



Telstra Reconciliation Action Plan

July 2025 — June 2028



Acknowledgement

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 together to build a prosperous and inclusive Australia.

Terms used

Throughout this Reconciliation Action Plan (RAP), the terms Aboriginal and Torres Strait Islander and First Nations are used interchangeably to reference Australia's First Peoples.



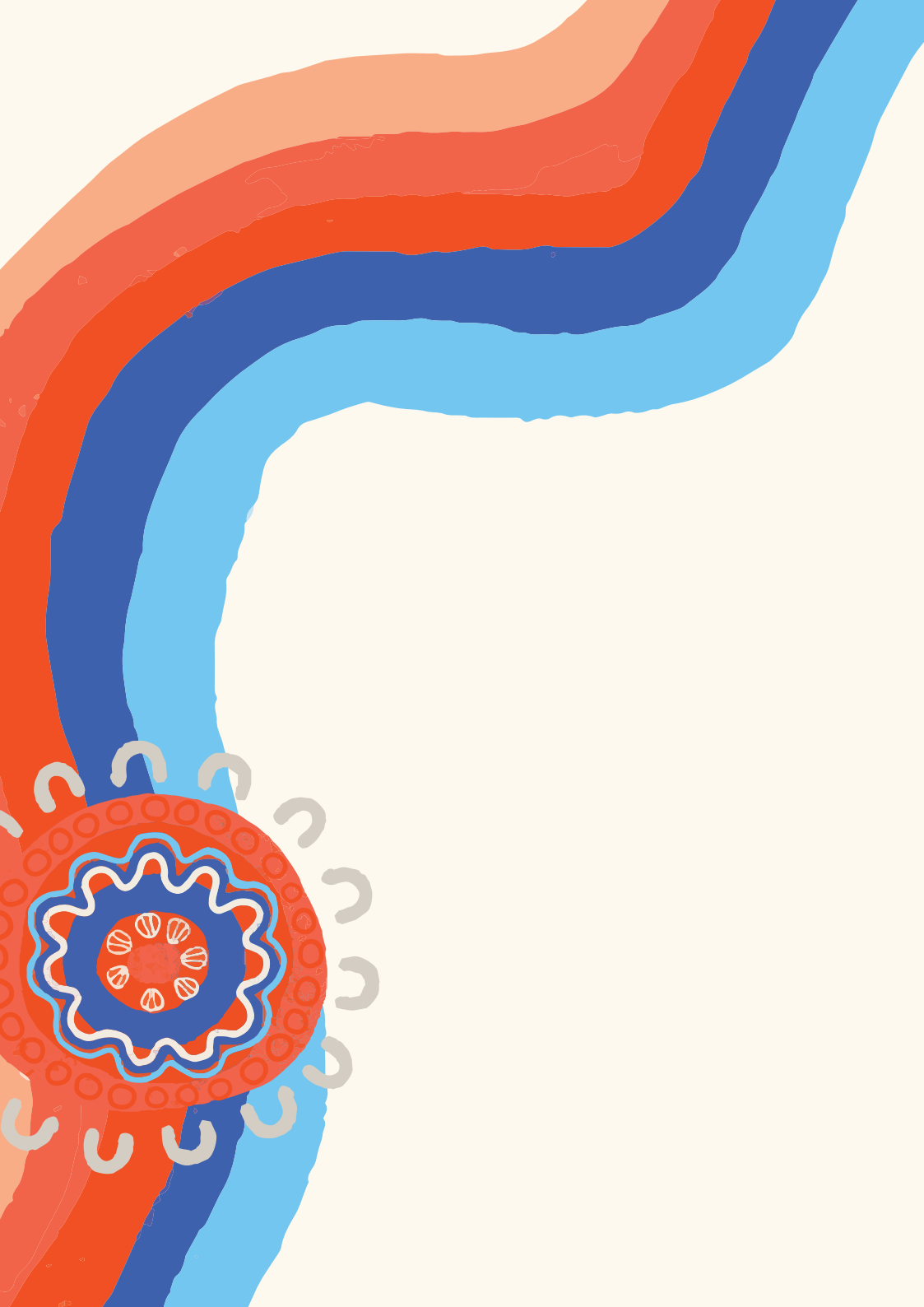


TELSTRA
NATSIAA

2024 National Aboriginal and
Torres Strait Islander Art Awards

MUSEUM AND ART
GALLERY
NORTHERN
TERRITORY

Smoking ceremony at the Telstra National Aboriginal and Torres Strait Islander Art Awards, image © Charlie Bliss Creative



Contents

About our artwork	4
Telstra's vision for reconciliation	6
Our business	8
Developing this RAP	14
FY23-25 RAP outcomes	18
Our journey timeline	22
Governance	26
Our actions	30

About our artwork

‘Connection’ by Bobbi Lockyer



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

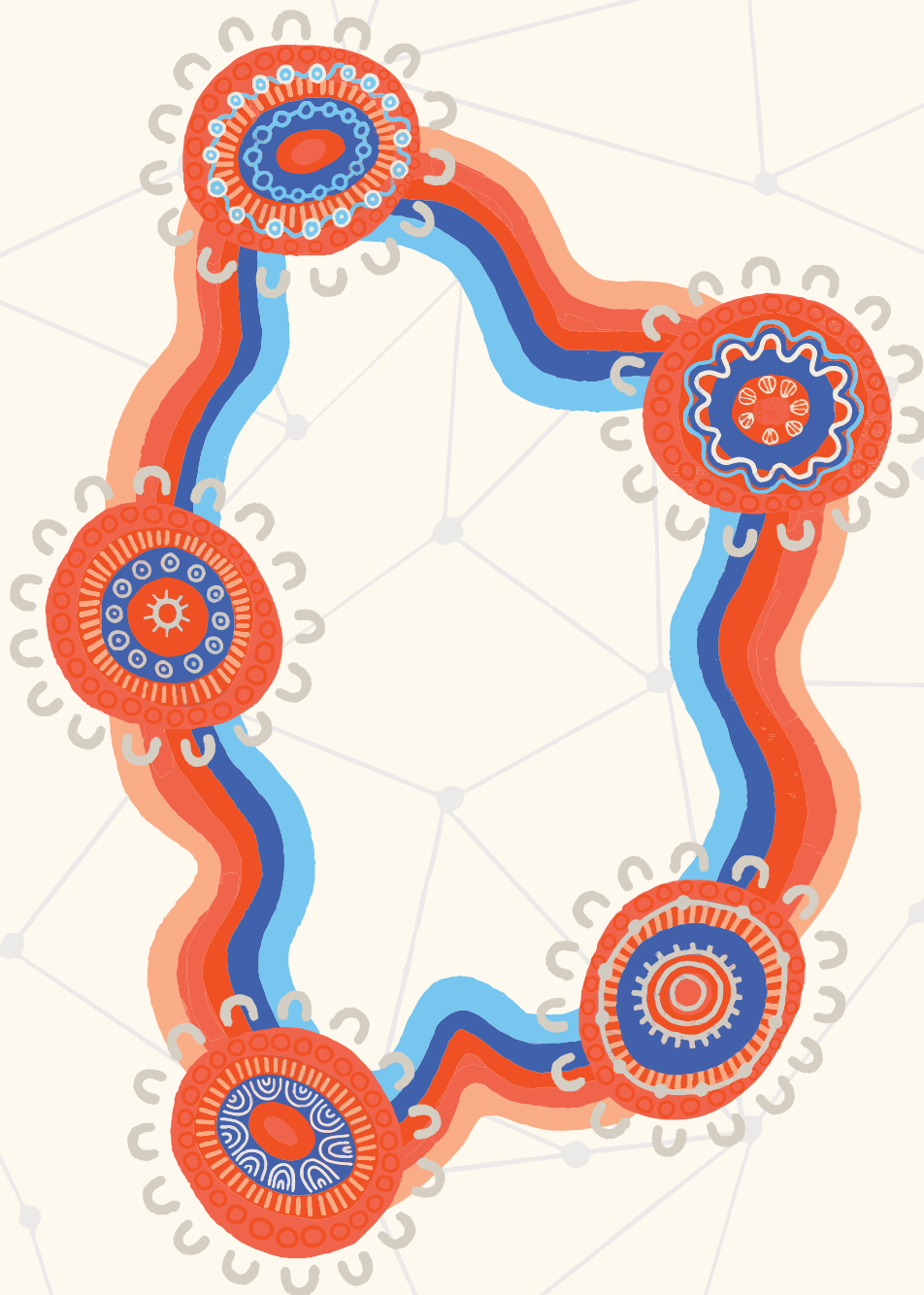
With the blue as the backdrop reminiscent of the boundless sky that arches over Australia with symbols of stars, these resemble both the constellations that have guided generations and the satellites that now facilitate modern communication.

