



Reconciliation Action Plan

May 2021 - May 2022

Acknowledgement of Country

SAGE acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands where we live, learn and work. We pay our respect to Australia's First Peoples, and to their Elders, past, present and future.

About our artwork

SAGE Group commissioned Jordan Lovegrove of Karko Creations to produce an original artwork showing SAGE on a journey, taking the world to a brighter, smarter future.

The brilliant, patterned sky distinctly featured in the piece indicates that despite being spread across vast distance, we all live under one sky and there is no limit to our growth and expansion.

The central meeting place is representative of the business and the people who are central to the company journey. The pathways running alongside the meeting place show a journey, with symbols along the pathway to reflect the people involved at each stage.

To the bottom of the image are patterned backgrounds that reflect the country and different communities, each touched by SAGE Group's innovations and work. Within these communities are smaller meeting places and smaller pathways, an acknowledgement of SAGE's link to the many projects and solutions people connect with in their daily lives.



About the artist



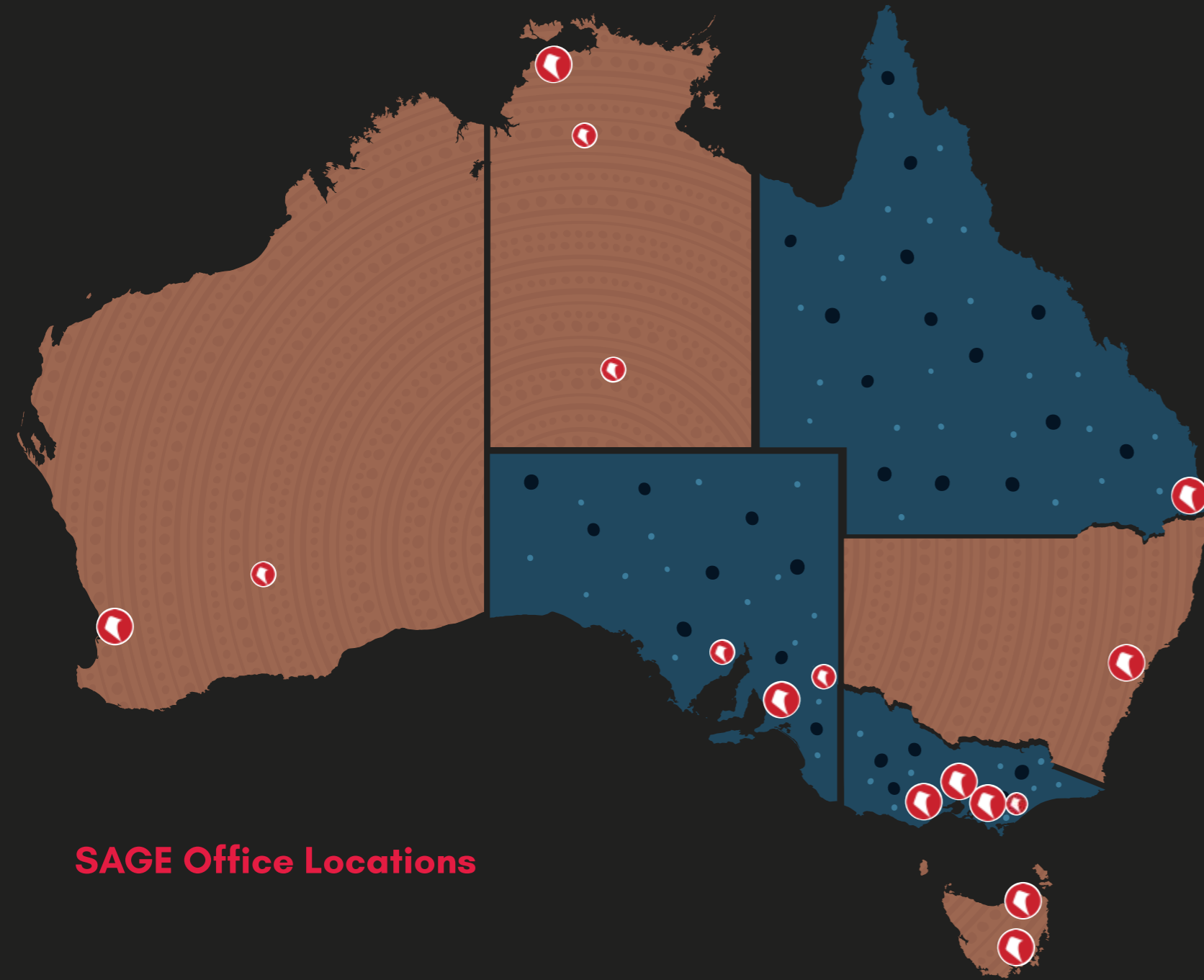
Jordan Lovegrove

Jordan is a Ngarrindjeri artist who draws on his creative skills to produce stunning Aboriginal artwork across a range of mediums. An experienced artist, graphic and web designer, Jordan's eye for design sees him produce colourful and deeply thoughtful First Nations artwork in deep consultation with his clients.

Jordan combines intimate knowledge of Aboriginal communities and illustration skills to design artwork that incorporates elements of the organisation and draws on his heritage. The Ngarrindjeri people have long held a connection with the lower Murray River, Lower Lakes and Coorong regions, which are home to beautiful waterways, as well as many species of native animals, fish, fruits and vegetables.

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SAGE Office Locations

Message from the Managing Director and CEO of SAGE Group

It is with great pride and honour that I present SAGE Group's Reflect Reconciliation Action Plan (RAP), developed with the intention of providing a framework and stimulus for action within our organisation.

This is our first step in understanding our responsibility as an Australian business to First Nations peoples. Through acknowledgement and celebration of the rich cultural threads of Aboriginal and Torres Strait Islander peoples we hope to not only increase our levels of support, engagement and collaboration with Aboriginal and Torres Strait Islander Australians, but also increase the level of understanding, acceptance and cultural competency of non-Indigenous Australians.

