



# Telstra Reconciliation Action Plan

**Year 3 Report**  
**July 2025**

## Acknowledgement of Country

We recognise and acknowledge the existing, original, and ancient connection Aboriginal and Torres Strait Islander peoples have to the lands, waterways, and sky country across the Australian continent. We pay our respects to their Elders and Ancestors.

At Telstra we are enriched by Aboriginal and Torres Strait Islander peoples' contribution to our organisation, and we commit to working with you to build a prosperous and inclusive Australia.

### Warning

Aboriginal and Torres Strait Islander people should be aware that this report may contain images or names of people who have passed away.

## Introduction

Our vision for reconciliation is an inclusive Australia where Aboriginal and Torres Strait Islander peoples are connected and empowered to thrive. At Telstra, this vision will be achieved by harnessing the strengths of the organisation to build digital futures with Aboriginal and Torres Strait Islander peoples, providing opportunities to lift economic participation, and by creating a culturally responsive and engaged organisation.

Connected to the vision is our mission – to back the aspirations of First Nations people, communities and leaders for a better future.

Our FY23-25 Stretch Reconciliation Action Plan (RAP) is based on a theme of truth telling – recognising our past successes, acknowledging our past failures, and continuing our healing journey. We are proud to have completed Year 3 of our RAP, including the completion of 85 of 93 actions, with four actions ongoing beyond this RAP period, and four actions not fully completed.

### Terms used

Throughout this report, the terms Aboriginal and Torres Strait Islander and First Nations are used interchangeably to reference Australia's First Peoples.

This report covers outcomes in our FY23-25 Stretch RAP for the year ending 30 June 2025.

# Telstra's artwork

## About the artist, Bobbi Lockyer

Bobbi Lockyer, a passionate Aboriginal artist hailing from Kariyarra Country in Port Hedland, is a visionary creator known for her love of rainbows, vibrant colours, and out-of-the-box artistry. Embracing her identity as a proud Ngarluma, Kariyarra, Nyulnyul, and Yawuru woman, Bobbi infuses her artwork with a deep connection to her community and the stunning landscapes of her homeland in the Pilbara region.



## The artwork, Connection

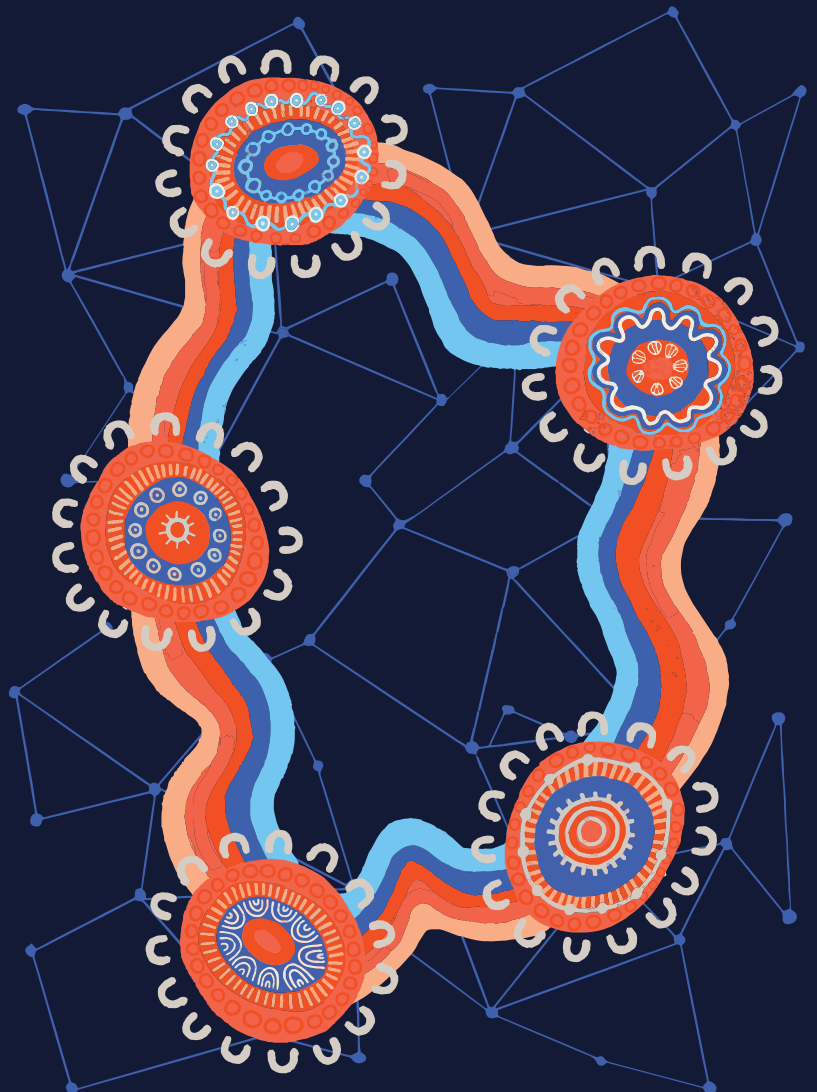
With the blue as the backdrop reminiscent of the boundless sky that arches over Australia with symbols of stars, these resemble both the constellations that have guided generations and the satellites that now facilitate modern communication.

Five circular symbols each representing a distinct Aboriginal country: saltwater, rainforest, desert, sky, and freshwater. The colours within these circles – blue for the sky, orange for the earth, and cream for the sand – echo the natural elements that define each region.

Interwoven between them are connecting lines, symbolising Telstra's network connecting communities across the nation. Surrounding the circles are symbols of people, reflecting Australia's multicultural community.

The artwork combines the hand painting storytelling and symbols of the oldest continuous culture in the world with the modern digital graphic design of the satellite sky.

This artwork represents Telstra's commitment to its customers, community, and the power of connection.



For more information about our artwork, visit:  
[About the Artwork - Telstra](#)

# A message from Vicki Brady

## Telstra CEO and RAP Ambassador



**As I reflect on the last three years of delivering our FY23–25 Stretch Reconciliation Action Plan (RAP), there are three things that stand out for me.**

First, I'm proud of the progress we've made on our reconciliation commitments. We completed 85 out of 93 actions, including expanding our partnerships with First Nations organisations and deepening cultural learning across our teams, which has helped to further embed reconciliation into the fabric of Telstra.

