



Reflect Reconciliation Action Plan

September 2023 –
September 2024





Acknowledgement of Country

SAS Australia honours the 65 000-year history of this nation. We recognise that Aboriginal and Torres Strait Islander peoples, have cared for, and conserved this land since the Dreaming. Their ties to the land, animals, oceans, and rivers are intrinsic to their being. SAS Australia respects the Traditional Custodians of the land on which we operate, work, and reside.

We honour Elders past and present and we are dedicated to a bright future as we move forwards on our road towards reconciliation.

Contents

Our Artwork	4
Yarnnup Aboriginal Consultants Business Bio	5
A Message from SAS Australia	6
A Message from Reconciliation Australia CEO	7
The Business	8
Our Vision for Reconciliation	10
Our Journey towards Reconciliation	12
Our Reconciliation Action Plan	16
The Opportunities	17
Driving & Governing the RAP Within SAS	18
Reflect Reconciliation Action Plan	19
<i>Relationships</i>	20
<i>Respect</i>	21
<i>Opportunities</i>	22
<i>Governance</i>	23



Our Artwork By Elaine Chambers

Just as data flows through your business, knowledge and connections flow through our people through our elders and our storytelling.

I have related this piece of artwork to values of SAS as an organisation. Innovation, education and diversity - are all key factors for the company. The artwork shows community connections and the flow through to each community. The colours of SAS also relate to the colours of the water and its flow from the shallows to the dark depths of the oceans. Areas of diversity and knowledge input into the system, but always flowing through with strength, warmth, and an approach that is inclusive and connecting man and knowledge - just as our elders pass on knowledge to our young and have those stories travel throughout time.

Elaine Chambers-Hegarty is an Aboriginal Artist and Designer with cultural links to the Koa (Guwa), Kuku Yalanji, and Barada Barna peoples. Her inspiration springs from her family who have always encouraged her to embrace her heritage, shoot for the stars, and strive to make her goals a reality. This nurturing environment, along with the gift of creativity inherited from her father, has shaped Elaine into the artist she is today.

Over the course of her 30-year career, Elaine has brought her artistic abilities to a variety of media, transforming stories and concepts into creative designs that have received high praise and recognition. Some of Elaine's recent contributions to various organisations and causes include the Brisbane Broncos, the Brisbane Lions, Cronulla Sharks, Institute of Urban Indigenous Health and Deadly Choices.

Each design that Elaine creates is a dialogue between the modern and the ancestral, an embrace of tradition within the contemporary. Elaine's profound love for her people and her cultural heritage has been the guiding light of her artistic expression. Her love of family fuels her creative passions and pushes her to continue evolving as an artist.

Our partnership With YarnnUp

SAS is proud to partner with Yarnnup, our First Nations consulting partner, with the development, endorsement and implementation of our first Reflect RAP and our ongoing commitment to reconciliation.

Yarnnup is an Aboriginal owned and managed consulting and training organisation based in South Eveleigh, NSW.

Yarnnup supports organisations that are working towards a more positive future for Aboriginal peoples, businesses and communities, by providing them with the knowledge, skills and strategy to create authentic change through policy reform, business systems and training. Yarnnup will also be delivering its unique training programs around cultural awareness, immersion and capability training that blends Aboriginal philosophy and western academia including neuroscience, emotional and cultural intelligence to employees.





A message from SAS Australia

I am pleased to present SAS Australia's first Reconciliation Action Plan (RAP) as part of our organisation's continuing commitment to reconciliation and further enhancing our relationships with First Nations peoples. Our RAP represents a pivotal first step in this journey.

Developing our RAP has been an enlightening process for our people. It is a process that is supported by our SAS Australia leadership team and our international colleagues throughout SAS, our dedicated working group who contributed to the RAP's development, as well as employees from across the SAS Australia business. The document represents this truly collaborative effort and emphasises the commitment and passion our employees have for the cause.

As part of developing our RAP we embarked on process of reflection. We needed to better understand what we wanted to achieve in its development, how we could get there, and the unique opportunities that a technology organisation like SAS has, to grow and develop our relationships with First Nations people.

We have several key areas that we are prioritising, which include building on the awareness and depth of knowledge our employees have about the culture, history and achievements of First Nations people. We aspire to be a thought leader in the technology industry when it comes to the engagement with First Nations, raising the data literacy skills and interest in this community to bolster inclusion in the rapidly evolving digital economy that impacts all Australian citizens. SAS Australia is enthusiastic about offering pathways to connect First Nations students and analytics professionals to our organisation, as well as our ecosystem of academic, business and non-profit partners. In addition, our RAP details priorities when it comes to our Data for Good initiative, educational and philanthropic opportunities, our environmental program, and the suppliers we engage.

SAS Australia recognises that the RAP is the first step in a long journey, and we look forward to building a solid foundation to drive continuous improvement and outcomes, together.