As we embark on our reconciliation journey, we look forward to exploring opportunities to connect with, empower and support Aboriginal and Torres Strait Islander peoples, communities and organisations across Australia, and linking these relationships with our company purpose of creating a Smarter Future, Better World. We aspire to lead the way and be a source of influence for our customers, our stakeholders, our partners, and our people in achieving true reconciliation for First Nation's people.

Adrian Fahey
Managing Director and Chief Executive Officer



About SAGE Group

SAGE Group is a specialist industrial services provider with more than 25 years of experience working alongside some of Australia's most iconic brands across the Defence, Energy, Manufacturing, Resources, Utilities, Transport, Smart Cities, Science, Waste Management and Water sectors.

SAGE Group is a national business, which currently has major offices located in:

- Adelaide, South Australia (Head office)
- Brisbane, Queensland
- Sydney, New South Wales
- Melbourne, Victoria
- Hobart, Tasmania
- Perth, Western Australia, and
- Darwin, Northern Territory.

There are also regional offices located in:

- Whyalla and the Riverlands, South Australia
- Geelong and Keysborough, Victoria
- Launceston, Tasmania
- Kalgoorlie, Western Australia
- Alice Springs and Katherine, Northern Territory.

The group is comprised of specialist companies SAGE Automation, Nukon, Embedded Expertise, Skills Lab and Traffic Control Systems, together delivering seamless services to client around the world.

These services include end-to-end automation project delivery, Australian-based manufacturing, support and maintenance services, digitalisation consulting, resource capability and upskilling workforces with skills of the future.

The SAGE Group of companies combines the perfect balance of technology, process and capability to improve client's businesses and help them lead into a better future for everyone. Our companies are behind the systems that bring reliable and sustainable power to people in remote parts of Australia, which produce lifesaving isotopes for the early detection of cancer or ensure the systems behind our water treatment plants are reliable.

Across the business, SAGE employs more than 470 people of diverse backgrounds. While the number of Aboriginal and Torres Strait Islander peoples employed is not currently known, SAGE is undertaking steps within the RAP to determine culturally appropriate ways to understand this.

SAGE Group's mission is to create a smarter future and a better world. Our clients are world leaders and innovators, looking for a smarter way of doing things. We equip them to lead into the future, whether that's digitisation, increased agility and innovation, improved efficiency or augmented safety and security. Together we are on a mission to make our lives smarter, safer and more sustainable: for everybody, everywhere.