Through these actions and others, we've increased our spending with First Nations suppliers, created employment opportunities for First Nations people, and delivered a range of digital inclusion initiatives that have helped remote communities participate more fully in the digital world.

Second, acknowledging the goals we didn't meet is just as important as celebrating the ones we did. Four actions were not fully completed. Separately, four additional projects are ongoing with timelines that have extended beyond the RAP completion date. Reconciliation is an ongoing responsibility that requires us to listen, learn and adapt. We will continue to focus on these areas in our next RAP, and my commitment is that we will remain accountable.

Third, we've gained valuable insights and experiences that have helped shape the development of our [FY26-28 Stretch RAP](#). We identified our most impactful programs and will continue investing in them. We also saw that building the cultural competency of our people is essential to achieving many other RAP goals. These learnings, and others, emerged through extensive engagement with our First Nations staff, advisors and communities, and I'd like to thank them for their guidance.

I had the pleasure of launching our new RAP in July alongside Karen Mundine, CEO of Reconciliation Australia. The new RAP focuses on strengthening our approach across four core pillars of infrastructure, employment, procurement, and digital inclusion, with 96 actions designed to drive meaningful outcomes in these areas. These pillars are closely aligned with Telstra's Connected Future 30 strategy, ensuring our initiatives deliver the greatest possible impact.

As we look to 2030, our purpose is more relevant than ever: to build a connected future so everyone can thrive. This includes our First Nations staff, customers, and communities.

Thank you to our external First Nations Expert Advisory Committee, our internal First Nations Engagement Committee, our RAP Working Group, and all those who have contributed to this important work. Your dedication continues to shape Telstra's reconciliation efforts.

I look forward to continuing our reconciliation work with determination, humility, and a clear focus on what comes next.

A handwritten signature in black ink, appearing to read 'V. Brady'.

**Vicki Brady**





# Relationships

Engaging with and consulting First Nations people is fundamental to everything we do at Telstra.

- Completed
- Partially completed/Ongoing
- Not completed

Timeline	Deliverable	Responsibility	Outcome
<b>1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations</b>			
June 2023 June 2024 June 2025	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve our guiding principles for engagement.	Head of First Nations Strategy & Engagement	<ul style="list-style-type: none"><li>● Meetings were held quarterly with our First Nations Expert Advisory Committee (FNEAC).</li></ul> <p>Other engagements during the year included:</p> <ul style="list-style-type: none"><li>• First Nations Digital Inclusion Advisory Group</li><li>• Mapping the Digital Gap research team</li><li>• Director First Nations Policy, Financial Counselling Australia</li><li>• Land Councils and Traditional Owners</li><li>• Remote community visits</li><li>• Local, state/territory and federal Governments</li><li>• Cultural protocol advisors.</li></ul>
June 2023 June 2024 June 2025	1.2 Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	Head of First Nations Strategy & Engagement	<ul style="list-style-type: none"><li>● Engagement plans occur within several actions under this RAP.</li></ul> <p>See Actions 1.1, 1.3, 3.4, 3.5, 18.1 and 21.4.</p>
June 2023 June 2024 June 2025	1.3 Establish and maintain at least 10 formal two-way partnerships with First Nations communities or organisations in the delivery of our programs and sponsorships.	Head of First Nations Strategy & Engagement	<ul style="list-style-type: none"><li>● Established and maintained approximately 30 two-way partnerships with First Nations communities and organisations through our programs, partnerships, and collaboration opportunities.</li></ul> <p>Examples include:</p> <ol style="list-style-type: none"><li>1. Yothu Yindi Foundation</li><li>2. WV Technologies</li><li>3. CareerTrackers</li><li>4. Indigenous Desert Alliance</li><li>5. Goldfields Aboriginal Community Services.</li></ol>



Group image of Goldfields Aboriginal Community Services (GACS) Rangers and Telstra staff visiting a Malleefowl nest site on Morapoi Station. Image courtesy of: Goldfields Aboriginal Community Services (GACS).



Timeline	Deliverable	Responsibility	Outcome
<b>2. Build relationships through celebrating National Reconciliation Week (NRW)</b>			
May 2023 May 2024 May 2025	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff through our internal communication channels.	First Nations Senior Specialist	● A dedicated NRW page with information, guidance and resource materials was provided for all staff, and NRW resources and materials were circulated via the daily all-company newsletter, and through an NRW intranet banner.
May 2023 May 2024 May 2025	2.2 RAP Working Group members to participate in at least two external NRW events each year.	First Nations Senior Specialist	● 100% of the RAP Working Group members attended two or more external NRW events in 2025.
May 2023 May 2024 May 2025	2.3 Encourage and support staff and senior leaders to participate in at least one external event each year to recognise and celebrate NRW.	First Nations Senior Specialist	● All staff were encouraged to participate in NRW events through: <ul style="list-style-type: none"> <li>daily internal news updates</li> <li>a dedicated intranet page available to all staff</li> <li>intranet homepage banners linking to Reconciliation Australia's NRW website</li> <li>internal communications from senior staff to their teams.</li> </ul>
May 2023 May 2024 May 2025	2.4 Organise one internal NRW event at each capital city office (eight) to celebrate NRW each year.	First Nations Senior Specialist	● We hosted a panel session in Sydney which was live-streamed to each capital city where morning teas were held.
May 2023 May 2024 May 2025	2.5 Register all NRW events via Reconciliation Australia's NRW website.	First Nations Senior Specialist	● The panel session and morning teas were registered as private events via Reconciliation Australia's NRW website.
May 2023 May 2024 May 2025	2.6 Implement a program to engage our customers and other external stakeholders during NRW.	First Nations Senior Specialist	● The 2025 NRW banner was promoted on Telstra's public website and digital displays in 115 Telstra stores across Australia.  We sponsored a community table at Reconciliation SA's annual NRW breakfast.



NRW Panel Session with Lyndall Stoyles, Group General Counsel & Group Executive, Corporate Affairs, Risk & Legal; Aunty Margret Campbell, Managing Director, Dreamtime Southern X; Luke Jeffery, Founder and Managing Director, Everywhen; Kate Delaney, General Manager RAP Program, Reconciliation Australia.

