planning and crafting this inspiring piece at Manapan's workshop on Milingimbi Island in Arnhem Land, located in Australia's Northern Territory. The expert craftsmanship and skills of Manapan's Yolngu team is clearly on display in the detail and the workmanship of the table and the artwork. The nearly 7 metre long table was wholly constructed on Milingimbi Island and then transported to its new home by sea and land.
The table features a spine of Tasmanian Blackwood timber which stretches the length of the tabletop, and beautifully compliments the contrasting American Black Walnut that runs alongside it. An intricate carving accents the central timber spine. Beginning at one end, the design is shaped to represent the Golden Gate Bridge in San Francisco and travels across the table to symbolise Salesforce's journey of growth and community which has led the organisation to Australia. The far end is a stylised version of Sydney Heads, the entrance to Sydney Harbour where this table will overlook.



Manapan Dining Table, Salesforce Tower Sydney

> "The carving's story reinforces Salesforce's exploration of the new and demonstrates their commitment to connect and collaborate with those who best know the lands they have journeyed to."
> **- Manapan Craftsman**

The table now resides on level 53 of Salesforce Tower Sydney, its highest floor, and is a centre piece to the Salesforce tradition of connecting with customers over a meal, just like a family dinner table.

Wadgayangilnhay Djadjanwari (It Made Us a Long Time Ago) Digital Media

The lobby of Salesforce Tower Sydney is a public space that is illuminated by a series of some of the largest digital screens in the Southern Hemisphere. With the intention of welcoming guests to Salesforce Tower Sydney, The Gujaga Foundation and the La Perouse Community were engaged to identify a meaningful way to acknowledge guests' arrival to the site, which is of such significance to Australia's shared history. The digital artwork depicts a Dreamtime story that was passed down through Uncle Rodney Mason's (Senior Leader Gweagal Clan) ancestors to himself, and had never before been shared outside of the La Perouse Community before the consultation with Salesforce. The sacred story recalls how Bundeena the sea serpent and Marida the sea eagle created the waterways and landscapes of the places we now know as Sydney Harbour and Botany Bay, in accordance with Gweagal lore. Gweagal artists Amanda Longbottom and Shane Youngberry converted their family's story into artistic interpretations, which were then brought to life through animation and film to create the four-minute digital artwork.

The artwork now graces the screens as part of the permanent screening rotation and is an effervescent reminder of the unbroken connection of First Peoples connection to Country.

Gadigal-Birung Mural

Konstantina (Kate Constantine) is a proud Gadigal woman of the Eora nation and a neo-contemporary Indigenous artist. After an extensive art tender process for a mural spanning levels 38-39 of Salesforce Tower Sydney, Konstantina was awarded the commission for her re-imagining of the traditions of her peoples' dot paintings and providing a modern narrative for all Australians to better understand First Nations People as part of the fabric of Australia. Konstantia painted Gadigal-Birung using acrylics, ochre, natural pigments and sticks found on Mother Earth on a large-scale canvas over 5 metres long. Once complete, the artwork was digitally transferred and printed onto vinyl wallpaper and hung on the expansive wall in an impressive multi-day effort.

The artwork now graces the screens as part of the permanent screening rotation and is an effervescent reminder of First Peoples' unbroken connection to Country.

> "The Gadigal have been colonised not once but twice, and this painting is a reference to our sacred harbour inlets and coastlines where only our People and Stories have strength. It is by looking into the strength of our mob's past that we determine the future joy we have as Custodians caring for our harbour city."
> **- Artwork statement, Konstantina**



Gadigal-Birung mural, Salesforce Tower Sydney

Our Reconciliation Champions and Changemakers

First Nations External Advisory Group

The Salesforce First Nations External Advisory Group provides essential guidance to ensure First Nations perspectives appropriately inform our programs and reconciliation actions.

In 2023, Salesforce established the governance framework for a First Nations external advisory function as part of our Innovate Reconciliation Action Plan. During this period, we engaged with trusted advisors to inform the design and direction of our reconciliation work.

To support the next phase of our reconciliation journey, we have refreshed our external advisors. The First Nations advisors bring deep expertise to support the implementation of our Stretch Reconciliation Action Plan commitments.

