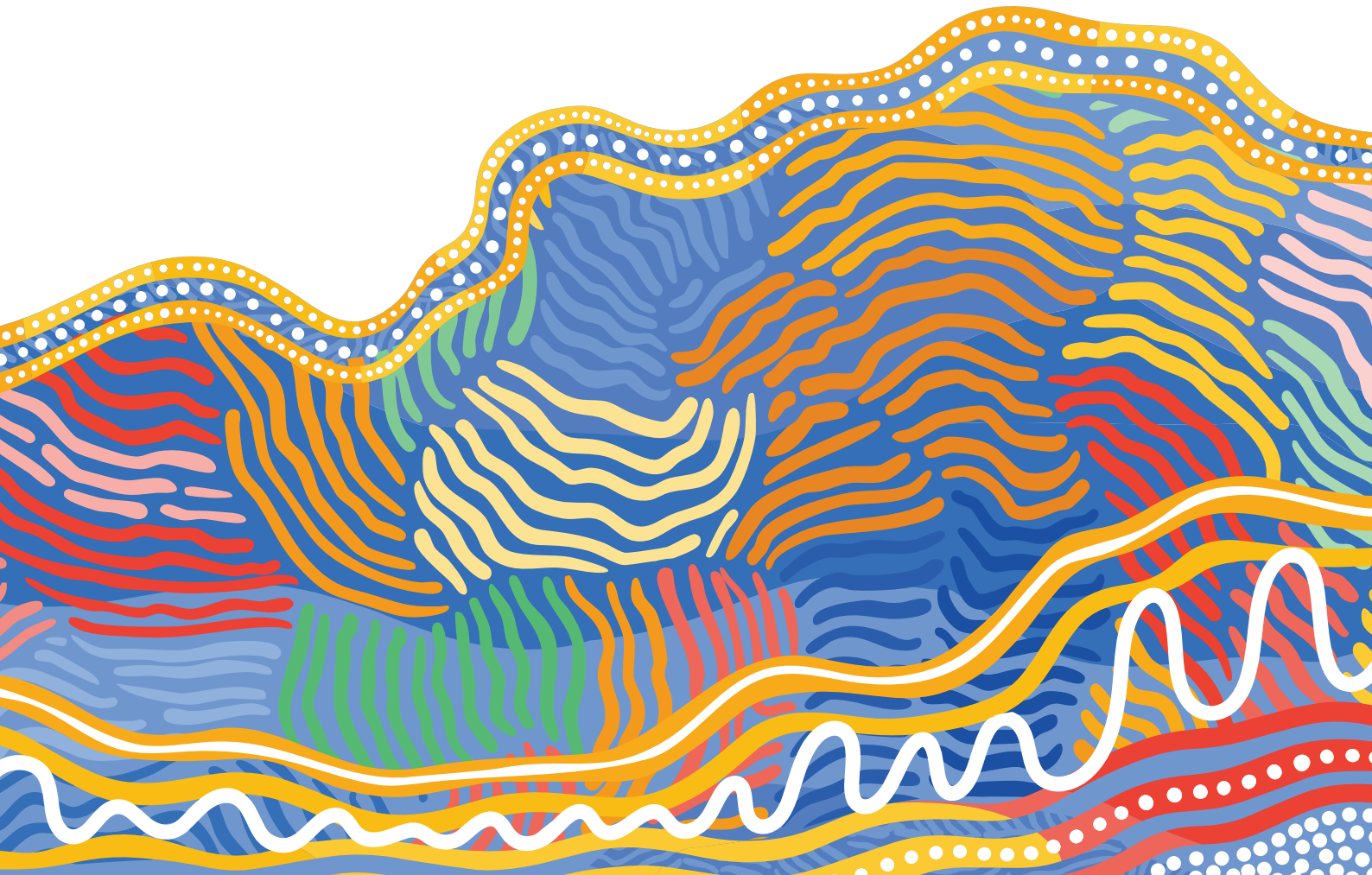