Smart
Bringing only
the best thinking

*Appreciation post to Claire on behalf of the Finance Team. For running an explanatory and informative training session on the Service Module. Thanks for taking the time out of your busy day to assist us in a better understanding of how the module works. | As a result of SAGE operating above and beyond the requirements of the contract, the project was able to switch on the Lane Use Management System of the longest continuous stretch of managed roadway in Australia. The success can be attributed to the experience and professional attributes as a company along with streamlined testing off-site testing. | Damian has been critical in positioning SAGE as a key player in the Intelligent Transport Systems (ITS) sector has allowed us to review our business strategy to align with the future of smart mobility thinking. These opportunities are closely aligned with our positioning in Major ITS projects, SMART City Innovations, Operations and Maintenance, Data Capture, Autonomous Vehicles and Congestion Management including Vehicle Infrastructure technologies. We are on the cusp of one of the fastest and deepest conceptual disruptions of transportation in recent history. Our continued focus on being an innovative industry leader and delivering the best thinking in this sector has resulted in investment in future proofing road Real time Travel Data and trials. | SAGE in collaboration with RMS achieving another major milestone on the Sydney Harbour Bridge (SHS) Electronic Lane Control System (ELCS) Southern Toll Friday night 02/03/2018. I would like to thank in particular Angus, Safayat and Loren for the tremendous effort, long hours and dedication to meet this milestone. RMS Project Manager personally thanked the team for their hard work and advised, "We can only hope the traffic, through the week, catch up and performs as well as the system". | I have gone above and beyond to ensure the control systems auditing document you have prepared is of the highest quality. This is exactly what I have been looking for. You have done a great job and delivered it beyond expectation.

Genuine
We do what we say we'll do

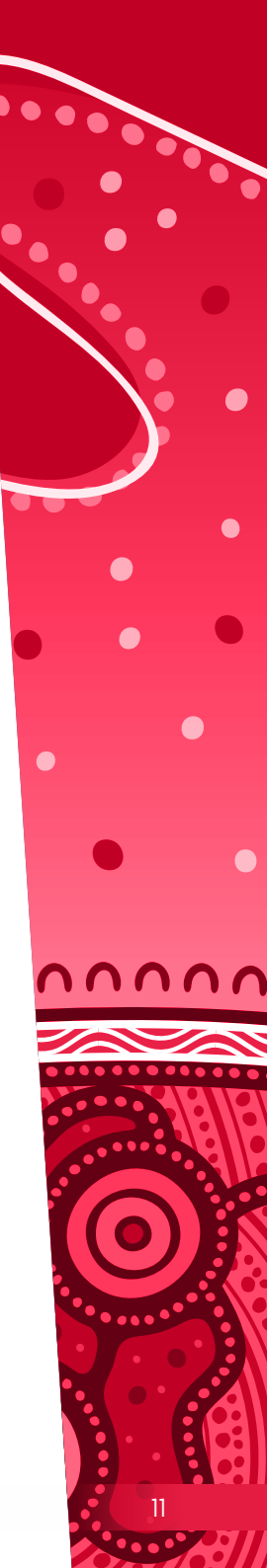
"I would like to thank Sam for his help keeping work at Bolivar WWTP DAFF Plant for SA Water on track. The works have very tight time frames with contractors which have taken me away from engineering tasks. Sam has taken ownership on the majority of engineering tasks and essentially doing my tech lead duties, including overseeing design, PLC and SCADA, as well as ensuring TEP non-negotiables are kept up to date. It's very appreciated, and a great example of the work ethic that keeps SAGE so successful with SA Water. | Last spend some time in our Pune office with the team from India, I am fortunate to be or twice a year and each time I am always impressed by the dedication and passion shown by our team. | I acknowledge the effort Engineering team tasked with delivering a significant volume of work on the CCA Richards Automation project. The Qit and SA guys are putting in some long hours including W/E work this effort is greatly appreciated by the business and the efforts of Julie who has done to everyone from the ITS industry last would like to recognise to achieve in providing an growing ITS team was right, the tours of the were excellent and I would really appreciate the time you and the manufacturing team gave us. | Last but not least to the team who led the tours. Last but not least to the team who have been working tirelessly on recent ITS field SAGE ITS panels are ITS sector as the best in the world. I wanted to give a shout out to my team for their amazing work with all their help, guidance and support. | I would like to thank the team who joined SAGE - Claire you're a diamond! | I would like to thank the team for their assistance in conducting a FAT at a sub contractor site in India. We were engaged by BHP to supply a competent engineer to conduct this activity on three behalf for a System being manufactured in India for delivery to Olympic Dam. With assistance from Phil Lyons, Trusti was able to use agreed protocols to generate a FAT compliance report accepted by BHP. This lead to a further visit to the site to verify non-