We acknowledge and appreciate the important role the First Nations External Advisory Group plays in providing guidance, challenge, and accountability as we continue our reconciliation journey.

We thank former and current advisory members for their valued contribution.



Salesforce employees participating in weaving workshop with Jessika Spencer from Ngurru

Our RAP Executive Sponsors

Our RAP Executive Sponsors endorse annual targets and resourcing, monitor program performance through quarterly reviews, and elevate the commitment to our RAP to our global business partners.

The group is a collective of executive level managers representing the business units that have programs and responsibilities under the RAP:

- Matt Freedman, SVP & GM Professional Services (APAC)
- Haidee Kozman, VP COO (ANZ)
- Nada George, VP Employee Success (APAC)
- Samantha Dunn, RVP Alliances and Channels (ANZ & ASEAN)
- Johanna Dale, SD Finance & Strategy (APAC)



Our RAP Working Group

Our RAP Working Group guides the development, delivery and progression of our RAP.

The group is a collective of individuals who each represent their respective business units and provide subject matter expertise on action and program design, illuminate opportunities to innovate or collaborate with internal teams and external partners and advocate for reconciliation with their leadership and broader teams. The RAP Working Group currently includes three First Nations employees who represent their respective business unit actions. The group meets every eight weeks and project specific working groups meet throughout the year and report to the RAP Working Group through the project lead.

- Tarni Fisher, RAP Lead - Kuku Nyungkal
- Veronica Smith, Employee Communications and Engagement
- Blair Wood, RVP Sales
- Dooley Whitton, Business Development Representative - Kamilaroi
- Joanne Ahern, Senior Specialist Equality Communities
- Victoria Hassard, Senior Employee Recruiter
- Leanne Bamford Barnes, Senior Lead Training Administration and Operations
- Luigerr Ramos, Philanthropy Program Manager
- Stuart Frank, Senior Director Strategic Events
- Tim Finch, Senior Manager Solution Engineering
- Tim Spence, Account Executive MuleSoft - Kamilaroi
- Charles Pinckney, Procurement Lead
- Federico Huergo, Director Services Sourcing

Our Commitment



Our Commitment

The actions set out in this Stretch RAP outline our commitments to catalyse our company and our broader industry closer to our vision for reconciliation.
This is Salesforces' second RAP and first Stretch RAP. Our commitment to the prosperity of First Nations peoples is important to our customers, partners, Trailblazers and employees. We commit to making meaningful impact together through the empowerment and cultural strengthening of our business and our people, through our work with our customers and by galvanising the power of our platform.

Our Reconciliation Action Plan Lead, Tarni Fisher, and the Salesforce RAP Governance Teams have been provided licence to focus on implementing and tracking our RAP initiatives. We commit to sharing our RAP progress and learnings through the Reconciliation Australia annual RAP Impact Survey, as well as for public transparency with our RAP Tableau Dashboard.



Relationships

We acknowledge and appreciate that it is Salesforce's utmost privilege to deepen relationships, built on trust and respect, with First Innovators to illuminate the innovative ways we can respond to the emerging needs of our customers and digital world.

Action	Deliverable	V2MOM Method	Time	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with First Nations stakeholders and organisations, including Salesforce's First Nations External Advisory Group, to continuously improve the quality and community impact of our engagement and relationships.	M1	February, May, August, November 2025, 2026, 2027	RAP Lead
	1.2 Review and update Saleforce's First Nations Engagement Principles guiding our work with First Nations stakeholders and partners.	M1	Annual Review October 2025, 2026, 2027	
	1.3 Maintain at least four formal two-way partnerships with First Nations communities or organisations across the country, with biannual meetings set to assess and plan the strategic direction of the engagement.	M1		
Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Design and embed an engagement program and communications plan for NRW for all staff, including circulating NRW resources from Reconciliation Australia.	M2	May 2025, 2026 & 2027	ANZ President Indigenousforce
	2.2 Encourage and support staff and senior leaders to participate in external events to recognise and celebrate NRW by sharing details about events occurring in the cities of each of our offices via the Indigenousforce Slack channel.	M2	May 2025, 2026 & 2027	
	2.3 With First Nations partners, organise at least two internal NRW events, including at least one organisation-wide NRW event, each year.	M2	May 2025, 2026 & 2027	
	2.4 Register all Salesforce NRW events on Reconciliation Australia's NRW website.	M2	May 2025, 2026 & 2027	
	2.5 RAP Working Group members to participate in at least two external NRW event each year.	M2	27 May - 3 June 2025, 2026, 2027	RAP Lead