Craig Jennings
Managing Director
SAS Australia



A message from Reconciliation Australia

Reconciliation Australia welcomes SAS Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

SAS Australia joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

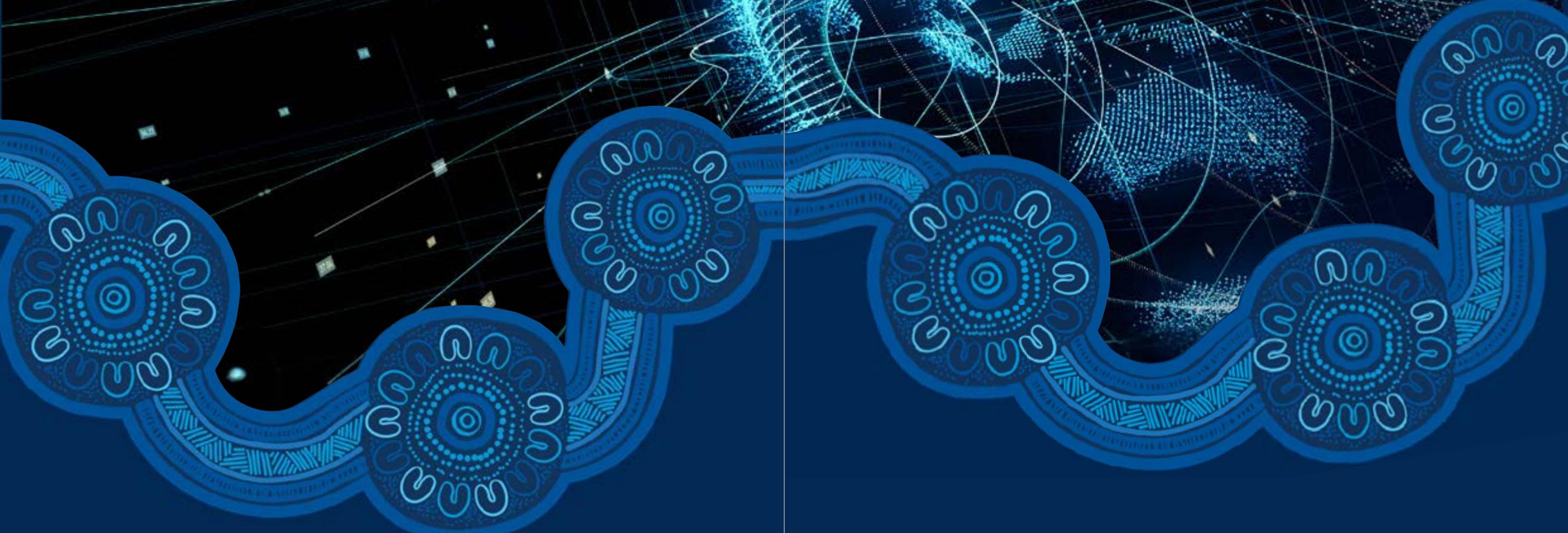
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables SAS Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations SAS Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



The Business

For over 40+ years , SAS has been turning data into intelligence.

With an ongoing curiosity and a passion for analytics, our founders saw lines of code as the key to something extraordinary. Fast forward more than four decades later, SAS has thousands of employees and customers worldwide, analysing billions of rows of data every second that are changing the way we work, live and process information. From a product standpoint, SAS is an integrated software suite for AI, advanced analytics, visualisation and data management.

Within Australia, we have 265 employees. Our Australian head office is in Lane Cove, NSW, with a second satellite office in Sydney, NSW. We also have offices in Melbourne, Brisbane, Perth and Canberra. There is currently no clear data regarding direct engagement with Aboriginal and Torres Strait Islander

peoples, so we are unaware whether we have First Nations employees and if we engage any First Nations businesses in our supply chain.

As a data and analytics driven business, it is our duty to understand our people and the diversity within our organisation. As part of this reconciliation journey, it will be our responsibility to embed culturally safe and appropriate measures to encourage First Nations individuals and organisations to self-identify which will allow us to recognise, appreciate and collaborate with the diversity in our business. This will then inform a more tailored approach of engagement, to communicate and build sustainable relationships with First Nations peoples, businesses and communities most effectively.

SAS is a business that is heavily geared towards its corporate social responsibility (CSR), with a commitment to people and the planet. We are a leader in social responsibility that prioritises sustainability in our business strategy, and we have a strong emphasis on environmental, social and governance (ESG) initiatives. We see this as an obligation to ourselves and the communities in which we operate. Our people are curious and are constantly using their scope of influence and resources to look for new ways to utilise analytics and ethical artificial intelligence (AI) to address social issues from environmental preservation to data literacy and education.

As part of our CSR, we focus on five key priority areas which include Education/Philanthropy, Data for Good, our Environmental Program, our Employees and Culture, and Governance. SAS has deep roots in academia and its founders were part of a consortium of eight universities to analyse vast amounts of agricultural data. These bold minds were pioneers in using data for the greater good. Decades later, education is still our primary philanthropic focus. From pre-schoolers to adult learners, SAS supports countless education programs to help students from all backgrounds reach their full potential as future leaders and innovators.