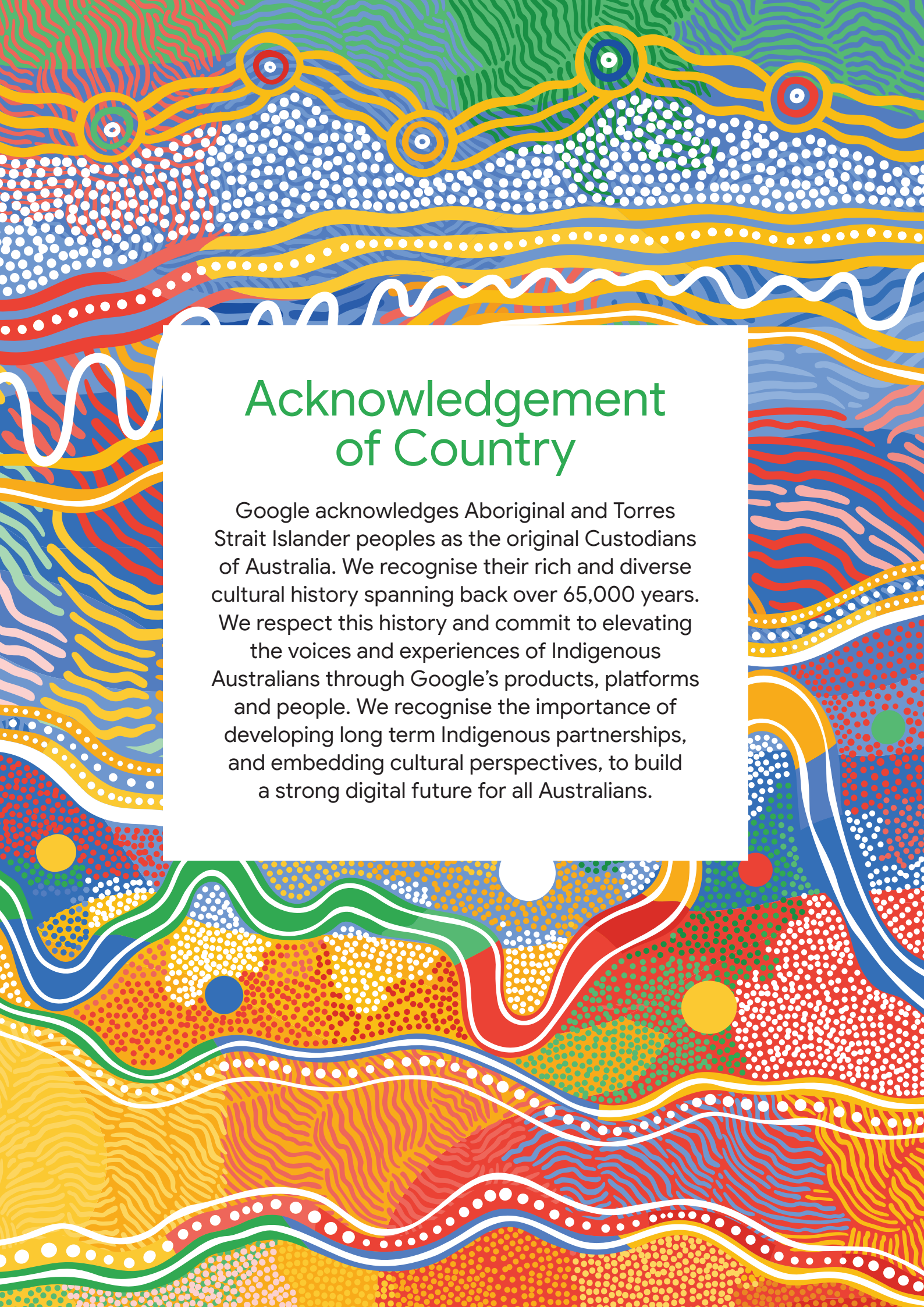
RECONCILIATION ACTION PLAN