Relationships continued

Action	Deliverable	V2MOM Method	Time	Responsibility
Promote reconciliation through our sphere of influence	3.1 Review the annual RAP communications strategy to ensure all Australian employees remain engaged and empowered to drive reconciliation. Ensure advocacy for reconciliation is expressed at all levels of the organisation, including: • AU Country Leader priority call-outs at least twice a year; • Varied staff levels providing Acknowledgement of Country at all-team meetings; • RAP Executive Sponsors and Measure Leads amplifying program updates and progress.	M2	Annual Review March 2025, 2026, 2027	Director Employee Communications and Engagement
	3.2 Recognise First Nations excellence, rights and histories by amplifying important culltural dates outside of NRW and NAIDOC, for example: • Indigenous Business Month; • Indigenous Literacy Day; • Anniversary of UNDRIP	M2	Bi-Annual Review February 2025, 2026, 2027	ANZ President, Indigenousforce
	3.3 Communicate our commitment to reconciliation publicly by posting our RAP on our website and via channels such as Salesforce blog, Salesforce News Room and / or World Tour Sydney campground.	M4	Annual Review February 2025, 2026, 2027	RAP Lead
	3.4 Evaluate opportunities to leverage our sphere of influence and implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	M4	Annual Review October 2025, 2026, 2027	
	3.5 Collaborate with at least three RAP and other like-minded organisations to implement ways to advance reconciliation.	M4	Annual Review October 2025, 2026, 2027	
	3.6 Connect industry peers to catalyse a conversation about how the tech sector can drive reconciliation through collaboration and knowledge sharing.	M4	Quarterly October 2025, 2026, 2027	

Relationships continued

Action	Deliverable	V2MOM Method	Time	Responsibility
Promote reconciliation through our sphere of influence	3.7 Attend at least two quarterly Reconciliation Australia Leadership Gatherings per year.	M4	March, September 2025, 2026, 2027	RAP Lead
	3.8 Include at least two opportunities to catalyse conversations about reconciliation and drive reconciliation outcomes with our customers, partners and stakeholders at World Tour Sydney each year.	M4	November 2025, 2026, 2027	Senior Director, Strategic Events
Promote positive race relations through anti-discrimination strategies.	4.1 Formally review existing Employee Success policies and procedures that relate to or reference discrimination. Engage First Nations staff and/or advisors to provide their perspectives throughout the review process.	M3	Annual Review May 2025, 2026, 2027	VP, Employee Success
	4.2 Communicate any changes made to our anti-discriminatory and /or procedures and update associated Concierge articles within three months of changes being effective.	M3		
	4.3 Provide education opportunities for leaders and people managers and broader team on the effects of racism and how to take action to address it in our workplace.	M3		
	4.4 Design a process that enables senior leaders to discuss and raise issues they feel Salesforce should be publicly supporting including anti-discrimination campaigns, initiatives or stances, particularly as it impacts First Nations peoples.	M3		