We see this work that has been established from a broader perspective as a great stepping stone when looking at our role in reconciliation and how we can contribute within our scope of influence to upskill and prepare First Nations peoples for the rise in new technologies that demand a new generation of skills and allow individuals to compete and thrive in the analytics economy. This reflection period will allow us to collaborate with First Nations communities, businesses, and peoples to understand needs and wants, to then conceptualise how we can contribute to the self-determination of Aboriginal and Torres Strait Islander peoples. This will allow for community sentiment to be prioritised, rather than projecting how we think we should contribute or assume what is required from a community facing perspective within First Nations communities.



Our Vision

SAS has a vision to create alignment between our organisation and First Nations ways of doing and being, which encourage the association between what we do at SAS and how we can contribute to reconciliation.

The capacity of our workforce to engage and build effective relationships with First Nations peoples will be instrumental to the overall success of this journey. Our priority will be education, as this will inform respectful and authentic interactions, with the overall objective to contribute to the autonomy of Aboriginal and Torres Strait Islander peoples. As an organisation that has a strong focus on its social commitments,

we are eager to explore the opportunities that will transpire from two-way collaborative engagement and the co-designing of initiatives and objectives.

Our overall vision and mission at SAS is based on the belief that analytics changes the world, with a vision to be the most trustworthy analytics partner on the planet. We envision a world where everyone can make decisions, grounded in trusted data, and assisted by the productivity and speed of SAS analytics and AI. This vision now extends towards reconciliation as we look to apply a First Nations lens across our work internally and externally within our Australian division. We aspire to be a trusted partner to First Nations peoples, communities, and businesses to demonstrate how data can be leveraged to create social and economic change.

Our values inform our actions and who we are, from the software we create to the conversations we share, our core values inform partners, customers, and prospects about the type of relationship they can expect when they work with us. We are curious and relentless problem-solvers, unafraid to challenge assumptions by being creative and forward thinking. This curiosity and ability to question our perceptions and ways of being has been essential to the commitment and development of our inaugural Reflect Reconciliation Action Plan.

Our capacity to think outside the box is sparked by the diversity within our teams and spearheaded from our leadership, where we are encouraged to be at the forefront of change and evolution. We are a passionate group of individuals that are committed to excellence in everything we do, and we thrive on meaningful work. At SAS, we are driven by purpose and the conversation around reconciliation has engaged individuals from across the organisation to contribute to this journey. Collectively, we are eager to understand how First Nations practices and protocols can influence and shape how we work, communicate, and prioritise our commitments. We are also motivated to see how our work at SAS through analytics and AI can contribute and create improved outcomes for First Nations communities by understanding data and trends more efficiently and effectively.

There is an air of authenticity in everything we do at SAS, we are genuine, we are transparent and we lead with integrity. We believe our approach is well suited as we begin our engagement with First Nations peoples, businesses, and communities, looking to build mutually beneficial partnerships. We are an accountable organisation, we are responsible, we do things right and we exceed what is expected. When we commit to something, we are all in. We see this reconciliation journey as a continuous process rather than a once-off initiative. Our goal is to establish strong foundations within the first 12-months of the Reflect RAP period to ensure we are building our capacity to contribute effectively moving forward.

Our goal is for SAS to be a thought leader within our industry as it relates to First Nations engagement and participation, as well as how we contribute to create impact and positive outcomes within our sphere of influence and beyond. We want to remain accountable so that we are contributing to positive change and reconciliation through a process co-designed and co-developed with First Nations peoples leading the conversation.

Our Journey Towards Reconciliation

Although not comprehensive, we have made some inroads into our reconciliation journey by looking to build our capacity and awareness of First Nations cultures through ad-hoc training and education initiatives.

There has been collaboration from First Nations peoples and organisations, but the intention looking forward is to have more direct and consistent involvement with First Nations stakeholders as we formally embark on this journey. We are confident that with the guidance of our Aboriginal consulting partner Yarnnup, whose role will include aligning us with the right stakeholders to ensure we are leveraging beneficial partnerships and associations, that we will have cultural guidance and support to embark on this process with confidence .

Some of the introductory engagements we have made as it relates to First Nations specific outputs include ad-hoc cultural awareness sessions that have been held across the organisation over the