STRETCH

Google Australia Reconciliation Action Plan

November 2026 – December 2029





Acknowledgement of Country

Google acknowledges Aboriginal and Torres Strait Islander peoples as the original Custodians of Australia. We recognise their rich and diverse cultural history spanning back over 65,000 years. We respect this history and commit to elevating the voices and experiences of Indigenous Australians through Google's products, platforms and people. We recognise the importance of developing long term Indigenous partnerships, and embedding cultural perspectives, to build a strong digital future for all Australians.

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Throughout this Reconciliation Action Plan, the terms *Aboriginal and Torres Strait Islander peoples, First Nations* and *Indigenous Australians* are used in reference to Australia's First Peoples.

Reconciliation Australia CEO Statement

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

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As the world's largest search engine, Google works to organise the world's information and make it universally accessible and useful. Here in Australia, that work uniquely positions Google to amplify the experiences and voices of Aboriginal and Torres Strait Islander peoples through both its workforce and platforms.

This Stretch RAP is built upon the considerable experience Google Australia garnered in previous RAPs where it focused on building career and education pathways through its Indigenous Connect and Student programs while helping increase awareness of First Nations histories and cultures by including Traditional Place names on Google Maps. Through both practical and symbolic efforts, Google Australia strategically leveraged its capacity and reach to plant the seeds for long term change.

With this work, Google Australia has built solid foundations upon which to expand its commitments in this RAP where it will ensure reconciliation is embedded directly into day-to-day business practices across Australia. In action, this means that Aboriginal and Torres Strait Islander perspectives will help shape products, operations, and strategic priorities through cultural capability initiatives, engaging more First Nations owned businesses and sustainable career pathways for Aboriginal and Torres Strait Islander talent.

By weaving First Nations culture and knowledge into every level of its business, Google Australia has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend Google Australia on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



A statement from our Managing Director & VP, Google Australia & New Zealand

When Google Australia opened its doors in 2002 with a single employee, we could only imagine how deeply our roots would grow into Australia's digital landscape. Today, with a local team of more than 2,200 Googlers across Warrang (Sydney), Naarm (Melbourne), Meeanjin / Magandjin (Brisbane), Tarntanya (Adelaide), Boorloo (Perth), and Ngambri & Ngunnawal Country (Canberra), our responsibility to the communities we serve has grown alongside our presence.

Launching our second Stretch Reconciliation Action Plan (2026–2029), and our fourth RAP overall, marks a deeply meaningful milestone in our ongoing journey. For Google Australia this RAP is not a static goal or a standalone corporate initiative; it is an operating principle that must be embedded in our organisational culture, guide how we build our products, foster partnerships, and support our Googlers.

Over the past three years, we have seen what is possible when we listen deeply and place First Nations self-determination at the heart of our work. Whether it was embedding Traditional Place Names on Google Maps across 10 Australian cities, amplifying First Nations storytellers through YouTube, or deploying Google AI to support retinal screening in remote communities, we have witnessed how technology can elevate First Nations perspectives and respect connection to Country.

Crucially, this Stretch RAP reflects a deliberate evolution in our governance. By grounding our commitments in First Nations guidance, such as partnering with the Garlett Group for Indigenous-led stakeholder engagement, consulting our internal Google Aboriginal and Indigenous Network (GAIN), and working alongside our External RAP Advisory Council — we are ensuring that our decisions are informed by lived experience, cultural safety, and genuine community accountability.

Looking ahead to 2029, as technology and AI rapidly reshape our world, our focus remains firmly on digital inclusion. Advanced technologies must be built safely, ethically, and inclusively alongside Aboriginal and Torres Strait Islander custodians, ensuring First Nations voices directly shape the digital future of Australia.

I could not be prouder of what we have achieved over the last 15 years — our RAP and these commitments always serve to bring people together, and delivering what we have outlined is important. That said, what makes me equally proud, is seeing the incredible halo effect our RAP has on our culture and our Googlers. I see it every day in personalised Acknowledgements of Country at our internal events, in the way Australian Googlers explain our RAP to Googlers visiting from overseas, and in the community that is formed whenever Googlers volunteer to support events. This directly impacts the way we approach our work — more respectfully, more aware, and more inclusive. This is the work often not seen in the formal RAP document, but it's work that makes me as a leader committed to ensuring our RAP is a living and breathing document.

I want to extend my sincere gratitude to the Traditional Owners who share their Country and wisdom with us, our GAIN members who guide our workplace culture, our External Advisory Council, and every Googler committed to making reconciliation part of their daily work.

We still have much to learn and further to go, but I am proud of the path we are walking together.