Respect continued

Action	Deliverable	V2MOM Method	Time	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Formally review the cultural learning needs of our organisation and use findings to revise the First Nations Cultural Learning Strategy. Engage First Nations staff and/or advisors to provide their perspectives throughout the review process.	M2	Annual Review March 2025, 2026, 2027	RAP Lead
	5.2 Communicate and embed the First Nations Cultural Learning Strategy to all Australian-based staff.	M2	May 2025, 2026, 2027	
	5.3 First Nations cultural learning available on Astros Course Tracker to all Australian based staff with 85% completion target reviewed quarterly by RAP Executive Sponsors.	M2	Quarterly Review February, May, August, November 2025, 2026, 2027	
	5.4 Curate deeper-level cultural learning opportunities for employees to build upon our online Astros Course Tracker cultural leanring module, including: • In-person learning for at least 20 employees annually; • Conferences for at least 10 employees annually; • Cultural immersion experiences for at least 5 employees annually.	M2	Annual Review December 2025, 2026, 2027	
	5.5 Curate and deliver via Indigenousforce a program of events that create opportunities for all Australian team members to drive reconciliation and supplement the formal cultural learning strategy.	M2	Annual Review February 2025, 2026, 2027	ANZ President, Indigenousforce
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Ensure our guidance for cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, demonstrate best practice by annually reviewing the First Nations Engagement Principles and Acknowledgement document (tailored to the local communities we operate in) with First Nations partners and First Nations External Advisory Group.	M2	Annual Review December 2025, 2026, 2027	RAP Lead

Respect continued

Action	Deliverable	V2MOM Method	Time	Responsible
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.2 Continue to enhance employee understanding and appreciation of cultural protocols by ensuring the First Nations Engagement Principles and Acknowledgement document are made available to all employees via the RAP Slack channel and any updates are communicated within three months of changes being effective.	M2	Annual Review December 2025, 2026, 2027	RAP Lead
	6.3 Continue to display Acknowledgement of Country plaques at the entry of all Australian Salesforce offices.	M2		
	6.4 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol for all significant field events above 500 attendees.	M4	Review February, May, August, November 2025, 2026, 2027	Senior Director, Strategic Events
	6.5 Include an Acknowledgement of Country or other appropriate protocols at the commencement of all field events below 500 number of attendees.	M4		
	6.6 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important internal meetings.	M4	Review February, May, August, November 2025, 2026, 2027	Director, Employee Communications & Engagement
Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	7.1 RAP Working Group and RAP Executive Sponsors to participate in at least one external and one internal NAIDOC Week event annually.	M2	July 2025, 2026, 2027	RAP Lead
	7.2 Encourage and support staffand senior leaders to participate in external events to recognise and celebrate NAIDOC Week by sharing details about events occurring in the cities of each of our offices.	M2	June 2025, 2026, 2027	ANZ President, Indigenousforce
	7.3 Organise at least two internal events to recognise and celebrate NAIDOC Week, including at least one organisation-wide event, each year.	M2		

Respect continued

Action	Deliverable	V2MOM Method	Time	Responsible
Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	7.4 In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least two external NAIDOC Week events each year, by sponsoring, hosting or providing meaningful VTO or skills contribution towards the event.	M2	June 2025, 2026, 2027	ANZ President, Indigenousforce
	7.5 Ensure all Australian based employees are aware of Salesforce's Equality Day leave policy and enable people managers to support their team, including First Nations employees, to take leave to participate in NAIDOC Week activities.	M3	June 2025, 2026, 2027	VP, Employee Success
	7.6 Review Employee Success policies and procedures annually to ensure there are no barriers to employees participating in NAIDOC Week.	M3	March 2025, 2026, 2027	VP, Employee Success
Support the amplification of Truth-Telling	8.1 Subscribe to Reconciliation Australia's Community Truth-Telling Pathways program to receive updates on new resources to support Truth-Telling activities and outcomes.	M1	Annual Review February 2025, 2026, 2027	RAP Lead
	8.2 Ensure at least one activation that supports employee's understanding of Australia's shared story through truth-telling is included in Indigenousforce engagement events during NRW and NAIDOC Weeks annually.	M2	May and July 2025, 2026, 2027	
	8.3 Investigate pathways and partnerships to support truth-telling, in particular to build knowledge and respect of Aboriginal and Torres Strait Islander peoples being the First Innovators.	M2	Annual Review September 2025, 2026, 2027	
	8.4 Engage with First Nations partners to understand how Salesforce can take on some of the 'weight' of truth-telling obligations to support communities with cultural loading.	M2		

Respect continued

Action	Deliverable	V2MOM Method	Time	Responsible
Support activities that Care for Country	9.1 Formalise First Nations perspectives into ANZ Sustainability strategy.	M6	Annual Review February 2025, 2026, 2027	Climate & Nature Program Lead, ANZ
	9.2 Create partnerships with First Nations-led organisations leading nature restoration and preservation works on Country.	M6		
	9.3 Activate our Nature Policy Principles that call for recognition of First Nations peoples as leaders in the nature positive movement.	M6		