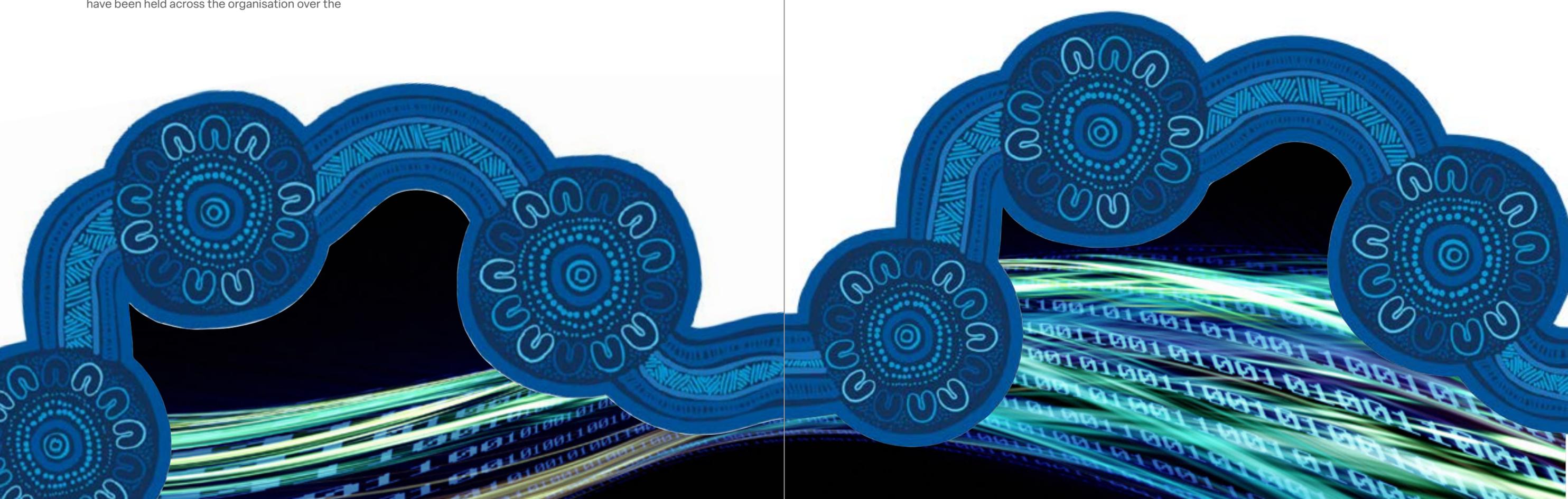
past few years. These training sessions have been optional for employees and high level in context, which have provided some foundational guidance into First Nations cultures, practices, and protocols for participants. There have also been sporadic cultural engagements throughout NAIDOC week celebrations, where we have conducted some cultural awareness campaigns internally to engage with its meaning and significance. We have also encouraged employees to get involved internally and externally to gain exposure and experience. In 2022, we held an Aboriginal story of Australia workshop that looked at this country from a First Nations lens to build perspective and understanding from different viewpoints.

Globally SAS promotes the importance of educational outreach, building data literacy skills and encourages interest in STEM, based upon the belief that being data literate helps us recognise all the ways we interact with data every day. Data literacy is an essential life skill and it teaches how to see the usefulness in data, discovering its meaning and making informed decisions. We have started to explore this locally from a First Nations perspective in recent years and how we contribute to capacity building around data literacy within Aboriginal and Torres Strait Islander communities. Under one of our CSR priorities - which is our Data for Good program - we have identified the need to work and partner with First Nations peoples, communities and educational institutes to improve learning potential in data literacy, to create opportunity to participate in STEM learning programs and to support the growth of future First Nations education leaders, to teach the next generation of STEM students. This is an initiative which we will prioritise more substantially as we embark on and continue this reconciliation journey.

As part of our commitment to the Reflect RAP process, we engaged a First Nations digital artist to visually interpret our business and the journey towards

reconciliation. This involved exploration sessions with our RAP Working Group (RWG), the artist and Yarnnup to extrapolate thoughts, ideas and interpretation and bring this process to life. This artwork is now a visual representation of the business and our current and ongoing journey towards reconciliation.

From a governance and implementation perspective, we are proud to have senior leadership support for the reconciliation process both locally and internationally, which has given us the mandate to champion this Reflect RAP journey and commit to the outputs within this document. There has been a genuine interest and a hands-on approach from our leadership and RWG alongside Yarnnup to bring this project to life and provide a framework for First Nations engagement. These engagements have been championed through the curiosity of our employees to learn, understand, respect, engage and contribute to First Nations outcomes. This is derived from a strengths-based perspective, where there has been an internal recognition that we as an organisation require a formalised approach to First Nations engagement in line with our broader social commitments.