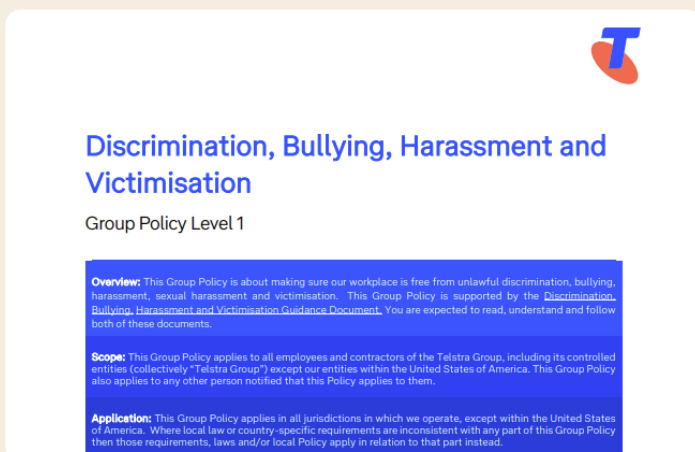
Timeline	Deliverable	Responsibility	Outcome
<b>3. Promote reconciliation through our sphere of influence</b>			
June 2023	3.1 Prepare and implement an engagement strategy and communications plan to facilitate awareness and engagement of Telstra employees on the importance and process of reconciliation.	Head of First Nations Strategy & Engagement	<span style="color: green;">●</span> Completed FY23. Refer to <a href="#">RAP Year 1 Report</a> .
June 2023	3.2 Prepare and implement a communications plan for Telstra employees to engage all staff on the organisational support of Uluru Statement from the Heart (USFH).	Head of First Nations Strategy & Engagement	<span style="color: green;">●</span> Completed FY23. Refer to <a href="#">RAP Year 1 Report</a> .
June 2023 Dec 2023	3.3 Deliver an USFH education series (including webinars, yarning circles, panels, use of our digital channels) to amplify USFH messaging.	Head of First Nations Strategy & Engagement	<span style="color: green;">●</span> Completed FY24. Refer to <a href="#">RAP Year 2 Report</a> .
June 2023 June 2024 June 2025	3.4 Host or facilitate half yearly roundtables or thinktanks to positively influence our external stakeholders to drive reconciliation outcomes.	Head of First Nations Strategy & Engagement	<span style="color: green;">●</span> A roundtable was held with our First Nations Expert Advisory Committee, Telstra's CEO and RAP Ambassador and our internal First Nations Engagement Committee.  The roundtable focused on identifying transformational projects that could support our progress toward an Elevate RAP.  We held an in-person First Nations Expert Advisory Committee workshop plus multiple sessions and workshops throughout the year with stakeholders as we developed our FY26-28 First Nations strategy and new RAP.
June 2023 June 2024 June 2025	3.5 Collaborate at least annually with Elevate and Stretch RAP partners and other like-minded organisations to promote ways to advance reconciliation.	Head of First Nations Strategy & Engagement	<span style="color: green;">●</span> Collaborations with our corporate peers included: <ul style="list-style-type: none"> <li>• quarterly RAP Leadership Gatherings</li> <li>• RAP Learning Circle</li> <li>• BCA Indigenous Leadership Group meetings</li> <li>• BCA Raising the Bar meetings</li> <li>• BCA Indigenous Engagement Committee Meetings.</li> </ul> Other formal collaborative meetings were held during the year with various corporate peers including Apple, Accenture, University of Melbourne, ABC, TPG, NBN and NRMA exploring opportunities to support First Nations aspirations.



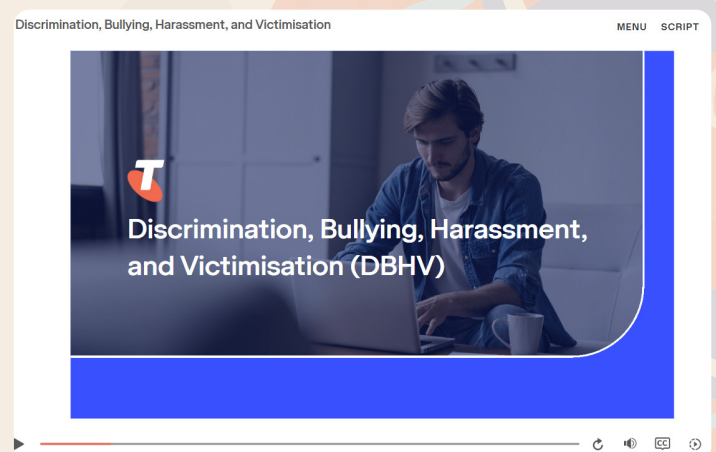
Telstra hosts its First Nations Expert Advisory Committee at the NAIDOC awards following an in-person workshop.



Timeline	Deliverable	Responsibility	Outcome
<b>4. Promote positive race relations through anti-discrimination strategies</b>			
June 2023 June 2024 June 2025	4.1 Continuously review and improve HR policies and procedures concerned with anti-discrimination.	HR Executive Wellbeing Digital and Data	<span style="color: green;">●</span> Activities completed during the year: <ul style="list-style-type: none"> <li>annual review of Discrimination, Bullying, Harassment and Victimisation (DBHV) Policy</li> <li>employee-facing platforms like AskUs and Donesafe reviewed and updated to reflect consistent, inclusive language aligned with Telstra's guidelines and informed by Diversity Council Australia best practices</li> <li>Telstra Retail teams focused on identifying and reporting incidents of customer aggression, including discrimination, and taking steps to address unacceptable behaviour.</li> </ul>
June 2023 June 2024 June 2025	4.2 Engage with our First Nations employees and our First Nations Expert Advisory Panel to continuously improve our anti-discrimination policies and procedures.	HR Executive Wellbeing Digital and Data	<span style="color: green;">●</span> A First Nations Advisor provided input into the appropriateness of Telstra's DBHV Policy. Feedback on the policy and related processes was also provided on an ad hoc basis by First Nations employees.
June 2023 June 2024 June 2025	4.3 Implement and communicate an anti-discrimination policy for our organisation.	HR Executive Wellbeing Digital and Data	<span style="color: green;">●</span> Telstra's Discrimination, Bullying, Harassment and Victimisation Policy is supported by an annual mandatory online training module. The module includes explanations of DBHV, examples of discrimination, and behavioural obligations expected of participants.
June 2023 June 2024 June 2025	4.4 Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	HR Executive People & Practices	<span style="color: green;">●</span> Senior leaders and managers undertook in-person cultural learning. This learning has a focus on intergenerational trauma, truth telling and privilege. 1,284 employees attended including 424 leaders.  <i>*In FY25 the program eligibility was extended from 'leaders' to all employees. As such leaders no longer represent the full population of course completions</i>
June 2023 June 2024 June 2025	4.5 Senior leaders to publicly support anti-discrimination campaigns, initiatives, or stances against racism.	Communications Executive	<span style="color: red;">●</span> While our senior leaders made public statements that broadly supported inclusion and belonging, we recognise these did not explicitly address anti-racism or directly align with the intent of this action.  We acknowledge the importance of clear, visible leadership in standing against racism and discrimination. To strengthen our approach, we are embedding targeted opportunities for senior leaders to publicly support anti-racism campaigns and initiatives in future years.