AMBITIOUS
We are driven to be the best

"After nearly 12 months assisting on the B-Line project here in NSW it is well overdue that I recognize Darlutz for his ongoing commitment to the project. Darlutz has been instrumental to the project success, with his attention to detail and extensive knowledge of the project, he has been both within and external to the project team with numerous clients marvelling at both the quality of investigation and the amount of time that Darlutz provides for our clients. | I have recently been away from his family and NSW extensively over the past year however all need arises. We can sacrifice this to involve the project team and I would like to thank him for his positive behaviour and always being on time. He has been a great quality was very much appreciated on every site of the way. | It was a pleasure to meet Andrew at his presentation at Darwin in SA. I presented Nikon's solution for Sewage Spill Prediction for TasWater. It is a very impressive solution. I am incredibly proud of Andrew and the entire Nikon team congratulations team and what great recognition on the world stage of your skills. | I am grateful for the support you are bringing to your customers. I would like to acknowledge Geoff in the Darwin Thales WWTP project. He has been working long hours and putting extra hours in to ensure all the project milestones were achieved on time. It was pleasure to work with him and congratulate him for taking out the title of 2018 SAGE SA Table Tennis Champion. | I would like to thank you for your support in agreeing to do present on Scope TV. This, its brand, will help inspire engineers and our client excited when we opportunity! | It's Doki, on my thanks for the warm't without it's but it is great to have it done and the Svedala in-

Exceptional
Together we deliver
extraordinary outcomes

"A massive thank you to Amir for assisting the NSW service team with a Citect breakdown at Bom on a Friday night. After reaching out for some additional assistance, Amir was quick to volunteer his time and make the trek to Sydney Airport to help the service team get on top of the problem. Amir, thank you very much for all your assistance and Citect sabotage for the service team and your "no fuss" attitude, it is greatly appreciated. | I would like to take a moment to thank both Florin and Tim for their great work during Witness FAT for the Bolivar WWTP ASR and Secondary Sedimentation PLC and SCADA upgrade. The Witness FAT was held onsite to allow operations personnel to give their input. Due to their attention to detail and work ethic we were able to get signoff from the customer ahead of schedule and maintain our great rapport with the customer. | I would like to thank you for your support in agreeing to do present on Scope TV. This, its brand, will help inspire engineers and our client excited when we opportunity! | It's Doki, on my thanks for the warm't without it's but it is great to have it done and the Svedala in-



Our RAP

SAGE's vision for this Reconciliation Action Plan is for our organisation and people to continue building a diverse and inclusive work culture. A culture built on mutual respect and trust in partnership with Aboriginal and Torres Strait Islander peoples and organisations. We have developed this Reconciliation Action Plan to demonstrate our commitment to creating stronger relationships with Aboriginal and Torres Strait Islander peoples and communities, seeking out opportunities to work with Aboriginal and Torres Strait Islander stakeholders and communities on mutually beneficial projects and initiatives.

SAGE relies on strong relationships with our internal and external stakeholders to operate our business and deliver on our strategy effectively. We are constantly looking for innovative and engaging ways to deliver on projects that allow us to connect with local communities and offer an enriching experience in the process. For example, our work in projects such as the integration of controls for renewable power supply to remote Aboriginal communities in Anangu Pitjantjatjara Yankunytjatjara (APY Lands).

We respect, recognise and value the contribution of all Aboriginal and Torres Strait Islander peoples', their histories, past and present. Through our company's values and purpose, we recognise the important role we play in shaping a Smarter Future, Better World, and believe we can do more in supporting Aboriginal and Torres Strait Islander people. We've identified focus areas that enable us to develop pipelines to improved employment prospects, through creating greater study opportunities which can lead to employment both within our organisation and externally.

Our RAP will play a vital role in bringing our purpose to life.

As we embark on this journey, key focus areas of SAGE's Reflect RAP will see us:

- implement initiatives which improve Aboriginal and Torres Strait Islander training and employment opportunities;
- implement initiatives to assist in developing Aboriginal and Torres Strait Islander inclusion within our workplace;
- explore learning and development opportunities for our staff to help instil knowledge of Aboriginal and Torres Strait Islander cultures and promote a shared understanding of the historic significance of First Peoples histories and stories;
- encourage and empower our employees to participate in events and activities including National Reconciliation Week, NAIDOC Week and other internal events created to nurture an environment of diversity and inclusion.