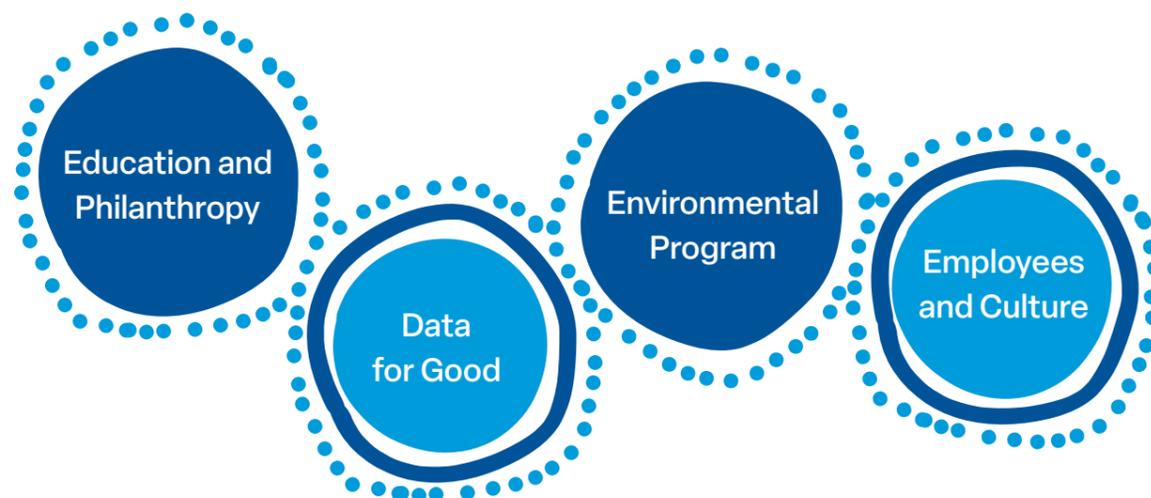


Our Reconciliation *Action Plan*

Our Reflect RAP is informed by our broader CSR and the detailed and holistic approach we have used across our global operations.

Our strategy has been to place the people impacted by these policies and commitments at the centre of initiatives to articulate their needs and requirements, while using our capabilities as an organisation to co-design the solutions or deliverables. We have subscribed to the framework set by Reconciliation Australia to inform our approach to reconciliation while using our existing global CSR approach to contextualise how we can contribute as a business.

At SAS, we thrive on being thought leaders in what we do and how we operate. This informs our award-winning solutions for more than just business problems. It drives our ambition to support global initiatives such as the United Nations Sustainable Development Goals by searching for new ways to use analytics and ethical AI to address societies' biggest challenges. The way in which we look to incorporate our broader CSR initiatives with our approach to reconciliation is through the following pillars:



Education and Philanthropy

This pillar is primarily focused on developing the data literacy of individuals. We have a unique opportunity to contribute to First Nations opportunities as it relates to training, development and employment within the analytics and AI space. As of 2021, 51.1% of Aboriginal and Torres Strait Islander peoples are under the age of 25 years, which is a resounding statistic as it relates to untapped potential. There is a significant opportunity to capitalise on this demographic to work with First Nations people and communities. In these extraordinary times, where limitless creation and consumption of data is woven into every facet of people's lives, we have a significant opportunity to create lasting generational impact. The rise of new technologies demands a new generation of skills, and our role is to ensure that people, particularly children are not left behind. As we progress on this Reflect RAP journey, we will work to consider access points and how to navigate barriers to entry and education so that we can engage with First Nations communities through the delivery of programs such as Data Literacy Essentials which is a free course designed to equip students, teachers, leaders and individuals with necessary data literacy skills and collaboration with education partners to create the opportunity for First Nation peoples to increasingly participate in STEM learning programs and become future First Nation education leaders.

As much as we want to educate and empower individuals about the power of data, we also need to be recipients of education as we utilise this inaugural Reflect RAP period to build our capacity to engage more effectively with First Nations peoples through the delivery of cultural awareness and capability training for our team. Understanding the impacts of colonisation, to reflect on lived experiences and how we can work together to navigate a more positive and prosperous future for Aboriginal and Torres Strait Islander peoples is essential. The skill of cultural intelligence is profound, allowing our people to understand the nuances and differences between their own cultures and First Nations peoples and how to best navigate those scenarios is paramount to the ongoing journey of reconciliation and capacity building.

Data for Good

This pillar is focused on the impact that data analytics can have for short- and long-term development goals from a global perspective. By applying a more focused national lens, we look at the opportunity of how we can use data analytics to shape and shift inequalities and disparities between First Nations peoples and the rest of the population. As we embark on this Reflect RAP journey, we will consider how we can analyse data to contribute to understanding the Closing the Gap priorities across a variety of socioeconomic factors and how we can use our expertise and scope of influence to contribute to these conversations and draw conclusions based on data. As an organisation, we are aligned with the UN Sustainable Development Goals to reduce inequalities and ensure healthy living. Our social innovation initiatives work to find creative ways to accelerate global progress and move the world toward a more sustainable future.

One of the ways SAS supports this goal is through the Data for Good movement, which encourages using data in meaningful ways to solve humanitarian issues around poverty, health, human rights, education, and the environment. From helping to boost healthy bee populations and combating deforestation to revealing racial disparities in home ownership and investing in patient wellness. From aligning with Yarnnup our First Nations consulting partner, we have realised the synergies between these responsibilities and the values of First Nations peoples, particularly as it relates to caring for the environment, community, and the broader ecosystem. As part of this reconciliation process, we will explore the opportunities where we can contribute through data analytics to align with the needs of Aboriginal and Torres Strait Islander peoples, understand their priorities and create impact to improve socioeconomic outcomes, environmental protection, and sustainability. Data can help organisations and individuals realise patterns that may be out of sight to the human eye, creating links and associations to create more sufficient and sustainable solutions, whether that be for issues such as food production, economic independence, mental health, or education.