Telstra's Discrimination, Bullying, Harassment and Victimisation Policy.



Telstra's Discrimination, Bullying, Harassment & Victimisation training.





# Respect

Ensuring our people have the skills and knowledge to build respectful two-way relationships with Aboriginal and Torres Strait Islander customers, businesses and communities.

- Completed
- Partially completed/Ongoing
- Not completed

Timeline	Deliverable	Responsibility	Outcome
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning</b>			
June 2023 June 2024 June 2025	5.1 Conduct a review of cultural learning needs within our organisation.	HR Executive People & Practices	● We refreshed our First Nations learning needs, which are incorporated in our new First Nations Talent strategy.
June 2023 June 2025	5.2 Consult First Nations Learning and Development delivery partners to advise on the implementation of a cultural learning strategy.	Head of First Nations Strategy & Engagement	● First Nations learning and development partners provided advice and guidance on the implementation of a cultural learning strategy which enhanced Telstra's mandatory cultural awareness training with cultural insights and storytelling.
June 2024	5.3 Implement and communicate a cultural learning strategy for our staff.	HR Executive People & Practices	● Completed FY24. Refer to <a href="#">RAP Year 2 Report</a> .
June 2023 June 2024 June 2025	5.4 Commit all RAP Working Group members, HR managers, Executive Leadership Team, and all new staff to undertake formal and structured cultural learning.	HR Executive People & Practices	● We mandated e-Learning training for existing and new staff. This included a targeted campaign to ensure every employee completed online cultural learning. All new staff are required to complete the mandatory training within 28 days of starting.
June 2025	5.5 Staff to undertake formal and structured cultural learning by 2025, including: <ul style="list-style-type: none"> <li>100% staff complete e-learn module</li> <li>1,500 staff undertake face-to-face cultural learning workshops and visits.</li> </ul>	HR Executive People & Practices	● <b>E-learn modules:</b> 99.5% of staff completed a cultural e-learn module. <b>Face-to-face cultural learning:</b> 1,755 staff completed in-person cultural learning over the 3-year RAP period (see Action 4.4).



Cultural learning with Everywhen.

Timeline	Deliverable	Responsibility	Outcome
<b>6. Demonstrate respect to First Nations people by observing protocols</b>			
June 2023 June 2024 June 2025	6.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, by promoting our policy regularly and providing digital and interactive resources.	First Nations Senior Specialist	<p>● Our Acknowledgement of Country and Welcome to Country guidelines are reviewed and updated each year.</p> <p>We published a best practice framework for working with First Nations Art, Culture and Language at Telstra.</p> <p>The guidelines and framework are promoted on our intranet site and through the RAP Working Group (RWG).</p>
June 2023 June 2024 June 2025	6.2 Invite a local Traditional Owner to provide a Welcome to Country at 10 significant events each year.	HR Executive People & Practices	<p>● Welcome to Country was provided at more than 10 significant internal and external events.</p>
June 2023 June 2024 June 2025	6.3 Include an Acknowledgement of Country or other appropriate protocols at the commencement of all important meetings, including internal events of 50+ attendees.	HR Executive People & Practices	<p>● Our Welcome to Country and Acknowledgement of Country Guidelines include "an Acknowledgement must be made at the start of all important meetings, including internal events of 50+ attendees".</p> <p>We continue to raise awareness across the company and to encourage Acknowledgements to be informative, meaningful and respectful.</p>
June 2023	6.4 Staff and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events.	HR Executive People & Practices	<p>● Completed FY23.</p> <p>Refer to <a href="#">RAP Year 1 Report</a>.</p>
June 2023 June 2024	6.5 Display Acknowledgement of Country signs in 400 Telstra Retail Stores around Australia.	Retail Executive	<p>● Completed FY24.</p> <p>Refer to <a href="#">RAP Year 2 Report</a>.</p>
June 2023	6.6 Implement and communicate a cultural protocol document (tailored for all local communities we operate in) including protocols for Welcome to Country and Acknowledgement of Country.	Head of First Nations Strategy & Engagement	<p>● We published a best practice framework for how we work with First Nations art, culture and language at Telstra. The framework was developed with First Nations law firm, Terri Janke and Company.</p> <p>This is in addition to our Guide on Welcome to Country and Acknowledgement of Country (see Action 6.1).</p>
<b>7. Engage with First Nations cultures and histories by celebrating NAIDOC week</b>			
July 2023 July 2024	7.1 All RAP Working Group members to participate in at least one external NAIDOC Week event each year.	First Nations Senior Specialist	<p>● 73% of the RAP Working Group attended one or more external NAIDOC events in July 2024.</p>
June 2023 June 2024 June 2025	7.2 Review HR policies and procedures to ensure staff are supported in attending NAIDOC Week and other cultural events.	HR Executive People & Practices	<p>● Telstra's Cultural Leave Policy was reviewed to support staff attendance at NAIDOC and other cultural events.</p> <p>Telstra's cultural leave policy highlights NAIDOC participation as a prime example of use of Cultural Leave.</p>
July 2023 July 2024 July 2025	7.3 Encourage and support all staff to participate in at least one external NAIDOC Week event each year.	First Nations Senior Specialist	<p>● All staff were encouraged to participate in NAIDOC events through:</p> <ul style="list-style-type: none"> <li>internal email correspondence with information about NAIDOC</li> <li>posts shared on Telstra's internal employee engagement platform</li> <li>official NAIDOC banner displayed on Telstra's intranet, public website and digital screens across Telstra Retail stores.</li> </ul>
July 2023 July 2024 July 2025	7.4 In consultation with First Nations stakeholders, support at least one external NAIDOC Week event each year, including the annual NAIDOC Awards which recognise the outstanding contributions made by First Nations Australians.	Head of First Nations Strategy & Engagement	<p>● Telstra sponsored two NAIDOC events:</p> <ul style="list-style-type: none"> <li>2024 National NAIDOC Awards in Tarndanya (Adelaide)</li> <li>Larrakia Nation NAIDOC Awards in Garramilla (Darwin).</li> </ul>
July 2023 July 2024 July 2025	7.5 Organise one internal NAIDOC Week event each year.	First Nations Senior Specialist	<p>● A company-wide virtual NAIDOC event was held with our First Nations Employee Representative Group hosting the CEO and Co-Founder of Deadly Ed.</p>