Melanie Silva
Managing Director & VP
Google Australia & New Zealand



About the Artist

Jessica Johnson is a Warumungu and Womboya artist, designer, and founder of Nungala Creative, a 100% Aboriginal-owned and operated creative communications agency. Inheriting her creative practice and political advocacy from her late father, Jessica works across digital media, textiles, and fashion, using her signature bright, bubblegum-style aesthetic to challenge injustice and celebrate Blak excellence and queer visibility.

Since creating the visual identity for Sydney WorldPride 2023, showcasing collections at Australian Fashion Week, and earning multiple National Indigenous Fashion Award nominations, her practice has continued to push contemporary First Nations design onto national and global stages. Having previously created the artwork for our first Stretch RAP in 2023, we couldn't wait to collaborate with Jessica again to bring something bold, dynamic, and refreshing to our next chapter.





Jessica Johnson, Warumungu and Womboya artist, designer and founder of Nungala Creative.

Our Business

Google Australia started with just one employee in 2002 and has grown to a vibrant local team of more than 2,200 across more than 40 diverse business functions. Our national footprint encompasses major office hubs in Sydney (Warrang) and Melbourne (Naarm), alongside a presence in other capital cities, allowing us to connect deeply with local communities across the country.

We are a site grounded in innovation; almost half of our local workforce consists of engineers and product specialists building and testing technologies that scale globally. This includes products like Google Maps, which began its journey right here in Sydney.

Google's mission is to organise the world's information and make it universally accessible and useful. In Australia, we bring this mission to life by applying AI responsibly, viewing it as a transformative technology that can deliver practical, beneficial results for everyone, including Aboriginal and Torres Strait Islander peoples. At the heart of our reconciliation effort is a commitment to amplify the experiences and voices of Indigenous Australians through our People, Platforms and Products. By embedding our Reconciliation Action Plan into our core standard business practices, we will actively drive systemic equity across our local and global user bases.

Google has been active in supporting Australia's cultural, economic and social development through a range of initiatives including:

- Google Career Certificates, which equip Australians with job-ready skills in high-growth fields like cybersecurity and data analytics to bridge the digital skills gap;
- The Digital Future Initiative, a $1 billion investment through which we are building local digital infrastructure, expanding research partnerships, and developing Australian AI solutions;
- The National Indigenous Music Awards (NIMAs) in 2025, through which we support and celebrate the rich diversity of First Nations musicians and songwriters across Australia;
- The Australian Network for Art and Technology (ANAT) partnership, through which Google Arts & Culture debuted a global digital archive showcasing over 100 multidisciplinary artworks by Australian science and technology artists;
- Supporting the Lions Eye Institute to trial and validate retinal screening tools (powered by Google AI) to detect diabetic retinopathy in remote and Indigenous communities in Western Australia.
- A partnership with The University of Western Australia to improve speech technology for Aboriginal and Torres Strait Islander people's voices;
- Advancing bushfire preparedness in Australia through support of AFAC, CSIRO and the Earth Fire Alliance with;
- The CSIRO Giant Kelp Project, through which we used AI to identify heat-tolerant kelp and restore endangered marine habitats in Tasmania.



National Indigenous Music Awards sponsored by YouTube

Photo Credit: Benjamin Warlngundu Ellis

Our Vision for Reconciliation

Our vision for reconciliation is a future where Aboriginal and Torres Strait Islander cultures, knowledge, and histories are embedded at the core of how we operate and do business in Australia. Through authentic partnerships and our platforms, we are committed to reducing cultural load, elevating Indigenous-led perspectives, and accelerating self-determination.

We aspire to bridge the digital divide, ensuring advanced technology and AI are developed safely and inclusively with Aboriginal and Torres Strait Islander custodians to build an equitable legacy where communities thrive through digital inclusion.

A key part of delivering on Google's mission to organise and make information universally accessible is to ensure that we give people a voice and place to belong, which this RAP helps to bring to life.