Environmental Program

Another important CSR pillar is our environmental program which looks to target strategic growth through innovative sustainability practices. Reducing environmental impacts and ensuring continued availability of natural resources is a shared responsibility. We are at the initial stages of understanding the strong connection First Nations peoples have with the environment and the wisdom of caring for it for thousands of years. This is something we are interested in unpacking in further detail. SAS works closely with employees, suppliers, and customers to reduce its environmental footprint with programs focused on energy conservation, emissions management, pollution mitigation, water conservation, green building certification, and other programs.

We will aim to create alignment with First Nations individuals and organisations that have close association with environmental conservation and preservation to learn traditional approaches to land management and understand the circular approach to the environment which First Nations peoples held so dear for so long.

Employees and Culture

The next pillar which we prioritise from a CSR perspective is fostering the integration of work and life which makes great business sense. In support of the UN Sustainable Development Goal of providing good health and well-being, SAS remains strongly committed to promoting a world-class environment that inspires innovation. By providing an innovative and creative workplace culture while prioritising health and well-being, employees are inspired and motivated to make a difference.

As part of our initial reconciliation reflection period, we will look internally as an organisation to assess the cultural safety of our business from a First Nations perspective, looking at our visibility from a community perspective, flexibility from a workforce viewpoint and accessibility from a recruitment avenue. We will consider our hiring processes, whether they are in-line with First Nations values, practices, and principles and how we project out as an organisation when recruiting. We will also consider our screening and interview processes to ensure they are culturally appropriate and from a gender perspective regarding the format of these engagements. At SAS, it is not about fitting into the culture, it is about adding to it. Diversity and inclusion at SAS is multidimensional. SAS wants everyone to feel confident in embracing their individuality and curiosity and know that they will be respected for their unique contributions and abilities.

Our cultural competency from a workplace perspective is critical when considering retention of staff. We will work to ensure our teams are well equipped to engage and work alongside First Nations colleagues to ensure synergy, harmony, and inclusivity. This will also contribute to the health of employees and their ability to work to their full potential. We will contextualise pathways and professional development opportunities so that First Nations employees can see the longevity available within our organisation and the possibility to then create a circular approach where SAS can be recognised as a preferred employer of choice for Aboriginal and Torres Strait Islander peoples. The objective is to develop a diverse workforce of tomorrow that represents the communities in which we live, work, and operate.

The Opportunities

Diversity and inclusion are an integral part of who we are as a business, which is why it is one of our company brand stands. Our mission is to infuse diversity and inclusion into how we think, act, and operate as a business. We believe we have achieved some great successes so far from a broader organisational perspective as it relates to diversity and inclusion with plenty of scope for improvement as it relates to First Nations participation and engagement. There is significant opportunity to increase Aboriginal and Torres Strait Islander supplier representation across our organisation by improving and removing barriers to engagement.

SAS works to empower underrepresented business categories in its supplier diversity program and part of its commitment to reconciliation is to include and focus on First Nations engagement and participation. SAS' customers represent a wide range of industries, people and locations and the company seeks this same level of diversity in its supplier community. SAS recognises that engaging with diverse suppliers is a win-win strategy for all involved. The development of diverse suppliers contributes to the economic prosperity and independence of First Nations communities and partnerships with diverse suppliers provide competitive advantages and innovative business solutions to support SAS' customers.

We will explore potential associations with organisations such as Supply Nation that provide direct access to First Nations businesses. We will also look at creating alliances with community owned and managed organisations to develop grass-roots connections that are not just focused on economic opportunities, but also prioritise social impact.

The importance of experience and exposure is not underestimated at SAS, and moving forward we will work to leverage opportunities such as NAIDOC and National Reconciliation Week to create alignment and immersion with First Nations communities. This Reflect phase will be a great opportunity to understand our organisational and individual cultural knowledge gaps and develop these through immersive experiences. We will be working closely with Yarnnup to deliver cultural capability training across our business to empower, educate and develop the confidence of our team to champion the reconciliation process more effectively. These sessions will range in duration and content and will be contextualised based on the cohort of employees.

Our main priority is to ensure we are set up for long term success by under promising and over delivering through embedding the right frameworks and policies that encourage and motivate individuals to enact change personally and professionally.





Driving & Governing The RAP within SAS

At SAS, the final CSR pillar focuses on governance and management. As a good corporate citizen, SAS knows its success depends on upholding high ethical standards in dealings with colleagues, customers, suppliers, and competitors. This moral compass also steers SAS' workplace culture, which attracts and retains like-minded employees who perpetuate these high standards.