Five circular symbols each represent 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.

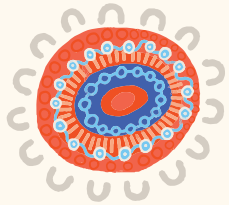
The artwork combines the hand painting storytelling and symbols of the oldest continuous culture in the world with the modern digital graphic design of the satellite sky.

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



Circular symbols

Five circular symbols each represent a distinct Aboriginal Country: freshwater, desert, sky, rainforest and saltwater.



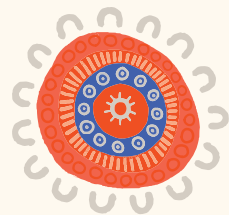
Freshwater

Within the freshwater motif, intricate symbols depict the meandering paths of rivers, serving as lifelines that connect communities across vast distances. The representation of freshwater embodies purity, sustenance, and vitality, while the presence of grass symbols signifies not only the flourishing ecosystems sustained by rivers but also the promise of growth and renewal that water brings to the land.



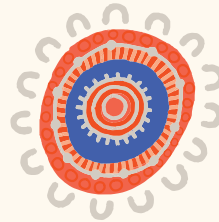
Desert

Within the desert motif, bold symbols reminiscent of Sandhills and the resilient spinifex plant are intricately woven, capturing the essence of vast, arid landscapes. These symbols speak to the harsh beauty and profound tranquillity of desert regions, where life endures against the odds. Each element is painted against a backdrop of red earth.



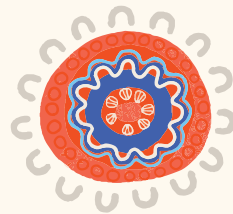
Sky

In the sky motif, celestial symbols represent constellations that have guided generations of Aboriginal peoples across the vast expanse of the night sky. A central sun radiates warmth and light, surrounded by stars that twinkle with the promise of connection and discovery. Interwoven with these cosmic symbols are representations of community and growth, echoing the enduring significance of the sky as a source of inspiration and wonder.



Rainforest

The rainforest motif bursts with symbols representing the abundance of tropical ecosystems, from the gentle patter of raindrops to the representation of ancient trees with the central tree-ring circles. Water is depicted evoking the interconnectedness of life within these biodiverse realms. Each element within this circle symbolises vitality of rainforest communities, where the rhythms of nature shape daily existence.



Saltwater

The saltwater motif is adorned with water lines resembling the ebb and flow of ocean waves, evoking the dynamic relationship between land and sea. In the centre among these lines are seashell symbols, representative of coastal communities and the rich marine life that thrives in saltwater environments. Against a sandy background, these symbols pay homage to the enduring connection between Aboriginal peoples and the coastlines they have inhabited for millennia.



Telstra's vision for reconciliation

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.

This is underpinned by five guiding principles:

Inclusive consultation

We ensure First Nations voices are at the table on issues and decisions that impact First Nations people and communities.

Multiple First Nations

We recognise there is no single First Nation. Matters that have implications for First Nations people are nuanced and political.

Speed of trust

We work hard with the right stakeholders, operating at the speed of trust. We are guided by First Nations people in determining whether we have done well.

Listening and learning

In stakeholder conversations, we start by researching so we can engage effectively, then listen and learn from First Nations ways of thinking and being.

Dynamic environment

We recognise this is a dynamic environment, always growing and evolving, with First Nations people facing new challenges and opportunities every day. Telstra must stay closely connected to what matters to First Nations people.



The nightly ceremonial dance is a Garma highlight.
Image by Michael Jalaru Torres. Courtesy of Yothu Yindi Foundation



Our business

Telstra is Australia's leading telecommunications company. We offer a full range of products and services across a customer base that includes consumers, small businesses, large enterprises and government organisations.

Following a long history dating back to the Postmaster-General's Department being established in 1901, Telstra is one of the 20 largest companies listed on the ASX with a market capitalisation of approximately A\$54 billion.

Our world-leading mobile network is Australia's largest. We have around 270 stores in Australia and 26 Telstra Business Technology Centres.

We provide around 24.6 million retail mobile services and around 3.5 million Consumer and Small Business (C&SB) bundle, data and voice-only services. We also have access to over 2,000 network points of presence in more than 200 countries and territories around the world.

Around 1.3 per cent (319 people) of our total direct Australian workforce (of 24,580 people) identify as Aboriginal and/or Torres Strait Islander. Our people are the face of our business, and we are committed to ensuring our workforce reflects the diversity of our customers and communities.



Vicki Brady

CEO Telstra

On behalf of Telstra and as Telstra's Ambassador for Reconciliation, I am pleased to present our sixth Reconciliation Action Plan.

Technology is more a part of life than ever before – it's a part of how we work, how we learn, how we're entertained, how we access services and how we communicate. As technology evolves, so do the connectivity needs of our customers. Delivering on our purpose – to build a connected future so everyone can thrive – means supporting the changing needs of our customers and showing up in ways that work best for them, no matter where they are.

Our FY26-28 RAP recognises this and includes commitments to new infrastructure in remote and regional communities, investments in digital literacy and support for call centres dedicated to our First Nations customers.

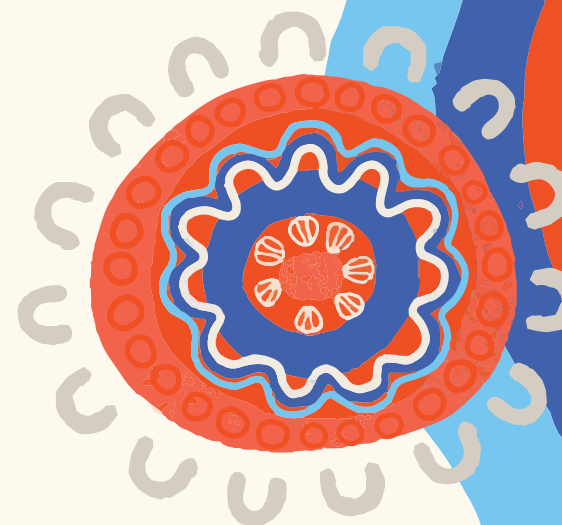
It's also important we get the basics right when we engage with our First Nations customers, communities and stakeholders. To help us do this, every Telstra team member now completes cultural awareness training when they join our organisation, on top of the in-depth and in-person cultural learning opportunities we continue to offer. Our FY26-28 RAP also includes commitments to employ more First Nations people at Telstra and to support more First Nations businesses through procurement. The actions we've identified are focussed on where we feel we can add the most value, achieve positive impact for First Nations communities and bring our vision for reconciliation to life.

Our RAP actions are not standalone. They are embedded in Telstra's Connected Future 30 strategy, which recognises that digital equity, the ability to meet the unique and diverse needs of our customers and an inclusive culture are essential to fulfilling our purpose.

My thanks to the team who have worked on this RAP and to Reconciliation Australia for their guidance.

I look forward to reporting on our progress.

Vicki Brady
CEO and RAP Ambassador
Telstra





Karen Mundine CEO Reconciliation Australia

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

With this successive Stretch RAP, Telstra is continuing to reflect on its role and influence in the reconciliation process. With hard work, humility and respect for its Aboriginal and Torres Strait Islander stakeholders, Telstra is rebuilding relationships, respect and opportunities to meet the aspirations of First Nations peoples across the continent.

A key focus for Telstra over recent years has been ensuring that its RAP commitments and values are reflected at every level of its business. This required embedding reconciliation outcomes and system changes across the entire organisation, from its most senior leaders to its newest employees. Through the RAP program Telstra tailored its reconciliation commitments to its circumstances, ensuring its intentions and actions were aligned.

This work is now the foundational support for Telstra's ongoing and new commitments in this RAP. Understanding its capacity and responsibility to connect communities and build digital inclusion in a culturally appropriate way, Telstra is working to improve coverage in remote and culturally significant areas while collaborating with First Nations peoples to develop digital skills and literacy.