Opportunities

The core of our Vision for reconciliation is to ensure First Innovators are represented within our digital economy to ensure ultimate self-determination in our evolving digital world. By catalysing our platform and ecosystem to expand the horizons of equity in our digital-first world, we aim to unlock the opportunity for First Nations peoples to thrive within it, in the capacity of their choosing - whether it be within our organisation, as customers, partners or as Trailblazers.

Action	Deliverable	V2MOM Method	Time	Responsible
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	10.1 Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of the First Nations recruitment, retention and professional development strategies. Supplement with support from internal specialist advisors and external Aboriginal and Torres Strait Islander experts.	M3	Annual Review July 2025, 2026, 2027	Senior Employee Recruiter
	10.2 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander job seekers, including by adding a statement referencing our commitment to reconciliation and welcoming applications from First Nations candidates to all Australian based role advertisements.	M3		
	10.3 Continue to review Employee Success procedures and policies annually to ensure they are culturally responsive and support Aboriginal and Torres Strait Islander participation in our workplace.	M3		
	10.4 Strengthen the First Nations employment and engagement strategies to increase Aboriginal and Torres Strait Islander representation in our workforce to 1% by: • Continuing partnerships with First Nations organisations to support the development of First Nations talent; • Hosting innovative networking opportunities that allow First Nations talent to investigate careers in technology; • Developing a strategy to increase First Nations representation in any reinstated FutureForce internship and graduate programs; • Implementing recommendations of consultation with First Nations staff and recruitment experts on the effectiveness of our recruitment strategies.	M3		

Opportunities continued

Action	Deliverable	V2MOM Method	Time	Responsible
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	10.5 Support the development of Aboriginal and Torres Strait Islander employees to take on management and senior level positions by promoting our various development programs and pathways with First Nations employees.	M3	Annual Review July 2025, 2026, 2027	Senior Employee Recruiter
	10.6 Build capacity in our Recruiting team to support First Nations candidates by: • Scaling bespoke 'Hiring First Nations Peoples' training so that it is available to all Australian based recruiters into the future; • Integrate checks and balances to ensure interview organisers can validate interview panel members have completed 'inclusive hiring' modules.	M3		
	10.7 Embed a safe and free from discrimination system that allows Aboriginal and Torres Strait Islander peoples to identify their First Nations heritage if they so wish.	M3		
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	11.1 Maintain Supply Nation membership and attend at least two Member training and /or engagement events each year.	M5	March, September 2025, 2026, 2027	Director, Services Sourcing
	11.2 Review and continue to embed our Aboriginal and Torres Strait Islander procurement strategy.	M5	Annual Review July 2025, 2026, 2027	
	11.3 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses, including formalising a reduced payment terms policy for First Nations businesses.	M5	Review February and August 2025, 2026, 2027	

Opportunities continued

Action	Deliverable	V2MOM Method	Time	Responsible
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	11.4 Maintain commercial relationships with at least five Aboriginal and/or Torres Strait Islander businesses, with a view to create meaningful supply opportunities wherever possible.	M5	Annual Review July 2025, 2026, 2027	Director, Services Sourcing
	11.5 Ensure the average FY25-FY28 direct spend with First Nations businesses is greater than the FY23-24 average direct spend with First Nations businesses.	M5	Annual Review July 2025, 2026, 2027	
	11.6 Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	M5	Review March and October 2025, 2026, 2027	
Support First Nations not-for-profit and community organisations to power their community impact.	12.1 Continue to invest in community impact by recommending First Nations NFP and community organisations during our philanthropic grant program and catalyst Fund nomination rounds.	M4	Annual Review October 2025, 2026, 2027	Philanthropy Program Manager
	12.2 Continue to support First Nations NFP and charities with Salesforce licences through the Power of Us Program.	M4	Annual Review February 2025, 2026, 2027	AVP, Salesforce Not-for-Profit
	12.3 Support First Nations NFP customers to leverage the Impact Exchange and skilled volunteering to optimise their Salesforce product use.	M2	Annual Review February 2025, 2026, 2027	RAP Lead