Timeline	Deliverable	Responsibility	Outcome
<b>8. Progress a Truth Telling project as a demonstratable commitment of acknowledgment and respect for what has happened in the past</b>			
December 2022	8.1 Commission a Truth Telling project with the National Communications Museum to tell the complete story of the Overland Telegraph Line (OTL), with specific focus and care toward First Nations' contexts and experiences.	Head of First Nations Strategy & Engagement	<span style="color: green;">●</span> Completed FY23. Refer to <a href="#">RAP Year 1 Report</a> .
December 2023	8.2 Release and promote the outcomes from the Truth Telling project to the public along with lessons learnt during the project.	Head of First Nations Strategy & Engagement	<span style="color: green;">●</span> The Overland Telegraph Line project was completed, with the launch of a short film 'The Truth about the Telegraph' which can be <a href="#">viewed online</a> . The <a href="#">accompanying article</a> , shares the outcomes of the Truth Telling project and offers deeper insight into the historical and cultural impacts of the Overland Telegraph Line build.  An internal research report, including key findings identified through the project was also completed.



Still from 'The Truth about the Telegraph' short film, image courtesy of Kieran Satour, GARUWA.



Aboriginal and Torres Strait Islander peoples, organisations and businesses make valuable contributions to Australia's economy. Opportunities for economic participation through employment and in the supply of goods and services lifts living standards, supports families and promotes self-determination.

- Completed
- Partially completed/Ongoing
- Not completed

Timeline	Deliverable	Responsibility	Outcome
<b>9. Improve employment outcomes by increasing First Nations recruitment, retention and professional development</b>			
June 2023 June 2024	9.1 Engage with and consult First Nations employees on our recruitment, retention, and professional development Strategy.	HR Executive People & Practices	● Completed FY23. Refer to <a href="#">RAP Year 2 Report</a> .
June 2023 June 2024 June 2025	9.2 Review and update First Nations recruitment, retention, and professional development Strategy.	HR Executive People & Practices	● We developed a First Nations Talent Strategy covering recruitment, development and engagement of First Nations talent to improve the experience at Telstra.
June 2023 June 2024 June 2025	9.3 Advertise job vacancies effectively, to reach First Nations stakeholders, by partnering with First Nations recruitment agencies.	Recruitment Principal	● Telstra has ongoing partnerships with five First Nations recruitment agencies and has engaged with six additional First Nations agencies, to support its recruitment efforts. We also advertised through Koori Mail's First Nations job board.  We actively encouraged First Nations candidates to apply for roles at Telstra through our job advertisements, and we have identified both targeted and identified positions which specifically seek First Nations talent.
June 2023 June 2024 June 2025	9.4 Accelerate First Nations applicants through the recruitment process by progressing 100% of all shortlisted First Nations candidates to an interview with the hiring manager (the First Nations Interview Guarantee).	Recruitment Principal	● 99% of First Nations candidates shortlisted for roles progressed to interview stage.
June 2023 June 2024 June 2025	9.5 Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	HR Executive Wellbeing Digital and Data	● A review of HR and recruitment procedures and policies was completed, to remove barriers to First Nations participation in our workplace. Findings were incorporated into our wider First Nations Talent Strategy.
June 2023 June 2024 June 2025	9.6 Ensure at least 2 First Nations employees are supported to take on management and senior level positions through participation in the talent program.	HR Executive People & Practices	● Two First Nations employees completed a curated leadership program.
June 2023 June 2024 June 2025	9.7 First Nations employee growth from 1% to at least 1.5% of Telstra's total Australian workforce at the end of each financial year.	Head of DE&I	● There are 319 Aboriginal and/or Torres Strait Islander employees at Telstra, representing 1.3% of our total direct Australian workforce.