Digital literacy is something many of us take for granted but these skills are essential to realising financial and social equality through participation in the digital economy. By supporting Aboriginal and Torres Strait Islander peoples, especially those in remote areas, to enhance this knowledge, Telstra is not only addressing gaps in digital inclusion but facilitating the digital preservation of stories and cultures.

Telstra has the means and the dedication to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend Telstra on its humility and commitment during the development of this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Jason Mifsud
Chair of Telstra's First Nations
Expert Advisory Committee

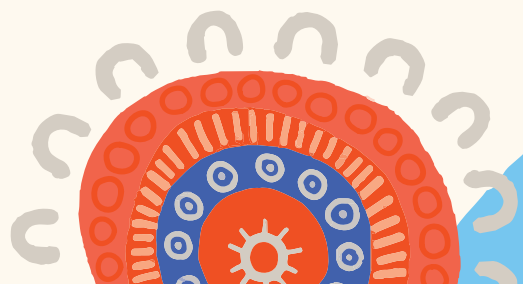
It is terrific to see once again Telstra stepping up in its commitments to First Nations people and communities and to the principle of reconciliation through this RAP.

There is much to commend Telstra in this RAP. Programs around digital access and literacy, cultural awareness and procurement go from strength to strength in their targets and scale of the programs. Areas like employment, although challenging, continue to be matched with a strong level of determination and ambition.

Every RAP – for all organisations – comes with a strong sense of aspiration. This is exactly what is needed as we continue the path toward reconciliation. Action by action RAPs build connection across organisations and with Aboriginal and Torres Strait Islander peoples and communities. This can only bring better outcomes, positive relations and ideas based on collaboration. That is why it is always great to see organisations like Telstra and its people keep turning up with an even better RAP.

On behalf of Telstra's First Nations Expert Advisory Committee, I welcome Telstra's sixth RAP. I would like to thank the members of the Expert Advisory Committee for their contributions to this RAP and to their ongoing work with Telstra.

Jason Mifsud
Chair, Telstra's First Nations Expert Advisory Committee





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

Uncovering the complex story of Australia's historic Overland Telegraph Line

2022 marked the 150th anniversary of the completion of the Overland Telegraph Line (OTL) between Darwin and Adelaide. The opportunity was taken to commission a special project focussed on truth telling.

The project was commissioned by the National Communication Museum (NCM) and funded by Telstra and aimed to uncover and document the complex truths surrounding the construction and operation of the OTL from the perspectives of First Nations communities.

Often celebrated as Australia's greatest engineering and communications feat of the 19th century, the OTL ran from Adelaide to Port Darwin and when completed on 22 August 1872, connected Australia to the world for the first time.

Historically much of our understanding of the OTL has been shaped by non-First Nations voices and perspectives. The anniversary project provided an opportunity for a fuller and more diverse representation of the OTL's history and aligns with Telstra's commitment to truth-telling.

The project involved extensive research, stakeholder interviews and the creation of a short film titled *The Truth about the Telegraph*.

Directed by Kieran Mpetyane Satour of First Nations storytelling agency Garuwa, the film delves into the disruptions caused by the Telegraph Line through the stories of the Warumungu (Tennant Creek) and Kaytetye (Barrow Creek) peoples.

The project also includes a research report detailing community engagement and findings which was officially launched in November 2024.

The overall benefit of the project is a richer, more diverse representation of the OTL's history, recognising and promoting the experiences and contributions of First Nations people in Central Australia through the film and report.

The Truth about the Telegraph was one of 25 finalists for *Best Achievement in Indigenous Filmmaking* at the 2025 St Kilda Film Festival and one of 24 finalists chosen from 907 submissions across 92 countries for the Beyond Borders 10th Kastellorizo International Documentary Festival.

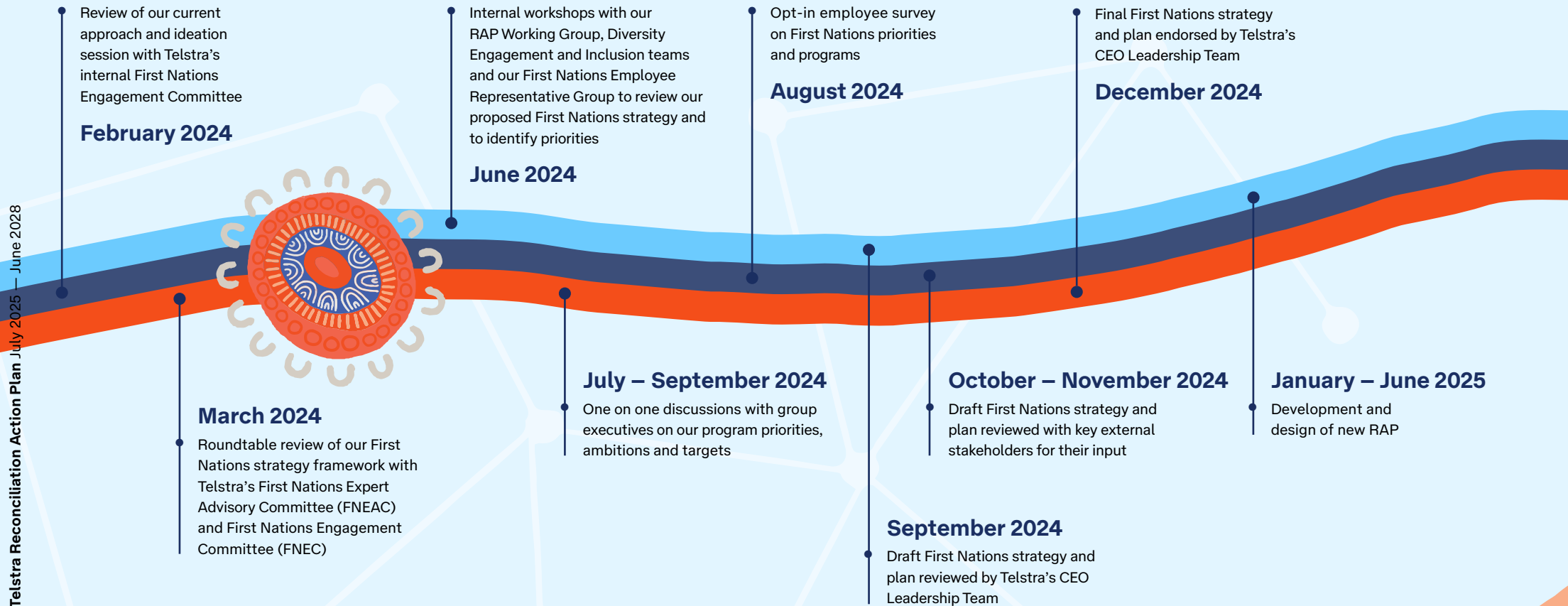
Still from 'The Truth about the Telegraph' short film,
image courtesy of Kieran Satour, GARUWA

Developing this RAP

We are a long-term supporter of reconciliation and Reconciliation Action Plans. This is our sixth Reconciliation Action Plan since 2010.

Each Telstra RAP has been preceded by the preparation of a strategy and plan to guide our activities. Each strategy and plan has been based on internal and external consultation as to Telstra's ambition with First Nations communities, customers and people across the country.

Steps in preparing Telstra's FY26-28 RAP





Six themes emerged from our consultations.

These form our blueprint for identifying actions to support reconciliation outcomes:

Know our responsibilities

Telstra's purpose is to build a connected future so everyone can thrive. This includes remote and very remote areas, addressing differing levels of digital ability as well as the affordability of our services.

Be clear on where we help

Our strengths lie in servicing our First Nations customers, addressing digital inclusion, providing employment for First Nations people and procurement opportunities with First Nations businesses.

Get the foundations right

Investing in cultural competency for all employees through various programs – this provides the base to sustainably build other programs.