Opportunities continued

Action	Deliverable	V2MOM Method	Time	Responsible
Create opportunities that will further enable Aboriginal and Torres Strait Islander peoples access to Salesforce technology.	13.1 Further embed a strategy to support capacity building and advocacy of First Nations Implementation Partners in our ecosystem, such as the Impact Accelerator program.	M4	Annual Review February 2025, 2026, 2027	Growth Partner Account Manager
	13.2 Increase opportunities for First Nations people to become Salesforce certified, including: • Supporting programs such as the Indigenous Tech Academy; • Identifying opportunities for our team to meaningfully contribute to the development of First Nations Salesforce trainees or students, such as mentoring.	M4	Annual Review February 2025, 2026, 2027	Training Administration & Operations Senior Lead
	13.3 Continue global advocacy for equitable Trailhead exam support and conditions for First Nations and diverse-pathway Trailblazers.	M4		
Support and encourage Aboriginal and Torres Strait Islander students to pursue opportunities and careers in technology and science.	14.1 Partner with at least three organisations working directly with Aboriginal and Torres Strait Islander (primary and high school) students to inspire our future innovators and STEM leaders.	M4	Annual Review October 2025, 2026, 2027	RAP Lead
	14.2 Investigate pathways and partnerships to support the improvement of digital inclusion and digital ability (including advocacy, cyber-safety and digital literacy) of First Nations people.	M4		

Governance

As a data company, the ability to track performance to illuminate trends that can be followed for success is part of our DNA. By applying this methodology to our Stretch RAP, we will ensure that our actions are purposeful, measurable, and aligned with our vision for reconciliation with the correct level of First Nations consultation.

Action	Deliverable	V2MOM Method	Time	Responsible
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP. Maintain Aboriginal and Torres Strait Islander representation on the RWG.	15.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	M1	Annual Review February 2025, 2026, 2027	RAP Lead
	15.2 Review and evolve our Terms of Reference for our RAP governance groups, processes and communication channels annually to ensure alignment with RAP progress and direction.	M1	Annual Review February 2025, 2026, 2027	
	15.3 RAP Working Group meet at least six times per year to drive and monitor RAP implementation.	M1	January, March, May, July, September, November 2025, 2026, 2027	
	15.4 Report RAP progress to RAP Executive Sponsors at least four times per year to drive accountability for RAP implementation.	M1	February, May, August, November 2025, 2026, 2027	
Provide appropriate support for effective implementation of RAP commitments.	16.1 Embed resource needs for RAP implementation.	M1	October 2025, 2026, 2027	RAP Lead
	16.2 Embed key RAP measures in RAP Executive Sponsors V2MOM.	M1	March 2025, 2026, 2027	
	16.3 Embed appropriate systems and capability to track, measure and report on RAP commitments.	M1	Review Annually February 2025, 2026, 2027	
	16.4 Maintain an internal RAP Lead role and Executive Sponsor from senior management.	M1	Review Annually February 2025, 2026, 2027	

Governance continued

Action	Deliverable	V2MOM Method	Time	Responsible
Provide appropriate support for effective implementation of RAP commitments.	16.5 Include RAP impact reporting at key ANZ business review meetings.	M1	Review Annually February 2025, 2026, 2027	RAP Lead
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	17.1 Complete and submit Reconciliation Australia's annual RAP Impact Survey.	M1	September 2025, 2026, 2027	RAP Lead
	17.2 Communicate RAP progress to all Australian staff through the 'Quarterly RAP Update' comms via #all-anz.	M1	February, May, August, November 2025, 2026, 2027	
	17.3 Publicly report against our RAP commitments annually, via our Annual Equality Update and Stakeholder Impact Report.	M1	April 2025, 2026, 2027	
	17.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	M1	May 2026	
Continue our reconciliation journey by developing our next RAP.	18.1 Register vis Reconciliation Australia's website to begin developing our next RAP.	M1	January 2028	RAP Lead

Supporting Notes



Supporting Notes and References

Language

‘First Nations’ is used to reference the Aboriginal and Torres Strait Islander peoples of Australia.