Google Street View Trekker in Kakadu National Park

Photo Credit: Sam Venn Photography

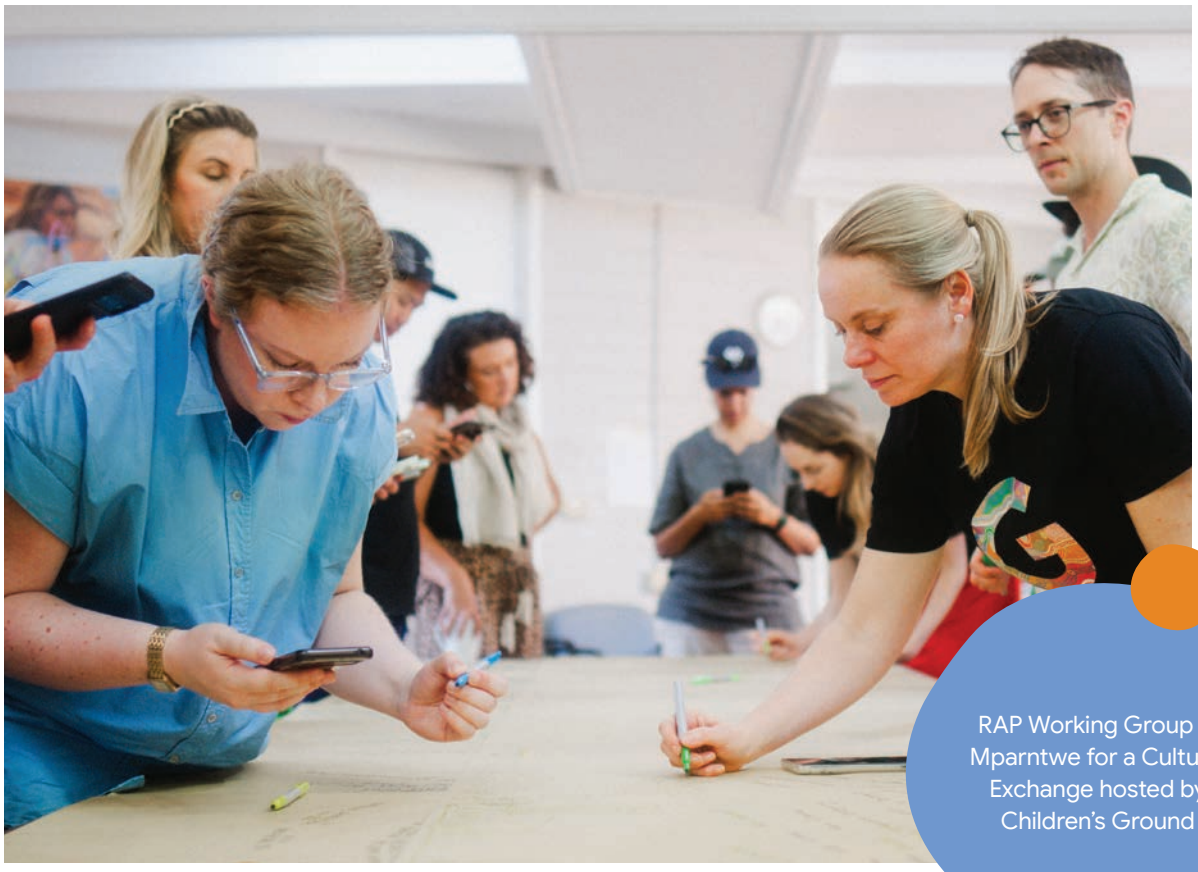
Our RAP

Our 2026 to 2029 Stretch RAP provides a framework for institutional accountability and cross functional buy-in. Structured around Indigenous perspective, our RAP network moves reconciliation from an isolated initiative into a standard operating principle across all product and commercial areas. By mapping our initiatives to the RAP framework, we ensure Google's local efforts actively contribute to national targets for First Nations equity and self-determination and the National Agreement on Closing the Gap.

Our approach to the RAP is an extension of how we aim to further deliver on Google's mission locally by ensuring our products are inclusive, accessible and empower all Australians. In building our products to serve the whole community, we must also work internally to grow a Google that is representative and inclusive of all Australians.

We have always believed there is a responsibility to support and encourage the recognition of Aboriginal and Torres Strait Islander history, traditions and cultures, and recognise that Google's products, services and people are uniquely placed to support this. The design, launch and delivery of our first Innovate RAP was a catalysing experience for Google's Australian employees. We found new opportunities to connect with Aboriginal and Torres Strait Islander organisations, and found innovative ways to use our products and services to amplify Aboriginal and Torres Strait Islander cultures and advocacy efforts.