Experiment and pilot

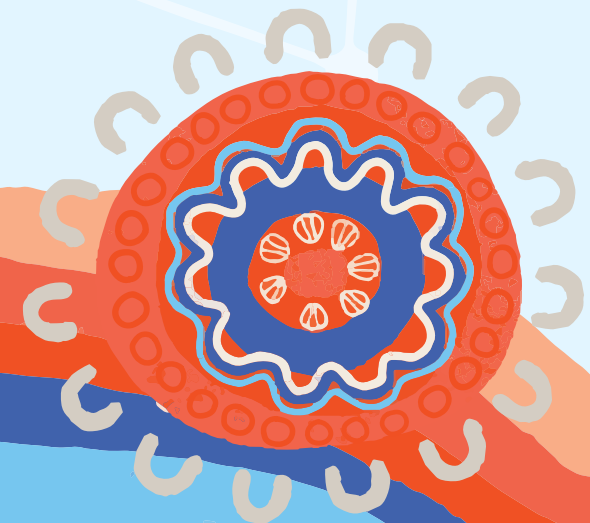
Continual innovation, ideation and stakeholder engagement to find the next transformative program.

Keep investing in successful programs

These include our First Nations Connect dedicated customer line, digital inclusion programs around digital literacy, infrastructure and affordability, visiting remote communities, face-to-face cultural learning and key sponsorships.

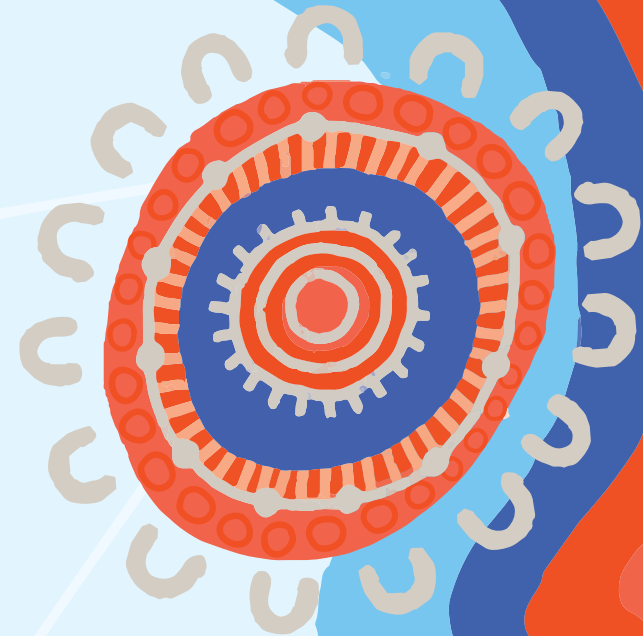
Remain ambitious

Keep challenging ourselves around the ambition in our programs and targets.



Key initiatives under our new RAP

- Face-to-face cultural learning to reach a further 1,500 employees
- A rising procurement target with First Nations businesses to reach \$50 million per year by June 2028
- New strategies to lift First Nations employment to 1.5 per cent of our Australian workforce
- Continuation of our Indigenous Workforce Program, providing grounds maintenance to more than 2,200 network sites
- A target of 68 co-investment projects to deliver new or improved telecommunications infrastructure in regional and remote First Nations communities.
- Philanthropic programs to support digital inclusion totalling \$1.16 million through the Telstra Foundation
- A new iteration of our digital literacy programs, to support a network of digital mentors in remote First Nations communities.





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

FY23-25 RAP outcomes

We are pleased to report our key achievements, challenges, and learnings over the three-year RAP period.

Key achievements



Relationships

30

two-way partnerships established and maintained with First Nations communities and organisations.



Reviewed and updated critical HR policies including **anti-discrimination** and cultural leave policies



Widespread support for **National Reconciliation Week** activities



Respect



1,755

employees attended
face-to-face cultural learning



Targeted campaign in 2024 to ensure **every Telstra employee** completed online cultural learning



Online cultural learning embedded in **onboarding processes**



~17,700

of our people completed online **'Our Mob' cultural learning** in FY25



Acknowledgement of Country displayed at **all retail stores**



Truth telling project on the Overland Telegraph Line



Opportunities

 **99%**

of First Nations candidates in FY25 shortlisted for a role in Australia were offered an interview

Over
 **480**

employment opportunities created for First Nations people through the Indigenous Workforce Program in FY25

 **50**

First Nations **interns sponsored** through CareerTrackers

~\$48 million

procured across 100 First Nations suppliers over three years

Digital Inclusion



Delivered new infrastructure to **over 30 remote and regional First Nations communities**



Delivered **digital literacy programs** to **13 new remote locations**



First Nations Connect hotline in operation in four locations

Reached over
 **13,500**

First Nations customers directly through our check-in visits to **over 100 communities**

Key Challenges and Learnings

Relationships

We did not achieve our target of 100% participation by RWG members at external National Reconciliation Week and NAIDOC week events. In future, we will facilitate targeted opportunities for all RWG members.

Opportunities

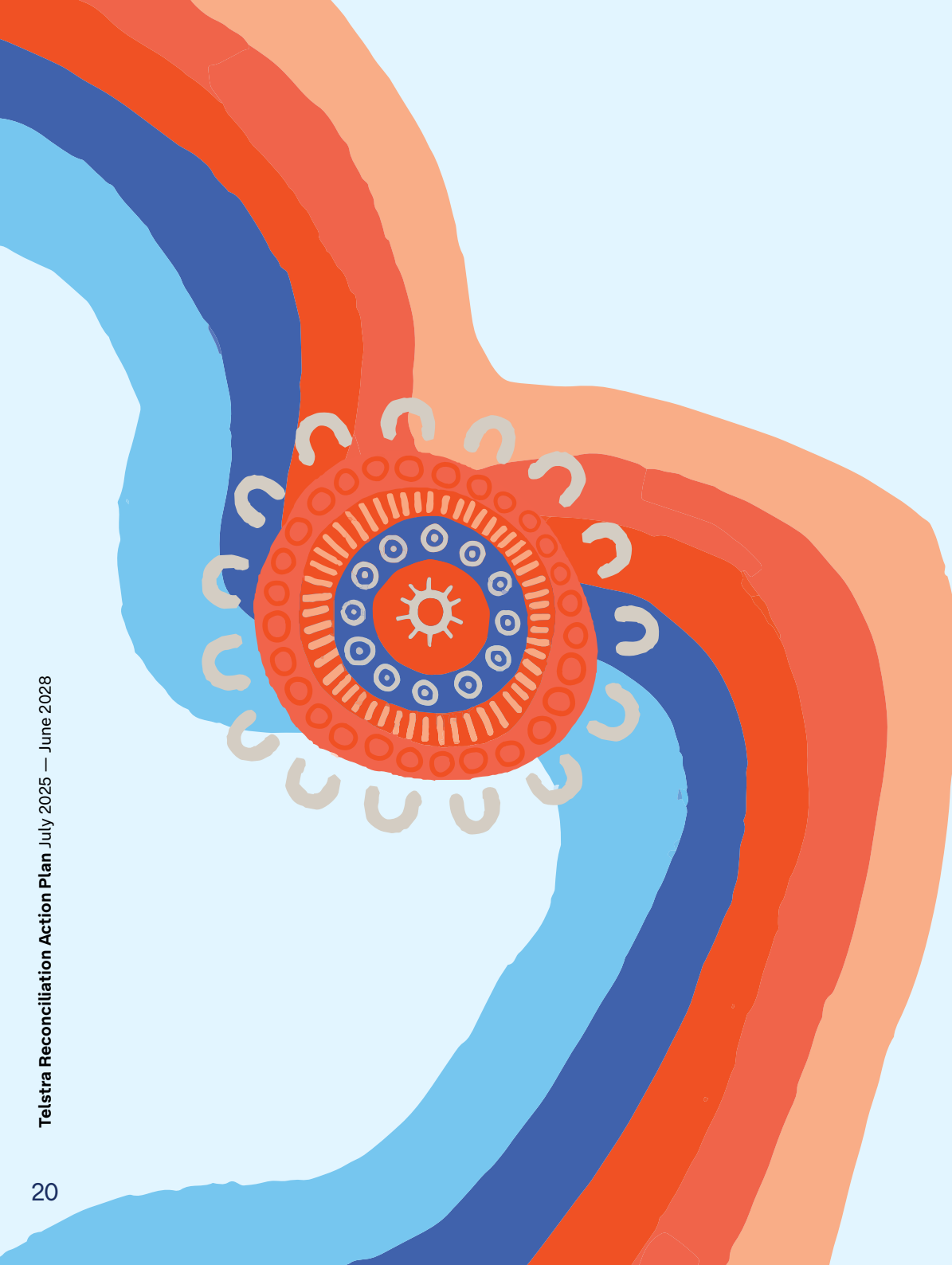
We currently employ 319 Aboriginal and/or Torres Strait Islander people, representing 1.3% of our total direct Australian workforce — shy of our 1.5% target. To support this goal in the FY26–28 RAP, we launched a new First Nations Talent Strategy in 2025.