Timeline	Deliverable	Responsibility	Outcome
<b>10. Support education and career development for First Nations people through traineeships, internships, and graduate opportunities with the support of our community partners</b>			
June 2023 June 2024 June 2025	10.1 Continue our ongoing partnership (ten-year agreement 2020-2030) with CareerTrackers Indigenous internship program, sponsoring 20 First Nations interns each year.	Group Owner People & Workplace Services	<p>● We continued our partnership with CareerTrackers under our ten-year agreement, sponsoring 15 First Nations interns during the year. While our goal is to support 20 interns annually, the availability of candidates was lower this year. We remain committed to working with CareerTrackers to meet our target.</p> <p>The intake of First Nations employees entering the 2025 Graduate Program reached 4% of total Graduates.</p>
June 2023 June 2024 June 2025	10.2 Sponsor the Northern Territory Board of Studies Remote Student Award, recognising high achievement by a First Nations male and female student studying in a remote location.	First Nations Senior Specialist	<p>● We sponsored the Northern Territory Board of Studies' 2024 Telstra Remote Aboriginal Male Student award and 2024 Telstra Remote Aboriginal Female Student award.</p>
<b>11. Provide employment opportunities for First Nations people in regional and remote communities</b>			
June 2023 June 2024 June 2025	11.1 Support the Indigenous Workforce Program (IWP), a partnership with North Queensland Commercial Consulting Services (NQCCS), to engage First Nations businesses and contractors, across Queensland, the Torres Strait Islands, the NT & WA to manage the grounds maintenance of more than 2,000 remote sites.	Business Specialist, Facilities Services	<p>● Our Indigenous Workforce Program (IWP) delivered grounds maintenance at 2,981 Telstra sites. This created 487 employment positions through IWP Contractors.</p>
June 2023	11.2 Pilot the Remote Technical Support Project (RTSP) in WA - engaging local people in community to support basic maintenance.	Business Specialist, Change Management	<p>● The Remote Technical Support Project pilot commenced with external partner the Centre for Appropriate Technology in Alice Springs.</p> <p>Insights from the pilot led to the creation of a First Nations Working Group in Field Services to strengthen cultural inclusion and support for existing staff.</p>
June 2025	11.3 Expand the RTSP program to NT and Qld.	Business Specialist, Change Management	<p>● We are still in pilot phase with the Remote Technical Support Program (RTSP). The expansion of the program did not occur as it is dependent on the pilot outcome. (See Action 11.2).</p>



Installing a fence around a Telstra tower on Warraber Island with the Indigenous Workforce Program.

Timeline	Deliverable	Responsibility	Outcome
<b>12. Increase First Nations supplier diversity to support improved economic and social outcomes</b>			
June 2023	12.1 Develop and implement a First Nations Procurement Strategy.	Senior Specialist, Supplier Governance	<span style="color: green;">●</span> Completed FY23. Refer to <a href="#">RAP Year 1 Report</a> .
June 2023 June 2024 June 2025	12.2 Maintain Supply Nation membership and sponsor a category award.	Head of First Nations Strategy & Engagement	<span style="color: green;">●</span> We maintained our Supply Nation membership and sponsored the Supply Nation Certified Supplier of the Year Award.
June 2023 June 2024 June 2025	12.3 Achieve \$15M spend with First Nations suppliers per year (Previous RAP target \$1.5 to \$2M).	Senior Specialist, Supplier Governance	<span style="color: green;">●</span> We spent over \$24 million with more than 70 First Nations tier one and tier two suppliers.  <i>*We identified an error in our FY24 reporting, where we reported spend at the tier 1 level instead of tier 2. This has been corrected. We remain committed to transparency and reported this to Supply Nation and Reconciliation Australia.</i>
June 2023 June 2024 June 2025	12.4 Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	Senior Specialist, Supplier Governance	<span style="color: green;">●</span> We continually work on introductions with First Nations suppliers to drive depth and breadth in our business engagements with our spend increasing year on year.
June 2023 June 2024 June 2025	12.5 Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	Senior Specialist, Supplier Governance	<span style="color: green;">●</span> Our procurement practices are continually reviewed as part of our First Nations Procurement Strategy. This included updating one of our tools that helps identify the capability, certifications and reach of First Nations businesses in our field services network.
June 2023 June 2024 June 2025	12.6 Maintain commercial relationships with at least five First Nations businesses.	Senior Specialist, Supplier Governance	<span style="color: green;">●</span> We worked with over 30 tier 1 First Nations businesses, including 17 ongoing commercial relationships and 5 businesses for the first time.
June 2023 June 2024 June 2025	12.7 Train all relevant staff in contracting First Nations businesses through Supply Nation or an equivalent organisation.	Senior Specialist, Supplier Governance	<span style="color: green;">●</span> In addition to internal training on 'Working with First Nations businesses', seven staff attended formal supplier diversity training with Supply Nation.
Aug 2022 Aug 2023 Aug 2024	12.8 Continue sponsorship of the National Aboriginal & Torres Strait Islander Art Awards (NATSIAA) to recognise First Nations artists. Annual Event and prizes awarded.	Media Sponsorship Lead	<span style="color: green;">●</span> We continued our sponsorship as the naming rights partner of the National Aboriginal & Torres Strait Islander Art Awards (NATSIAA).
June 2024	12.9 Sponsor the biennial NT Indigenous Economic Development Forum, committed to fostering collaboration between First Nations entrepreneurs and the private sector, government, and non-government organisations.	Head of First Nations Strategy & Engagement	<span style="color: green;">●</span> Completed FY24. Refer to <a href="#">RAP Year 2 Report</a> .
June 2023 June 2024 June 2025	12.10 Sponsor the annual Indigenous Emerging Business Forum (IEBF), focussed on employment and business development opportunities for First Nations peoples.	Head of First Nations Strategy & Engagement	<span style="color: green;">●</span> We sponsored the WA Indigenous Emerging Business Forum in Boorloo (Perth).
April 2023 April 2024 April 2025	12.11 Host First Nations stakeholders at the Telstra Best of Business Awards to celebrate, inspire, and encourage nominations.	Head of First Nations Strategy & Engagement	<span style="color: green;">●</span> We hosted First Nations stakeholders at the National Telstra Best of Business Awards.  Two First Nations businesses won National award categories, including Ikuntji Artists, who won the National Accelerating Women Award, and DJAARA who won the National 'Indigenous Excellence' Award and Business of the Year Award.





# Digital Inclusion

Digital inclusion is inextricably linked to economic, community and individual prosperity. The benefits of the digital economy cannot be fully realised when there are barriers to online participation. Aboriginal and Torres Strait Islander peoples score well below the national average when it comes to measures of digital inclusion, a problem that is more pronounced in remote areas.