Our first Reconciliation Action Plan, in the form of a Reflect RAP, will provide a much needed framework and stimulus for action within our reach. This RAP has set our wheels in motion in our reconciliation journey!

SAGE's reconciliation journey

SAGE does not currently capture data to identify the number of Aboriginal and Torres Strait Islander employees in our business. However, we are in the process of exploring systems and opportunities for staff to self-identify as we progress through our reconciliation journey. That said, we have continued to contribute to innovative projects that have directly and positively contributed to Aboriginal and Torres Strait Islander communities locally, regionally, and nationwide.



Umwa, Anangu Pitjantjatjara Yankunytjatjara (APY) Lands, South Australia
SAGE are delivering part of the upgrades to the Central Power House, which will supply 4.4GWh of clean renewable electricity to local communities each year.

Our partnerships/current activities

SAGE is committed to supporting the communities we operate in given our presence Australia-wide. We have a strong commitment in workforce participation, skill development and social inclusion.

SAGE has a history of engaging with our local communities and consciously provide First Nations peoples with training opportunities and contract employment engagements. This is led from the top of business by SAGE Founder & Executive Director, Andrew Downs.

Andrew is chair of an Industry Cluster for Advanced Manufacturing as part of the Aboriginal Employment Industry Cluster Initiative. Andrew's involvement in this initiative has provided the impetus that supports SAGE's desire to see greater Aboriginal and Torres Strait Islander representation within the Advanced Manufacturing Industry. SAGE are working to increase employment opportunities for Aboriginal and Torres Strait Islander peoples and communicating clear pathways toward the business acumen and opportunities that training within the Advanced Manufacturing industry can provide. This initiative has seen SAGE Automation offering training to more than 10 Aboriginal and Torres Strait Islander students.

We have employed Aboriginal and Torres Strait Islander people as trade assistants in our manufacturing teams based in South Australia and for our offices in the Northern Territory and are actively pursuing structured opportunities to host Aboriginal and Torres Strait Islander students for internships.

We proactively and consciously seek to partner with Aboriginal and Torres Strait Islander businesses as suppliers for our operations by engaging with the following companies:

- NOOD Australia
- PACM Electrical – Electrical contractors
- Lack Group – Traffic management
- Indi Services
- Goal Indigenous Services
- Group Training Northern Territory
- Tiwi Partners
- IPSA
- Intract Australia.

We are also engaging with the Farin Wanganeen, Director of Indi Services and Angela Hart, Workabout Centre Coordinator – Western region, Department of Education in South Australia, through whom we are able to access:

- Aboriginal and Torres Strait Islander job seekers, graduates/ interns
- Mentoring of Aboriginal staff and Torres Strait Islander people, both new and existing
- Assistance in the development of a Reconciliation Action Plan (RAP)
- Local intelligence regarding Aboriginal groups/regions
- Advice regarding suitable cultural awareness sessions.

SAGE's commitment to produce RAP is championed by the People & Culture (P & C) team and has the endorsement and support of our Executive Sponsor Adrian Fahey, Managing Director and Chief Executive Officer of SAGE Group.

People involved in the development of our RAP

SAGE established a cross-functional RAP Working Group (RAPWG) of 12 SAGE employees and two external members. The internal team was formed by inviting expression of interest from people across different functions and location to ensure a diverse range of perspectives. The working group comprises of representatives from People & Culture, Projects, Service, Manufacturing, Marketing, state representatives and most importantly two external members who provided us with guidance to prepare our RAP and will continue with us on our journey to make this a living document.