We are still piloting the Remote Technical Support Program (RTSP). The extension of the program, a RAP commitment, did not occur as it was dependent on the pilot outcome.

Digital Inclusion

Regional Connectivity Programs (Rounds 1 & 2) and the project to connect 20 Homelands across East Arnhem Land were partially completed within the FY23-25 RAP timeline. The projects are progressing in line with the terms of each program's agreement and will be completed within the FY26-28 RAP timeline.

The inDigiMOB program expansion was partially completed under the FY23-25 RAP. Our approach to supporting digital literacy will focus on the Digital Mentors Program, a network of digital mentors in remote First Nations communities. This forms an action under this RAP.



Digital Women Rangers' program brings to life stories of Country through data

The Digital Women Rangers' program formed in 2022 after Indigenous Women Rangers called for a culturally safe way to collect, use and share data so they could make decisions to care for Country.

The program is an initiative funded by the Telstra Foundation and CSIRO and supported by Charles Darwin University and Indigenous partners, currently including Warddeken Land Management, Mimal Land Management, Kakadu National Park and Jawoyn Association. The team has also started exploring partnerships with groups in central Australia.

Digital Women Rangers are Indigenous land and sea managers who are learning and sharing how to use data and digital technologies to help care for Country. Through the program, Indigenous women rangers are supported to acquire and expand their digital skills and confidence, via digital badges on-Country; locally led digital monitoring and management projects and peer-to-peer learning exchanges. This work has been enhanced by co-authored, ranger-friendly guidelines about working with drones, camera traps, acoustic recordings and data analysis techniques.

The program provides culturally safe and flexible spaces for building digital skills and confidence, networking and research and empowers women rangers to use tech to help tell stories and collect data to make decisions about their Country.

It evolved from the Healthy Country AI training program and continues the work to enhance confidence and empower Indigenous land and sea managers to use data, AI and digital tools to care for Country.

“Digital Boss ladies are working together to lead right way, two-way approaches to using data, AI and tech to Care for Country.”

Chair of Digital Boss Lady Governance Committee and Warddeken Senior Ranger Suzanna Nabalwad.



Hearing Country with the Digital Women Rangers' program

Our journey timeline

Telstra Reconciliation Action Plan July 2025 — June 2028

Completed a **314km fibre optic cable** across the Anangu Pitjantjatara Yankunytjatjara lands

1998

Established the **Telstra Indigenous Directorate**

Developed the **Country Calling Card** for use in conjunction with Community Phones

2005

2002

The Telstra **Community Phone initiative** was developed in conjunction with the Centre for Appropriate Technology

2008

Developed our **first Indigenous Action Plan**

Delivered the **Arnhem Land Fibre Project** connecting nine Indigenous communities and Nhulunbuy to the nation's fibre-optic backbone in partnership with the Northern Territory (NT) Government and Rio Tinto

Launched our **inaugural RAP**

Delivered the **Groote Eylandt Fibre Project** in partnership with IBM, BHP and GEMCO

Founding Member of Supply Nation

2010

2011

Launched our **second RAP**

One of the first large corporations to display **Acknowledgement of Country signs in all retail stores**

Joined the **Recognise campaign** to push for constitutional recognition of Aboriginal and Torres Strait Islander peoples

Established the Telstra **Indigenous Employee Network**

2012

2013

Launched the **Indigenous Workforce Program**, which now operates in more than 2,000 Telstra sites across Australia

Held our first **Indigenous Digital Excellence Agenda Summit**

Established the **Indigenous Digital Excellence program**, at the National Centre of Indigenous Excellence

Became a secondment partner with **Jawun**

Supported the Australian Human Rights Commission's '**Racism: It Stops with Me**' campaign

Published '**Making the Connection: Essays on Indigenous Digital Excellence**'

Delivered Project 13, a **\$5.8 million** co-investment project with the NT Government to deliver **communications infrastructure** to 13 First Nations communities

2014

2015

Launched our **first Elevate RAP**

Announced a **\$30 million** infrastructure co-investment agreement with the NT Government to **increase connectivity** to 16 First Nations communities

IDX Flint established to spark the interest, ideas and talent of young First Nations people in technology and digital making

Established **inDigiMOB** to deliver culturally responsive digital skills training in 13 remote communities in the NT in partnership with the Indigenous Remote Communications Association

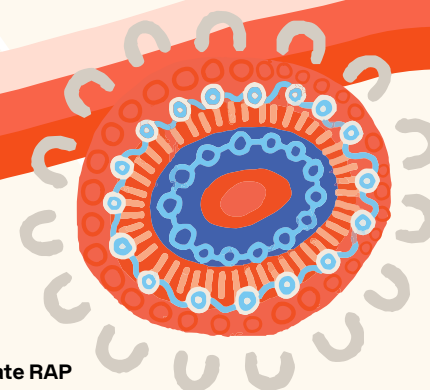
Launched **Common Ground**, an employee engagement campaign

Launched a new **First Nations employee recruitment campaign** – A Place to Belong

Published the **Indigenous Digital Excellence (IDX) Roadmap: Building Indigenous Digital Excellence: Looking To 2030**

Celebrated **25 years of supporting First Nations artists** through our sponsorship of the Telstra National Aboriginal and Torres Strait Islander Art Awards (NATSIAA)

2016







WV Tech workers,
image courtesy of WV Tech



Partnership delivers e-waste solutions with award winning First Nations social enterprise

Telstra has teamed up with WV Tech, a First Nations social enterprise to deliver new e-waste solutions across Australia.

Specialising in secure ICT disposals, e-waste recycling and asset remarketing, WV Tech and Telstra have been working together since 2019 when they both saw an opportunity to build a new partnership delivering e-waste services.

Initial work with Telstra saw WV Tech securely decommission data centres in Melbourne and Sydney and recycle or repurpose over 2,000 pallets of slow moving and obsolete inventory. In addition, WV Tech has decommissioned and recycled over 1.3 million kilograms of PCB boards across more than 250 exchanges for Telstra.

In 2024, WV Tech diverted over 1.5 million kilograms of e-waste from landfill, recovering and recycling 98 per cent of the materials and contributed \$300,000 to First Nations community initiatives.

The enterprise also increased its recycling capacity from 400 kilograms per day to 1 tonne per hour in 2024.

Built on a philosophy of transparent partnership, WV Tech ensures its customers know exactly how their e-waste recycling and asset remarketing has been performed, with clear reporting on disposals and the social good generated by WV Tech's employment programs and community donations.

Through the partnership, Telstra helped to establish WV Tech as a service provider with the Federal Government. The expanding partnership and capacity have enabled WV Tech to provide more job opportunities to First Nations youth, with 54 First Nations young people employed over the past three years.



WV Tech workers,
image courtesy of WV Tech

Governance

Telstra's **First Nations Directorate** is responsible for developing our First Nations strategy, external engagement and for coordinating a companywide response to First Nations programs and initiatives.

External guidance, counsel and leadership advice on Telstra's First Nations Strategy and RAP is provided by our **First Nations Expert Advisory Committee (FNEAC)**. This group raises and advises on important issues facing First Nations people and communities. The FNEAC meets quarterly.