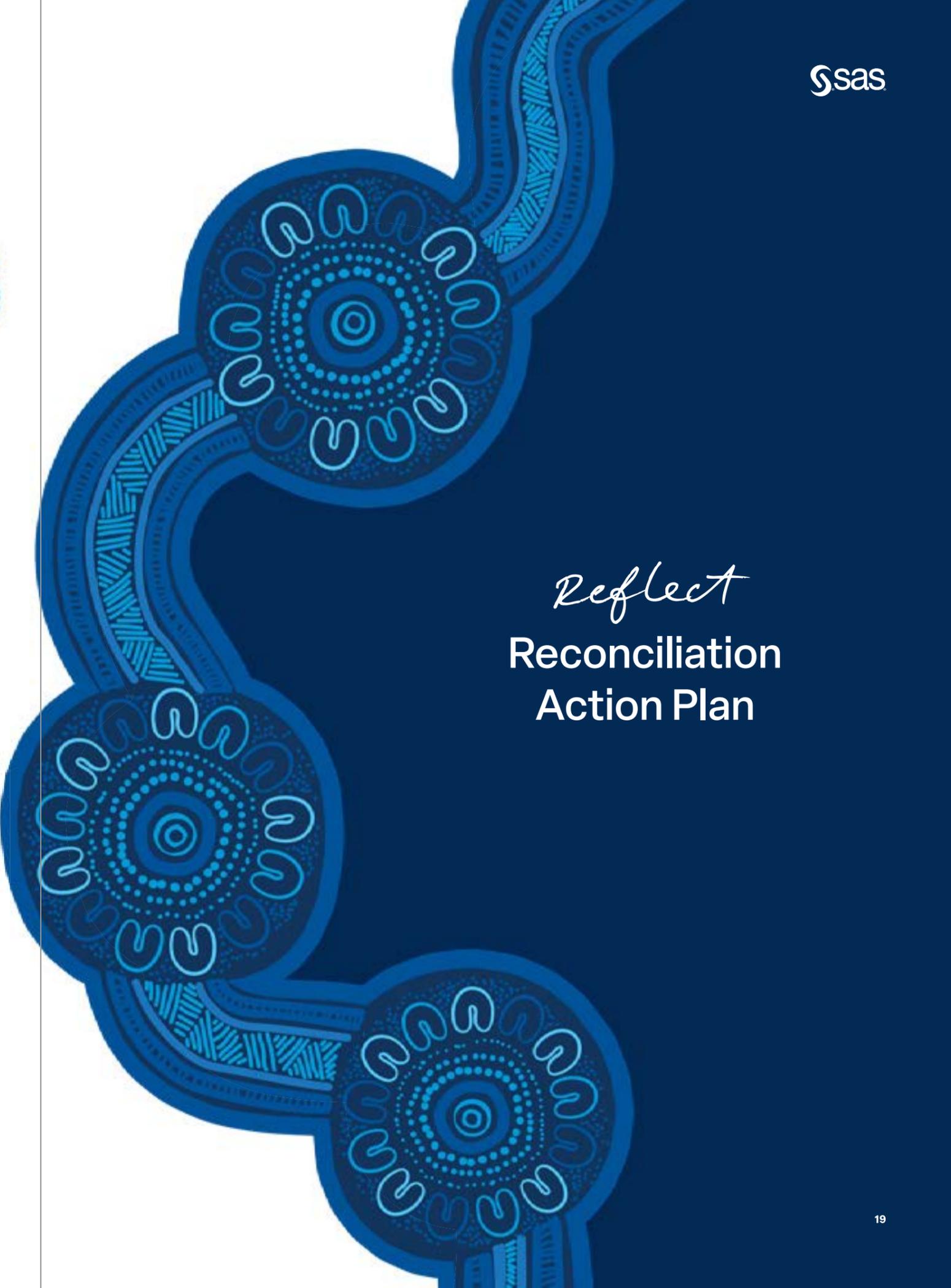
Guided by its Code of Ethics, SAS is committed to maintaining its reputation as a company that conducts all aspects of the business with the utmost integrity. The development, endorsement, implementation, and governance of this Reflect RAP has full executive support and will be driven by our RAP executive sponsor Libby Shade, Senior Manager, Human Resources. The implementation of this Reflect RAP will be spearheaded by our RAP Working Group (RWG) with diverse representation from across the business as it relates to positions, roles, and geographic locations. We are seeking implementation and visibility across our business within Australia, so it is crucial we have touch points that cross all operations of the organisation.

To ensure we have adequate support and the resources to implement the various initiatives and deliverables within this Reflect RAP, we will consider the formation of sub-committees as a strategy to formally engage more personnel from across our organisation and have them directly associated with the outputs of the process.

Yarnnup will be our formal external First Nations advisory partner and will contribute as the Aboriginal representation on our RWG. We will be working closely with Yarnnup throughout the implementation phase with regular contact to ensure we are accountable and have the right guidance when it comes to culturally specific outputs. Yarnnup will also play a mentoring role, working one on one with members of our RWG to ensure continuous professional development and support as part of the reconciliation process, building the capacity of the RWG who are responsible for championing this journey.