Our RAP working group consists of:

External members:

- Farin Wanganeen – Director, Indi Services
- Angela Hart – Workabout Centre Coordinator – Western region, Department of Education in South Australia

Internal members:

- Adrian Fahey – MD & CEO, SAGE Group – SA
- Adrian Caddaye – General Manager, SAGE Automation – WA (state representative)
- Andrew Meaney – General Manager, SAGE Automation – NT (Territory representative)
- Antonio Piscitelli – Business Development Manager, SAGE Automation – SA (State representative)
- Emma Burnett – Graduate Engineer, SAGE Automation – VIC (State representative)
- Ian Whitehead – Project Manager, SAGE Automation – QLD (State representative)
- Joel Adam – Business Improvement Analyst, SAGE Automation – WA
- Lesley Marchioro – General Manager – People & Culture, SAGE Group – SA
- Louise Tilley – Content Lead – Marketing, SAGE Group – SA
- Monique Bretones – Bid Manager, SAGE Automation – SA
- Sam Koulianos – Manufacturing Operations Manager, SAGE Automation – SA
- Sangeetha Oommen – Talent Acquisition Manager, SAGE Group – SA

Members of the working group share a unanimous passion for reconciliation, will lead the way in developing the RAP, and will actively engage in activities to promote SAGE's vision for reconciliation.

Our Reflect RAP is built on four pillars that reinforce our plan of action, these are: Relationships, Respect, Opportunities and Governance and Reporting.



Relationships

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	November, 2021	General Manager, P&C - in support with State / Territory Representatives for RAPWG
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	November, 2021	Victorian State Representative
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May, 2021	General Manager, P&C
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May- 3 June, 2021	RWG Chairperson
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June, 2021	General Manager, P&C
	<ul style="list-style-type: none"> Share Company recognition of NRW on social media - Facebook and LinkedIn. 	27 May - 3 June, 2021	Content Lead, Marketing

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Continue to identify and maintain relationships with external stakeholders that our organisation can engage with on our reconciliation journey. 	July, 2021	SA State Representative
	<ul style="list-style-type: none"> Continue to identify and maintain relationships with RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	July, 2021	SA State Representative
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	May, 2021	General Manager, P&C
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	June, 2021	General Manager, P&C
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	July, 2021	General Manager, P&C



Respect

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June, 2021	General Manager, P&C
	• Conduct a review of cultural learning needs within our organisation.	August, 2021	Western Australian state representative
	• Maintain organised cultural awareness training for incoming senior executives in the business.	January, 2022	General Manager, P&C
	• Implement cultural awareness training as a mandatory process for new employee on-boarding, alongside Equal Employment Opportunities training; include refresher induction alongside company's mandatory trainings.	September, 2021	General Manager, P&C
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2021	RAPWG Chairperson
	• Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February, 2022	RAPWG Chairperson
	• Maintain a calendar of significant dates for First Nations peoples on the company intranet.	July, 2021	Talent Acquisition Manager

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June, 2021	Territory representative
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June, 2021	RAPWG Chairperson
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2021	RAPWG Chairperson



Opportunities

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	July, 2021	Talent Acquisition Manager
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	August, 2021	Talent Acquisition Manager
	<ul style="list-style-type: none"> Investigate strategies to increase the number of Aboriginal and Torres Strait Islander employment opportunities (including work experience or internship opportunities) within our organisation. 	August, 2021	Talent Acquisition Manager
	<ul style="list-style-type: none"> Investigate avenues to advertise vacancies in Aboriginal and Torres Strait Islander media and job boards/sites where Aboriginal and Torres Strait Islander peoples are registered for potential employment 	August, 2021	Talent Acquisition Manager
	<ul style="list-style-type: none"> Maintain the inclusion of 'Aboriginal and Torres Strait Islander people are encouraged to apply' in all job advertisements. 	August, 2021	Talent Acquisition Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	June, 2021	Procurement Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	June, 2021	Procurement Manager
	<ul style="list-style-type: none"> Develop one commercial relationship or a plan for procurement from an Aboriginal and Torres Strait Islander owned business. 	June, 2021	Procurement Manager



Governance and reporting

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Review and maintain RWG to govern RAP implementation.	March, 2022	General Manager, P&C
	• Maintain and update a Terms of Reference document for the RWG.	March, 2022	Talent Acquisition Manager
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	July, 2021	General Manager, P&C
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	May, 2021	RAPWG chairperson
	• Engage senior leaders in the delivery of RAP commitments.	August, 2021	General Manager, P&C
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	August, 2021	General Manager, P&C
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2021	General Manager, P&C
	• Quarterly outcomes to be provided to the Executive team on the progress of RAP outcomes throughout the duration of this RAP.	Quarterly Executive Meetings: May 2021 August 2021 November 2021 February 2022 May 2022	General Manager, P&C
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	February, 2022	Talent Acquisition Manager



Contact details

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