FNEAC Members



Jason Mifsud (Chair),
Head of First Nations Affairs
& Enterprise, Wesfarmers



Leesa Watego,
Managing Director,
Iscaiot Media Pty Ltd



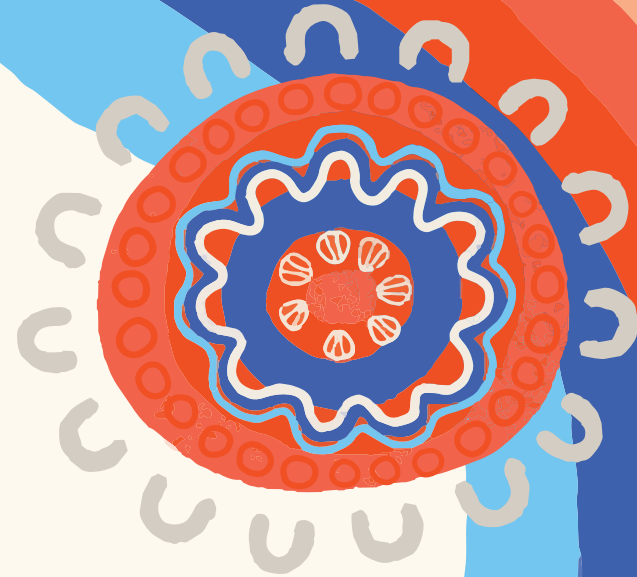
Lynda Edwards,
Director First Nations Policy,
Financial Counselling
Australia



**Professor Lester-Irabinna
Rigney AM**,
Professor of Education,
University of South Australia

Telstra's **First Nations Engagement Committee (FNEC)** comprises senior executives who represent each of the business units and who support and advocate for First Nations outcomes across the company. The FNEC meets monthly.

Our **RAP Working Group (RWG)** is responsible for implementing the actions in Telstra's Reconciliation Action Plan. Its members represent each of Telstra's nine business units, with First Nations representation a central element. The RWG meets quarterly to review progress and drive action.





Yolngu woman paints a yidaki (didgeridoo).
Image by Leicolhn McKellar.
Courtesy of Yothu Yindi Foundation



Aerial photo of Wadeye, image courtesy of ADM+S Centre

Research project continues to shed a light on the digital gap in First Nations communities

Established in 2021 the Mapping the Digital Gap research project is a partnership between Telstra and the ARC Centre of Excellence for Automated Decision Making and Society.

Working with remote First Nations communities and organisations, the Mapping the Digital Gap research project gives the first detailed account of digital inclusion and the uses of digital services, including news and media, in remote communities across Australia.

The project's most recent report found improvements in telecommunications infrastructure, including new mobile services and roll-out of Wi-Fi mesh networks or hotspots in several communities. This 2024 report included 32 site visits to 12 communities.

The Mapping the Digital Gap's 2024 report also found that internet access has improved in the past two years as 4G/5G, Wi-Fi and satellite infrastructure having been bolstered across remote and regional Australia.

There has also been increased engagement in social, entertainment and cultural activities online however rising affordability challenges since 2022 remain a significant barrier to digital inclusion.

The importance of digital access and how it impacts access to increasingly online digital services and daily life is recognised in the Federal Government's National Partnership Agreement on Closing the Gap. Outcome 17 sets an ambitious goal for Aboriginal and Torres Strait Islander peoples to have equal levels of digital inclusion by 2026.

The Federal Government's Productivity Commission is now using the Mapping the Digital Gap data to track progress towards this target.

Telstra's four year partnership with the Mapping the Digital Gap research project extends to 2028.



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

Our actions



Relationships

Strong and respectful relationships with Aboriginal and Torres Strait Islander peoples are essential to reconciliation and to our purpose of building a connected future where everyone can thrive. We value the knowledge, leadership and lived experiences First Nations people bring to our business, communities and country. We aim to nurture relationships built on trust, mutual respect and shared purpose — ensuring First Nations voices are heard, respected and embedded in how we work.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1 Consult with Telstra's First Nations Expert Advisory Committee annually to continuously improve guiding principles for engagement.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
	1.2 Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
	1.3 Establish and maintain at least 20 formal two-way partnerships with First Nations communities or organisations in the delivery of our programs and sponsorships.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW)	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff through our internal communication channels.	June 2026 June 2027 June 2028	Employee Communications Principal
	2.2 RAP Working Group members to participate in at least two NRW events each year.	June 2026 June 2027 June 2028	Chair RAP Working Group
	2.3 Encourage and support staff and senior leaders to participate in at least one external event each year to recognise and celebrate NRW.	June 2026 June 2027 June 2028	Senior Specialist, First Nations
	2.4 Coordinate internal NRW events and opportunities for staff to attend, including at least one organisation-wide NRW event, each year.	June 2026 June 2027 June 2028	Senior Specialist, First Nations
	2.5 Register all NRW events via Reconciliation Australia's NRW website.	June 2026 June 2027 June 2028	Senior Specialist, First Nations

Action	Deliverable	Timeline	Responsibility
	2.6 Implement a program to engage our customers and other external stakeholders during NRW, including by supporting one external NRW event each year.	June 2026 June 2027 June 2028	Senior Specialist, First Nations
3. Promote reconciliation through our sphere of influence	3.1 Communicate at least four stories per year to our employees about topics that matter to First Nations communities and that align to our purpose.	June 2026 June 2027 June 2028	Employee Communications Executive
	3.2 Communicate at least four stories per year externally about topics that matter to First Nations communities and that align to our purpose.	June 2026 June 2027 June 2028	External Communications Executive
	3.3 Implement strategies and programs to positively influence our external stakeholders to drive reconciliation outcomes.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
	3.4 Collaborate at least annually with Elevate and Stretch RAP partners and other like-minded organisations to promote ways to advance reconciliation.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
	3.5 Attend a minimum of two RAP Leadership Gatherings hosted by Reconciliation Australia per year.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
4. Promote positive race relations through anti-discrimination strategies	4.1 Continue annual review and improve HR policies and procedures related to discrimination and racism.	June 2026 June 2027 June 2028	Wellbeing and Employee Services Executive
	4.2 Engage with Telstra's First Nations Expert Advisory Committee to continuously improve our anti-discrimination policy.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
	4.3 Annually communicate our anti-discrimination policy through mandatory online training.	June 2026 June 2027 June 2028	Wellbeing and Employee Services Executive
	4.4 Provide ongoing education opportunities to increase conversational capability of our employees to speak up against racism.	June 2026 June 2027 June 2028	Senior DEI Specialist – Culture, Ethnicity and Race
	4.5 Senior leaders to publicly support anti-discrimination campaigns, initiatives, or stances against racism.	June 2026 June 2027 June 2028	External Communications Executive



Respect

Respecting Aboriginal and Torres Strait Islander peoples recognises the depth, diversity and continuity of the world's oldest living cultures. At Telstra, our people and culture are central to how we deliver our strategy. We're working to build environments that are more inclusive and culturally safe, where our people can engage meaningfully with First Nations customers, colleagues, businesses and communities. This journey begins with deepening our understanding of First Nations ways of knowing, being and doing. Through cultural learning, observing protocols and progressing truth-telling, these experiences help us grow the humility, confidence and awareness needed to build respectful, two-way relationships and contribute to a more reconciled Australia.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	5.1 Conduct a review of cultural learning needs within our organisation to inform our cultural learning strategy.	June 2026 June 2027 June 2028	Learning Lead
	5.2 All new staff complete e-learn cultural learning as part of our on-boarding process.	June 2026 June 2027 June 2028	Learning Lead
	5.3 A minimum of 1,500 additional staff to undertake face-to-face cultural learning by 2028 (1,875 stretch goal).	June 2026 June 2027 June 2028	Learning Lead
	5.4 Partner with Jawun and participate in their secondee placement program to facilitate two-way skills sharing for two non-First Nations employees per year.	June 2026 June 2027 June 2028	Learning Lead
	5.5 Partner with Jawun and participate in their Senior Executive Community visits to connect and immerse with local leaders (two per year) for non-First Nations employees.	June 2026 June 2027 June 2028	Learning Lead
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	6.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, by promoting our guidelines regularly and providing digital and interactive resources.	June 2026 June 2027 June 2028	Senior Specialist, First Nations
	6.2 Implement and communicate the Best Practice Framework for how we work with First Nations Art, Culture and Language at Telstra.	June 2026 June 2027 June 2028	Senior Specialist, First Nations
	6.3 Invite a local Traditional Owner to provide a Welcome to Country at 10 significant events each year.	June 2026 June 2027 June 2028	Senior Specialist, First Nations
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important internal meetings.	June 2026 June 2027 June 2028	Senior Specialist, First Nations