- Completed
- Partially completed/Ongoing
- Not completed

Timeline	Deliverable	Responsibility	Outcome
<b>13. Improve the digital, social and economic inclusion of remote First Nations communities through co-investment with governments to build or upgrade telecommunications infrastructure.</b>			
June 2024	13.1 Deliver 72 projects under Round 1 of the Regional Connectivity Program (RCP1) through co-investment with the Federal Government and third-party stakeholders. 30 of these projects are in First Nations communities across the NT, QLD, WA, and SA. Total investment is \$17.3M. These projects include transmission upgrades for Palm Island, Gununa and Arnhem Land.	Networks Principal	<ul style="list-style-type: none"> <li>● The 72 projects included 131 subprojects with 30 in First Nations communities. 121 of the 131 subprojects were completed, including 27 of the 30 in First Nations communities.</li> <li>The remaining projects to be completed in First Nations communities are included in our FY26-28 Reconciliation Action Plan.</li> </ul>
June 2025	13.2 Deliver 93 projects under Round 2 of the Regional Connectivity Program (RCP2) through co-investment with the Federal Government and third-party stakeholders. 10 of these projects are located in First Nations communities across the NT, QLD, and WA. Total investment is \$19.7M. These projects include new macro sites in Doomadgee, Alyangula and Milyakburra.	Networks Principal	<ul style="list-style-type: none"> <li>● 71 of the 93 Regional Connectivity Program 2 projects have been completed, including 6 in First Nations communities.</li> <li>The remaining RCP2 projects in First Nations communities are included in our FY26-28 Reconciliation Action Plan.</li> </ul>
June 2025	13.3 Deliver mobile connectivity to 20 Homelands across East Arnhem Land through co-investment connectivity project with the Northern Territory Government. Total investment is \$5.8M.	Networks Principal	<ul style="list-style-type: none"> <li>● Two Homeland projects were completed. The remaining Homeland projects are included in our FY26-28 Reconciliation Action Plan.</li> </ul>
June 2024	13.4 Deliver enhanced communication services to 12 Communities in the Northern Territory through the Regional Telecommunications Co-Investment Program (RTCP). Total investment is \$28M.	Networks Principal	<ul style="list-style-type: none"> <li>● 14 communities have been completed. The RTCP has been extended to additional communities which are included in our FY26-28 Reconciliation Action Plan.</li> </ul>

Timeline	Deliverable	Responsibility	Outcome
<b>14. Partner to deliver culturally appropriate and place-based digital skills and capability programs to improve digital inclusion of First Nations Australians</b>			
June 2023 June 2024 June 2025	14.1 Expand our partnership with First Nations Media Australia (FNMA) to deliver inDigiMOB in eight new locations across SA, WA, and NT each year.	First Nations Senior Specialist	● Following FNMA's decision to not deliver digital literacy programs, we have redirected our focus from inDigiMOB to the development of the Network of Digital Mentors Program with the Federal Government, to support local capacity building in community.
June 2023	14.2 Deliver Deadly Digital Communities in four regional and remote First Nations communities in Queensland in partnership with the State Library of Queensland.	Senior Specialist, Strategy & Inclusion	● Completed FY23. Refer to <a href="#">RAP Year 1 Report</a> .
June 2023 June 2024 June 2025	14.3 Deliver the Community Service Program in 20 remote locations across Australia in partnership with First Nations led delivery partners.	First Nations Senior Specialist	● We redirected our approach to support First Nations communities through the 3G exit. This included engaging our First Nations program partner to visit remote communities to deliver device swaps, set-up assistance, and digital literacy support. Additional customers received 4G devices and care packages by mail, supported by tailored materials and radio campaigns on 29 community stations.
June 2023	14.4 Deliver Mobile My Way in 11 remote locations across the Northern Territory in partnership with the Centre for Appropriate Technology.	First Nations Senior Specialist	● Completed FY23. Refer to <a href="#">RAP Year 1 Report</a> .
<b>15. Reduce the digital divide by addressing affordability for people on low-incomes or who are experiencing financial hardship</b>			
June 2023	15.1 Review Direct Debit payment structure and the ability to provide further options for our customers in vulnerable circumstances and low-income customers.	Chief Customer Advocate	● Completed FY23. Refer to <a href="#">RAP Year 1 Report</a> .
June 2023	15.2 Visit 150 remote communities with our check-in bus and meet with First Nations customers to complete account health checks.	Risk & Compliance Director	● Completed FY23. Refer to <a href="#">RAP Year 1 Report</a> .



Setting up the Telstra Check-in bus for a remote community visit.

Timeline	Deliverable	Responsibility	Outcome
<b>16. Improve the appropriateness of products and services for First Nations customers to make it easier to do business with us and reduce the risk of financial hardship</b>			
June 2023 June 2024 June 2025	16.1 Maintain the First Nations Connect Hotline to provide culturally appropriate customer service to our First Nations customers.	Contact Centre Executive	<p>● Telstra's First Nations Connect hotline continues to provide culturally appropriate customer service to our First Nations customers.</p> <p>We have expanded the scope of our First Nations team members who now can also support customers calling us with a fault, in addition to the existing sales and service support.</p>
June 2023 June 2024 June 2025	16.2 Ensure the First Nations Connect Hotline is appropriately promoted both internally and externally through advertising, social media, and internal communications channels.	Risk & Compliance Director	<p>● Telstra's First Nation Connect team was promoted via 35 community radio stations, our community check-in bus and posters located in specific Telstra Retail stores.</p> <p>Interactive Voice Responses (IVR) in our contact centres automatically offer callers from certain postcodes the option to speak with the First Nations Connect team.</p>
<b>17. Foster leadership for reconciliation, including a particular focus on promoting solutions to First Nations digital exclusion</b>			
June 2023 June 2024 June 2025	17.1 Partner with the ARC Centre of Excellence for Automated Decision-Making and Society to deliver the 'Mapping the Digital Gap' project in 12 remote First Nations communities (this project aims to understand and measure digital inclusion, develop local digital inclusion plans and track the change in levels of digital inclusion and media use within the community over a four-year period).	Head of First Nations Strategy & Engagement	<p>● The Mapping the Digital Gap research team visited 9 remote First Nations communities in WA, SA, NT and QLD as part of its research into understanding and measuring the digital inclusion gap.</p> <p>The team worked with over 20 community co-researchers to undertake 591 surveys with First Nations residents and 78 interviews with community leaders and local agencies and stakeholders.</p>
June 2023 June 2024 June 2025	17.2 Contribute \$1.7M to the Healthy Country AI training Initiative through the Telstra Foundation. The program will train Aboriginal and Torres Strait Islander rangers to use AI driven software, drones, and other digital technologies to monitor and adaptively manage their Country.	Head of Telstra Foundation	<p>● The Telstra Foundation continued its support for the <a href="#">Healthy Country AI</a> training initiative and the Indigenous Digital Women Rangers project.</p>



Mapping the Digital Gap researchers Tia Roko (Yalu). Professor Lyndon Ormond-Parker, co researcher Maliku Dhamarrandji and Dr Daniel Featherstone in Galiwin'ku, image courtesy of ADM+S Centre.