‘Salesforce Ohana’ refers to the Salesforce community of employees. In Hawaiian culture, ‘Ohana represents the idea that families – blood-related, adopted, or intentional – are bound together, and that family members are responsible for one another. Inspired by the concept of ‘Ohana, Salesforce co-founder, Chair and CEO, Marc Benioff employed the term to encompass our prioritisation of collaboration, inclusivity, and the well-being of every individual in the way Salesforce operates. For more information, visit The 360 Blog.

‘Trailblazers’ refers to the learners and innovators who utilise the Salesforce platform to build successful careers, companies and communities. Trailblazers are truly the heart and soul of Salesforce and together have built and continue to power the thriving Salesforce ecosystem. For more information, visit The 360 Blog.

Reconciliation Australia’s 5 Dimensions of Reconciliation

1. Equality and Equity: Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.
2. Historical Acceptance: All Australians understand and accept the wrongs of the past and their impact on Aboriginal and Torres Strait Islander peoples. Australia makes amends for past policies and practices to ensure these wrongs are never repeated.
3. Race Relations: All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free of racism.
4. Institutional Integrity: The active support of reconciliation by the nation’s political, business and community structures.
5. Unity: An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

For more information visit Reconciliation Australia.

Supporting Notes and References

Salesforce Sustainability Framework

Salesforce Climate Action Plan
Salesforce Nature Policy Priorities

Salesforce's Ethical Technology Frameworks

Established in FY19, Salesforce's Office of Ethical and Humane Use seeks to provide leadership at the intersection of human potential and emergent technology. Within Salesforce and beyond, we work to foster innovation for a more trusted and equitable technology landscape. Our focus areas – Responsible AI and Technology, Ethical Use Policy, and Product Accessibility and Inclusive Design – are designed to create reliable, repeatable, and scalable responsible technology frameworks and recommendations through a product-centric lens.

As we continue to venture into the realm of generative AI, we hold ourselves accountable to our Ethical Use Advisory Council, composed of external experts from academia and civil society, alongside internal frontline employees and executives to help ensure everything we design, deploy, and use remains ethical and inclusive.