Action	Deliverable	Timeline	Responsibility
7. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	6.5 Staff and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
	6.6 Display Acknowledgement of Country signs in all Telstra Retail Stores.	June 2026 June 2027 June 2028	Retail Executive
	7.1 RAP Working Group to participate in an external NAIDOC Week event each year.	July 2025 July 2026 July 2027	Chair RAP Working Group
	7.2 Support staff attendance at NAIDOC Week events each year.	July 2025 July 2026 July 2027	Head of DEI
	7.3 Encourage and support all staff to participate in an external NAIDOC Week event each year.	July 2025 July 2026 July 2027	Senior Specialist, First Nations
8. Progress a Truth Telling initiative as a clear commitment to acknowledging and respecting our colonial history and its impacts	7.4 Support the annual NAIDOC Awards which recognise the outstanding contributions made by First Nations Australians.	July 2025 July 2026 July 2027	Head of First Nations Strategy & Engagement
	7.5 Organise one internal NAIDOC Week event each year.	July 2025 July 2026 July 2027	Senior Specialist, First Nations
	8.1 Support truth-telling and shared understanding of our country's full history through respectful, in-person dialogue as part of our face-to-face cultural learning.	June 2026 June 2027 June 2028	Learning Lead
	8.2 Support community screenings of <i>The Truth About the Telegraph</i> film with communities that contributed to the film.	June 2026	Head of First Nations Strategy & Engagement
	8.3 Support the National Communication Museum and GARUWA to research and consult with Traditional Owners regarding First Nation signage and interpretive material at the Telegraph Stations that are the subject of the <i>Truth About the Telegraph</i> film.	June 2028	Head of First Nations Strategy & Engagement



Opportunities

Aboriginal and Torres Strait Islander peoples, organisations and businesses are powerful contributors to Australia's economy, culture and future. We recognise the strength, innovation and leadership they bring across every sector, and the need to ensure equitable access to opportunities. We're focused on creating meaningful, sustainable pathways through employment, partnerships and procurement — embedding First Nations participation across our business to support self-determination and long-term economic empowerment.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	9.1 Implement our First Nations recruitment, retention and professional development strategy and review/consult with First Nations employees.	June 2026	First Nations Talent Lead
	9.2 Advertise job vacancies effectively, to reach First Nations candidates, by partnering with First Nations recruitment agencies.	June 2026 June 2027 June 2028	Talent Acquisition Lead
	9.3 Maintain our First Nations Interview Guarantee goal of 100% (ensure all shortlisted First Nations candidates move to an interview with the hiring manager).	June 2026 June 2027 June 2028	Talent Acquisition Lead
	9.4 Ensure at least two First Nations employees are supported to participate in internal leadership programs annually.	June 2026 June 2027 June 2028	Learning Lead
	9.5 Support at least one First Nations employee to participate in MURRA Indigenous Business Education program at Melbourne Business School annually.	June 2026 June 2027 June 2028	Learning Lead
	9.6 Participate in Jawun "Stories of Female Leadership" membership only network by nominating and supporting one senior First Nations female per year.	June 2026 June 2027 June 2028	First Nations Talent Lead
	9.7 Increase First Nations representation to at least 1.5% of Telstra's Australian direct workforce.	June 2028	Group Executive People, Culture & Communications
10. Support education and career development for First Nations people through traineeships, internships and graduate opportunities with the support of our community partners	10.1 Continue our ongoing partnership (ten-year agreement 2020-2030) with CareerTrackers Indigenous internship program.	June 2026 June 2027 June 2028	Talent Acquisition Lead
	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.	June 2026 June 2027 June 2028	Senior Specialist, First Nations
11. Provide employment for First Nations people in regional and remote communities	11.1 Maintain the Indigenous Workforce Program (IWP), engaging with First Nations businesses to manage the grounds maintenance of more than 2,200 network sites.	June 2026 June 2027 June 2028	Business Specialist, Facilities Services


Action	Deliverable	Timeline	Responsibility
	11.2 Engage community owned micro contact centres, creating local First Nations employment.	June 2026	Contact Centre Executive
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support economic and social outcomes	12.1 Review and communicate the First Nations Procurement Strategy.	June 2026 June 2027 June 2028	Senior Specialist, Supplier Governance
	12.2 Maintain Supply Nation membership and sponsor a category award.	June 2026	Head of First Nations Strategy & Engagement
	12.3 Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	June 2026 June 2027 June 2028	Senior Specialist, Supplier Governance
	12.4 Maintain commercial relationships with at least five First Nations businesses.	June 2026 June 2027 June 2028	Senior Specialist, Supplier Governance
	12.5 Achieve \$50 million spend with First Nations suppliers by 30 June 2028 with a scaled approach of \$40 million in 2026, \$45 million in 2027 and \$50 million in 2028.	June 2026 June 2027 June 2028	Senior Specialist, Supplier Governance
	12.6 Train all relevant staff in contracting First Nations businesses through Supply Nation or an equivalent organisation.	June 2026 June 2027 June 2028	Senior Specialist, Supplier Governance
	12.7 Continue sponsorship of the Telstra National Aboriginal & Torres Strait Islander Art Awards (NATSIAA) to recognise First Nations artists. Annual Event and prizes awarded.	August 2025 August 2026 August 2027	Media Sponsorship Lead
	12.8 Sponsor and support the National Indigenous Business Chambers Alliance.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
	12.9 Sponsor the annual WA Indigenous Emerging Business Forum (IEBF), supporting Indigenous owned-and-operated businesses to grow and thrive.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
	12.10 Celebrate Indigenous Excellence at the Telstra Best of Business Awards and host First Nations stakeholders to inspire and encourage nominations.	November 2025 November 2026 November 2027	Head of First Nations Strategy & Engagement
	12.11 Support the Garma Festival through hosting Telstra delegates, providing volunteers, mobile connectivity, and Corporate Dinner sponsor.	August 2025 August 2026 August 2027	Head of First Nations Strategy & Engagement



Digital Inclusion

Connectivity is critical to how people live, work and participate in society, but not everyone has equal access to its benefits. Many Aboriginal and Torres Strait Islander communities, especially in remote areas, continue to face barriers to digital inclusion. We're working to change that by investing in infrastructure, co-designing digital skills programs and supporting culturally appropriate services that meet the needs of First Nations customers. These actions help ensure that connectivity becomes more equitable.

Action	Deliverable	Timeline	Responsibility
13. Improve the digital, social and economic inclusion of remote First Nations communities through co-investment with governments to build or upgrade communications infrastructure	13.1 Deliver 5 projects in First Nations communities across WA and NT under the Regional Connectivity Program Round 1 (RCP) through co-investment with the Federal Government and third-party stakeholders.	June 2026	Networks Principal
	13.2 Deliver an additional 3 projects in First Nations communities across WA, NT and QLD under the Regional Connectivity Program 2 (RCP2) through co-investment with the Federal Government and third-party stakeholders.	June 2026	Networks Principal
	13.3 Deliver enhanced communication services to 3 First Nations communities in the NT through the extension of the Remote Telecommunications Co-investment Program.	June 2028	Networks Principal
	13.4 Through co-investment with Federal and third-party stakeholders, deliver 18 projects under Round 7 of the Mobile Blackspots Programs (MBSP7) in First Nations communities across WA and NT.	June 2027	Networks Principal
	13.5 Through co-investment with Federal and third-party stakeholders, deliver 4 projects under Round 3 of the Regional Connectivity Program (RCP3) in First Nations communities across WA and NT.	June 2027	Networks Principal
	13.6 Deliver new mobile coverage to 15 First Nations Communities in the NT through co-investment with the Northern Territory Government.	June 2026	Networks Principal
	13.7 Deliver 5 projects to provide mobile coverage to key heritage and culturally significant areas across Kakadu National Park, including First Nations communities within the Park.	June 2026	Networks Principal
	13.8 Through co-investment with Federal and third-party stakeholders, deliver 15 projects through Round 2 of the Mobile Networking Hardening Program, in First Nations communities across WA, SA and NT.	June 2027	Networks Principal