The RWG will be represented by:

- David Bremstaller, Principal Industry Consultant, Government
- Ian Edwards, Head of Academic Outreach & Data For Good Programs
- Libby Shade, Senior Manager, Human Resources
- Nicholas Quirke, Principal Communications Specialist
- Sharon Laidlaw, Senior Human Resources Coordinator
- Steven Richards, Senior Director, Finance
- Talis Graudins, Senior Corporate Services Administrator



Reflect Reconciliation Action Plan



Relationships

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	a) Develop a list of Aboriginal and Torres Strait Islander organisations and peoples within our local community or sphere of influence	April 2024	Head of Academic Outreach & Data For Good Programs
	b) Research and implement best practice approaches that support partnerships with Aboriginal and Torres Strait Islander peoples	June 2024	Head of Academic Outreach & Data For Good Programs
Build relationships through celebrating National Reconciliation Week	a) Introduce our team to National Reconciliation Week by circulating resources and materials	May 2024	Principal Communications Specialist
	b) Have RAP Working Group members participate in external National Reconciliation Week events	27 May – 3 June 2024	Principal Communications Specialist
	c) Encourage all teams within Australia to attend at least one National Reconciliation Week event	27 May – 3 June 2024	Principal Communications Specialist
Promote reconciliation and our RAP through our sphere of influence	a) Educate all employees on our reconciliation commitment and responsibilities within our RAP	September 2023	Senior Manager, Human Resources
	b) Identify and connect with other RAP organisations to collaborate on our journey	May 2024	Principal Industry Consultant, Government
	c) Amend People & Culture on-boarding documents to include reference to our RAP	March 2024	Senior Human Resources Coordinator
	d) Identify external stakeholders that our organisation can engage with on our reconciliation journey	July 2024	Principal Industry Consultant, Government & Head of Academic Outreach & Data For Good Programs
	e) Publish our RAP on our intranet for easy access by our team	December 2023	Senior Human Resources Coordinator
Promote positive race relations through anti-discrimination strategies	a) Conduct a review of current HR/ People & Culture policies and procedures to identify any anti-discrimination provisions and future needs	February 2024	Senior Human Resources Coordinator
	b) Research best practice and policies in areas of race relations and anti-discrimination	March 2024	Senior Human Resources Coordinator



Respect

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning	a) Review current cultural learning and education to identify training needs required within the organisation	September 2023	Senior Manager, Human Resources
	b) Organise the delivery of workshops for internal cultural awareness	December 2023	Senior Manager, Human Resources
	c) Develop a formal cultural learning strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	January 2024	Senior Manager, Human Resources
	d) Investigate and develop a better understanding of First Nations approaches to sustainability, relationship management, inclusivity, and diversity	April 2024	Senior Manager, Human Resources
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	a) Recognise Aboriginal and Torres Strait Islander dates of significance	September 2023	Senior Corporate Services Administrator
	b) Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas	June 2024	Senior Corporate Services Administrator
	c) Develop and implement a policy to increase understanding of the purpose and significance of cultural protocols. This includes understanding the significance and reason for Acknowledgement of Country and Welcome to Country protocols.	November 2023	Senior Corporate Services Administrator
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	a) Raise awareness and share information about the meaning of NAIDOC Week	2nd – 9th July 2024	Principal Communications Specialist
	b) Introduce employees to NAIDOC Week by promoting external events in our local area	June 2024	Principal Communications Specialist
	c) RAP Working Group to participate in external NAIDOC Week events	First week in July 2024, annually	Senior Corporate Services Administrator



3. Opportunities

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	a) Research best practice strategy for increasing Aboriginal and Torres Strait Islander employment within our organisation.	February 2024	Principal Industry Consultant, Government
	b) Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities	April 2024	Principal Industry Consultant, Government
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	a) Explore Supply Nation membership	August 2024	Senior Director, Finance
	b) Research effective procurement strategies in similar organisations or industries to understand best practice for our future First Nations procurement strategy	August 2024	Senior Director, Finance



Governance

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	a) Maintain a RAP Working Group (RWG) to govern and implement RAP	August 2024	Senior Manager, Human Resources
	b) Maintain Aboriginal and Torres Strait Islander representation on the RWG	August 2024	Senior Manager, Human Resources
	c) Draft a terms of reference document for the RWG	September 2023	Senior Manager, Human Resources
Provide appropriate support for effective implementation of RAP commitments	a) Identify and define resource needs for RAP implementation	September 2023	Senior Director, Finance & Senior Manager, Human Resources
	b) Engage senior leaders in the delivery of RAP commitments	September 2023	Senior Director, Finance & Senior Manager, Human Resources
	c) Define appropriate systems and capability to track, measure and report on RAP commitments	September 2023	Senior Director, Finance & Senior Manager, Human Resources
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	a) Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	30 September 2023, annually	Senior Director, Finance
	b) Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence	September 2023, annually	Senior Human Resources Coordinator
	c) Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	1 August 2024, annually	Senior Human Resources Coordinator
Continue our reconciliation journey by developing our next RAP	a) Review RAP based on achievements, challenges and lessons learned	May 2024	Senior Manager, Human Resources
	b) Register via Reconciliation Australia's website to begin developing our next RAP	May 2024	Senior Human Resources Coordinator



For any queries, contact:

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