Salesforce's Support for the Uluru Statement from the Heart

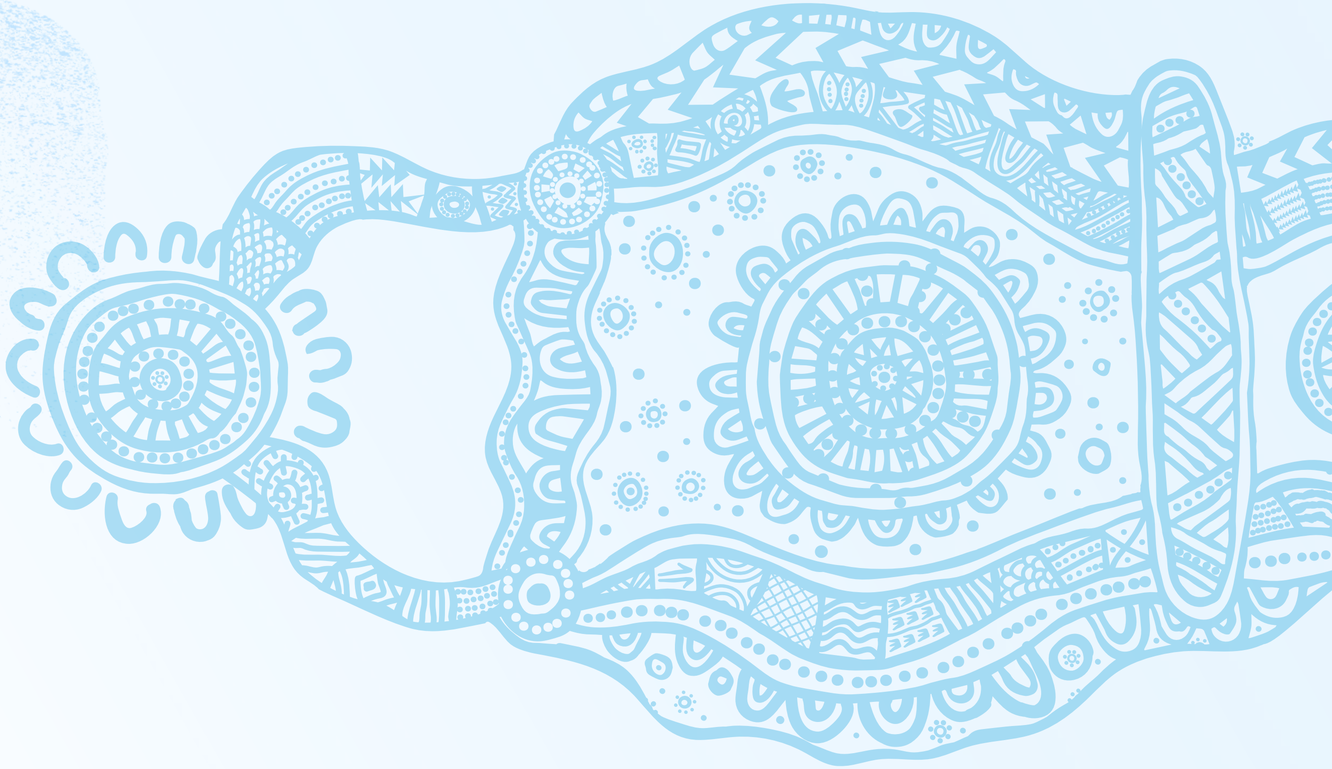
In 2023 Salesforce stood to support the Uluru Statement from the Heart in full, and in our Stretch RAP journey we continue the commitment to progress its calls for advancing Voice, Treaty and Truth in the means available to our organisation. In 2023 we expressed our public support via the Salesforce ANZ Blog, Reconciliation Australia and Canva and the Tech Community platforms.

Contact

We welcome opportunities to collaborate and share information regarding First Nations engagement activities and our RAP. For enquiries, please contact our RAP Lead, Tarni Fisher at **tarni.fisher@salesforce.com**.

Looking Forward Statements

This report contains words such as “expects,” “anticipates,” “aims,” “projects,” “intends,” “plans,” “believes,” “estimates,” “seeks,” “assumes,” “may,” “should,” “could,” “would,” “foresees,” “forecasts,” “predicts,” “targets,” “commitments” and “goals” and variations of such words and similar expressions. These words are intended to identify such forward-looking statements, which may consist of, among other things, trend analyses and statements regarding future events, future financial performance, anticipated growth, industry prospects, our business plans and growth strategy, our commitments, goals, aims or aspirations regarding environmental, social and governance matters, including climate change and diversity and inclusion, our strategies, expectations or plans regarding our investments, including strategic investments or future acquisitions, our beliefs or expectations regarding our competition, our intentions regarding use of future earnings or dividends, our expectations regarding attrition rates, our expectations regarding the restructuring plan, including with respect to timing or costs, our expectations regarding investing in human capital and technology or our beliefs or expectations regarding working capital, capital expenditures, debt maintenance or commitments. These forward-looking statements are based on current expectations, estimates and forecasts, as well as the beliefs and assumptions of our management, and are subject to risks and uncertainties that are difficult to predict. The achievement or success of the matters covered by such forward-looking statements involves risks, uncertainties and assumptions. We continually review emissions quantification methodologies and are committed to implementing best practice quantification methodologies. These and other risks and uncertainties may cause our actual results to differ materially and adversely from those expressed in any forward-looking statements. Readers are directed to risks and uncertainties identified in the “Risk Factors” section and elsewhere in our Annual Report on Form 10-K, filed with the Securities and Exchange Commission (SEC) on March 6, 2024, for additional detail regarding factors that may cause actual results to be different than those expressed in our forward-looking statements. Except as required by law, we undertake no obligation to revise or update publicly any forward-looking statements for any reason. The contents of the various websites referenced throughout this report are not incorporated by reference and do not constitute a part of any filing we have made or will make with the SEC. Further, we undertake no obligation to revise or update the information included in the links to websites referenced throughout this report.




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