Action	Deliverable	Timeline	Responsibility
14. Partner to deliver culturally appropriate and place-based digital skills and capability programs to improve digital inclusion for First Nations Australians	14.1 Support the Digital Mentors Program, a network of digital mentors in remote First Nations communities to assist people with improving their access to connectivity and develop digital skills and literacy to safely participate in our digital society.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
	14.2 Develop digital literacy resources that support the needs of remote First Nations communities.	June 2026	Senior Specialist, First Nations
15. Increase our presence with our most remote customers, to address issues that affect digital inclusion, including affordability and connectivity options	15.1 Visit 40 remote communities annually through the community check-in program, to meet with First Nations customers.	June 2026 June 2027 June 2028	Regional Australia Executive
	15.2 Monitor the uptake and impact of the Pre-Paid Community Mobile Plan, ensuring the plan is addressing affordability for high data users in remote communities.	June 2026	Product Manager
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	16.1 Extend the skills of the First Nations Connect Team to provide more holistic service for our First Nations customers.	June 2026 June 2027 June 2028	Contact Centre Executive
	16.2 Ensure the First Nations Connect contact centre is appropriately promoted externally through our retail channels.	June 2026 June 2027 June 2028	Retail Executive
17. Research the digital gap that exists for remote First Nations communities, and advocate for solutions that address the barriers to digital inclusion	17.1 Continue to partner with the ARC Centre of Excellence for Automated Decision-Making and Society to deliver the 'Mapping the Digital Gap' research in a further 10 remote First Nations communities, playing a vital role in Closing the Gap Target 17 "that Aboriginal and Torres Strait Islander people have equal levels of digital inclusion by 2026".	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
	17.2 Invest in philanthropic programs that support the digital inclusion of rangers working in remote Australia, including cultural exchanges between women rangers and Telstra employees (\$1 million over 2 years).	June 2026 June 2027	CEO Telstra Foundation
	17.3 In partnership with Indigenous Desert Alliance, facilitate 10 employees to participate in the On-Country Exchange Program.	June 2026	CEO Telstra Foundation



Governance

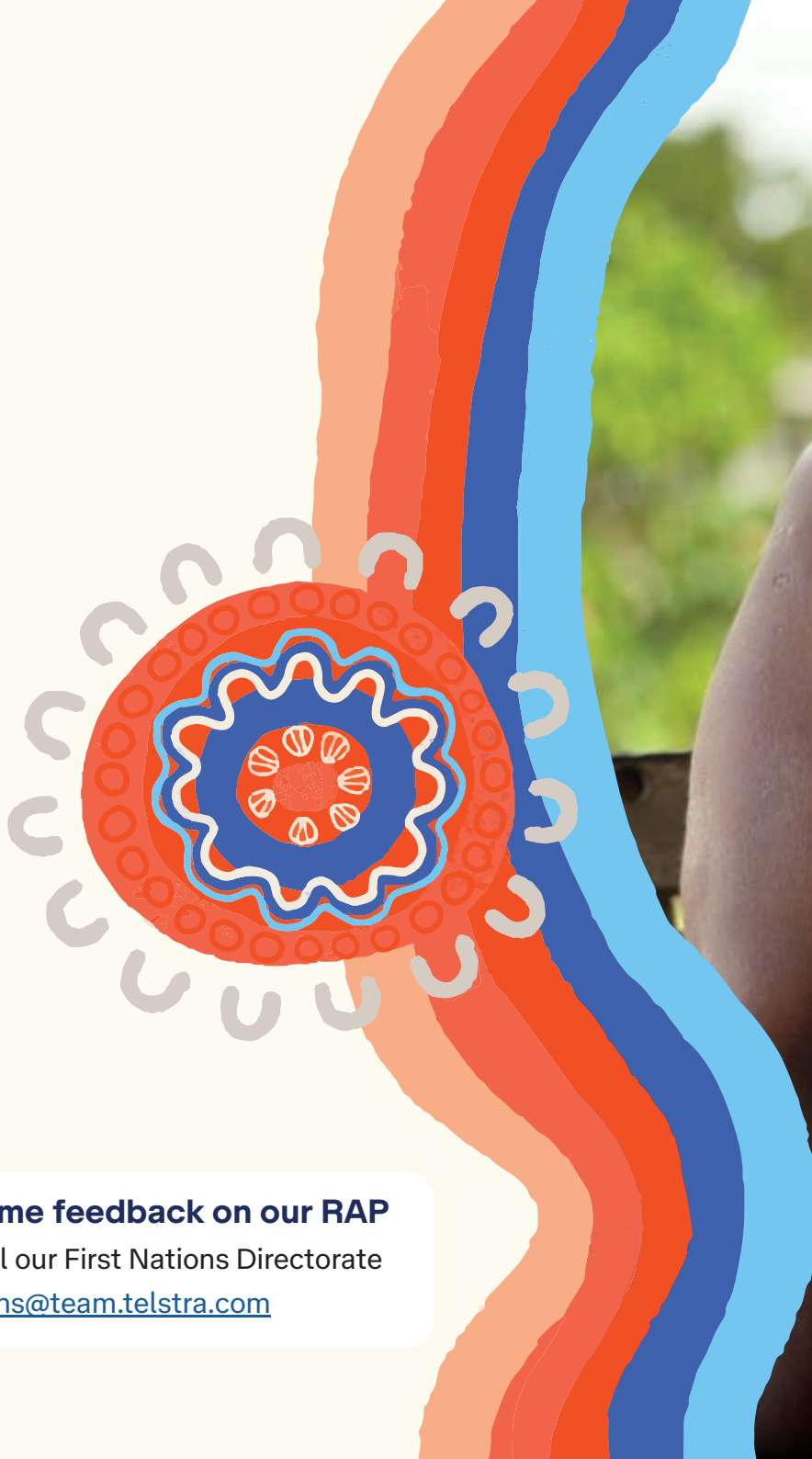
Action	Deliverable	Timeline	Responsibility
18. Maintain and engage an effective First Nations Expert Advisory Committee (FNEAC) to provide guidance, counsel and leadership advice	18.1 Facilitate at least three meetings each year with Telstra's FNEAC, comprising external First Nations leaders, to provide guidance on our strategy, priorities and programs.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
	19.1 FNEC members are nominated by their Business Function Group Executive.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
	19.2 The FNEC meets monthly.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
20. Maintain an effective RAP Working group (RWG) to drive governance of the RAP	20.1 Maintain First Nations representation on the RWG.	June 2026 June 2027 June 2028	Chair RAP Working Group
	20.2 Annual review of the RWG Terms of Reference.	June 2026 June 2027 June 2028	Chair RAP Working Group
	20.3 Meet at least four times per year to drive and monitor RAP actions.	June 2026 June 2027 June 2028	Chair RAP Working Group
21. Provide appropriate support for effective implementation of RAP commitments	21.1 Embed resource needs for RAP implementation.	June 2026	Head of First Nations Strategy & Engagement
	21.2 Embed key RAP actions in performance expectations of senior management and all staff.	June 2026	Head of First Nations Strategy & Engagement
	21.3 Embed appropriate systems and capability to track, measure and report on RAP commitments.	June 2026 June 2027 June 2028	Chair RAP Working Group



Action	Deliverable	Timeline	Responsibility
	21.4 Maintain an internal RAP Ambassador from senior management, to raise the profile of reconciliation as an organisational priority internally and externally.	June 2026 June 2027 June 2028	Chief Executive Officer
22. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	22.1 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.	June 2026 June 2027 June 2028	Senior Specialist, First Nations
	22.2 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025 September 2026 September 2027	Senior Specialist, First Nations
	22.3 Share RAP progress with all staff on a bi-annual basis by uploading reports to the First Nations intranet page.	June 2026 June 2027 June 2028	Senior Specialist, First Nations
	22.4 Share RAP progress and risk register with members of the First Nations Engagement Committee and other relevant senior leaders, quarterly.	June 2026 June 2027 June 2028	Senior Specialist, First Nations
	22.5 Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	June 2026 June 2027 June 2028	Head of First Nations Strategy & Engagement
	22.6 Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026 February 2028	Senior Specialist, First Nations
	22.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2028	Senior Specialist, First Nations
	22.8 Meet with Reconciliation Australia quarterly to share RAP progress.	June 2026 June 2027 June 2028	Senior Specialist, First Nations
23. Continue our reconciliation journey by developing our next RAP	23.1 Register via Reconciliation Australia's website to begin developing our next RAP.	January 2028	Senior Specialist, First Nations



Aerial image of ranger team convoy on Morapoi Station, Goldfields,
image courtesy of Goldfields Aboriginal Community Services (GACS)



We welcome feedback on our RAP

Please email our First Nations Directorate
at firstnations@team.telstra.com

Gäangan Traditional Owner Marrpatawuy Marika
on phone, image courtesy of ADM+S Centre