Healing Country with the Digital Women Rangers' program.





# Governance

Ensuring our RAP is governed and managed effectively.

- Completed
- Partially completed/Ongoing
- Not completed

Timeline	Deliverable	Responsibility	Outcome
<b>18. Establish, maintain, and engage an effective FNEAC to provide guidance, counsel and leadership advice in relation to our RAP</b>			
June 2023 June 2024 June 2025	18.1 Facilitate at least three (3) meetings each year with Telstra's First Nations Expert Advisory Committee, comprising external First Nations leaders, to provide guidance on our strategy, priorities, and programs.	Head of First Nations Strategy & Engagement	● Three meetings were held with our First Nations Expert Advisory Committee.
<b>19. Support the First Nations Engagement Committee (FNEC)<sup>1</sup> members who have accountability for the successful delivery of the RAP actions</b>			
June 2023	19.1 FNEC members nominated by Business Function Group Executives.	Head of First Nations Strategy & Engagement	● Completed FY23. Refer to <a href="#">RAP Year 1 Report</a> .
June 2023 June 2024 June 2025	19.2 Quarterly FNEC meetings chaired by the Head of First Nations Strategy & Engagement.	Head of First Nations Strategy & Engagement	● The First Nations Engagement Committee meets monthly. Minutes and actions are completed for each meeting.
<b>20. Establish and maintain an effective RWG to ensure delivery of the RAP actions</b>			
June 2023 June 2024 June 2025	20.1 Maintain First Nations representation on the RWG.	Chair RAP Working Group	● Three members (~18%) of our RAP Working Group are First Nations.
June 2023	20.2 Apply a Terms of Reference to the RWG.	Chair RAP Working Group	● Completed FY23. Refer to <a href="#">RAP Year 1 Report</a> .
June 2023 June 2024 June 2025	20.3 Meet at least four times per year to drive and monitor RAP implementations.	Chair RAP Working Group	● The RAP Working Group met four times to implement and monitor the RAP actions.
<b>21. Provide appropriate support for effective implementation of RAP commitments</b>			
June 2023	21.1 Embed resource needs for RAP implementation.	Chair RAP Working Group	● Completed FY23. Refer to <a href="#">RAP Year 1 Report</a> .
June 2023	21.2 Embed key RAP actions in performance expectations of senior management and all staff.	Chair RAP Working Group	● Completed FY23. Refer to <a href="#">RAP Year 1 Report</a> .
June 2023	21.3 Embed appropriate systems and capability to track, measure and report on RAP commitments.	Chair RAP Working Group	● Completed FY23. Refer to <a href="#">RAP Year 1 Report</a> .
June 2023 June 2024 June 2025	21.4 Maintain an internal RAP Ambassador from senior management.	Chief Executive Officer	● Telstra's CEO fulfils the role of RAP Ambassador. Our RAP Ambassador raises the profile of reconciliation as an organisational priority internally and externally. Activities included: <ul style="list-style-type: none"> <li>• meeting with the CEO of Reconciliation Australia</li> <li>• attending a First Nations Engagement Committee (FNEC) and First Nations Expert Advisory Committee (FNEAC) meeting</li> <li>• posting a company-wide message on Telstra's internal employee engagement platform during National Reconciliation Week.</li> </ul>
June 2023 June 2024 June 2025	21.5 Quarterly First Nations Engagement Committee (FNEC) meetings chaired by the Head of First Nations Strategy & Engagement.	Chair RAP Working Group	● The First Nations Engagement Committee meet monthly.

<sup>1</sup> Previously known as the RAP Executive Group (REG), effective from 1 July 2023 the group agreed to change its name to better reflect and position the group as being an executive leadership group to lead First Nations work at Telstra. REG has been used in our RAP, and Year 1 Report. First Nations Engagement Committee (FNEC) has been used in all subsequent reporting.

Timeline	Deliverable	Responsibility	Outcome
<b>22. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally</b>			
Sept 2022 Sept 2023 Sept 2024	22.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Chair RAP Working Group	● RAP Impact Measurement Questions were completed and submitted to Reconciliation Australia.
June 2023 – June 2025	22.2 Share RAP progress report with all staff and senior leaders on a quarterly basis.	Chair RAP Working Group	● Our RAP progress reports are made available to all staff on our First Nations intranet site.  Our 6-monthly reports are shared with our RAP Ambassador, the First Nations Engagement Committee, and the RAP Working Group.
June 2023 June 2024 June 2025	22.3 Publicly report against our RAP commitments annually, outlining achievements, challenges, and learnings.	Chair RAP Working Group	● Our Annual RAP Reports are shared publicly on telstra.com
May 2024	22.4 Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	Chair RAP Working Group	● Telstra participated in the biennial Workplace RAP Barometer with 276 employees completing the survey.
June 2023 – June 2025	22.5 Meet with Reconciliation Australia quarterly to share RAP progress and report against ACCC commitments.	Chair RAP Working Group	● Telstra representatives met with Reconciliation Australia five times throughout the year to share our progress against this RAP, obtain endorsement of our new RAP and provide general updates.
June 2023 June 2024 June 2025	22.6 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Chair RAP Working Group	● We confirmed our primary and secondary contacts are registered with Reconciliation Australia.
Aug 2025	22.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Chair RAP Working Group	● This report includes traffic light status for each deliverable and has been submitted to Reconciliation Australia.
<b>23. Continue our reconciliation journey through development of our next RAP</b>			
Jan 2025	23.1 Register via Reconciliation Australia's website to begin developing our next RAP.	Chair RAP Working Group	● Registration via Reconciliation Australia's website was completed.  Our new <a href="#">FY26-28 RAP</a> , endorsed by Reconciliation Australia was launched in July 2025.



Telstra launches its FY26-28 Reconciliation Action Plan at the Museum and Art Gallery of the Northern Territory, Larrakia Country.