The executive sponsor of our RAP is Google Australia and New Zealand Managing Director and VP, Melanie Silva, who works with Google Australia's cross-functional senior leadership team to champion a shared vision for reconciliation.



RAP Working Group in Mparntwe for a Cultural Exchange hosted by Children's Ground

Google Australia's Reconciliation Working Group ("RWG") is responsible for driving, implementing and managing the RAP. The RWG is open to all Google employees across Australia. The design and delivery of our commitments are championed by a dedicated governance model consisting of four core areas:

- **The RAP Core Team:** The Core Team ensures operational rigour, reporting transparency to Reconciliation Australia, and strategic alignment with senior leadership. The Core team, led by a Google Director, consists of operational roles such as a Program Manager, Chief of Staff, and Strategy Leads.
- **Pillar Leadership Network:** Googlers utilise internal 20% growth opportunities to manage specific portfolios across Relationships, Respect, and Opportunities. These leaders sit within major business lines (such as Engineering, Cloud, and Marketing) to directly coordinate local deliverables across the following pillars: Employee Engagement; Career Pathways; Supplier Inclusion and Marketing.
- **Functional Experts:** The RAP working group is supported by a team of functional experts across Policy, Communications, Legal and People Operations who contribute their expertise on key RAP matters.
- **The Executive Sponsors Council:** Composed of our most senior leaders from across the business, including Country Managing Director and VP, Mel Silva, who champion RAP outcomes at the executive level, review quarterly progress, and embed RAP deliverables directly into leadership OKRs.

Intentionally structured with Indigenous perspective at the centre, informing and advising on approach, our RWG is built around Google's Aboriginal and Indigenous Network ("GAIN") and Google's External RAP Advisory Council. To ensure our actions are culturally grounded, our internal structures are explicitly guided by two key advisory bodies:

- **GAIN:** Our internal First Nations Employee Resource Group (ERG). GAIN acts as a vital safe space, a cultural touchstone, and a key stakeholder group consulting on workplace policy, retention, and cultural safety. We are cognisant of the cultural load and ensure that this is an opt-in process for Indigenous employees who wish to contribute.
- **The External RAP Advisory Council:** A paid panel of prominent First Nations community and business leaders who have expertise in leadership, corporate and cultural governance, community engagement and Indigenous best practice. The Council meets quarterly to stress-test our strategies, provide independent appraisal of our progress, and hold Google accountable to the needs of the broader Indigenous community.



RAP Working Group during Children's Ground Cultural Exchange.

Our Journey

Following our first Innovate RAP in 2017, our reconciliation journey has reached a proud milestone as we transition to our second Stretch (2026–2029) and fourth RAP. Guided by a journey of continuous growth, our second Stretch RAP provides a structured path forward, increasingly centering First Nations perspectives and holding us accountable to measure impact by outcomes.

Embedding Reconciliation into Operations

Through our second Stretch RAP, reconciliation is embedded directly into our day-to-day business practices across Australia. We are ensuring Aboriginal and Torres Strait Islander perspectives shape our products, operations, and strategic priorities by:

- Scaling cultural capability across our teams.
- Integrating more Indigenous-owned businesses into our supply chain.
- Building sustainable career pathways for Indigenous talent.

Evolving Governance and First Nations Guidance

To anchor these commitments, we have intentionally evolved our governance structure to ensure First Nations guidance at every level of decision-making.

- Internal Strategy: Our Reconciliation Working Group structure places Google's Aboriginal and Indigenous Network (GAIN) and our External Advisory Council at the core of our strategy.
- Grounded Decisions: This framework ensures our decisions are firmly grounded in cultural knowledge, lived experience, and independent community oversight.

Prioritising Self-Determination and Partnerships

Externally, we prioritise Indigenous self-determination by aligning our partnerships and community engagements with clear, outcome-driven frameworks.

- Economic Independence: We actively collaborate with First Nations-led organisations and profit-for-purpose enterprises that support economic independence, intentionally seeking out breadth across the sectors in which they operate (e.g. from sporting to aged-care) for enhanced impact.
- Meaningful Engagement: We create opportunities for Googlers to engage in deep immersion and volunteering initiatives.
- Cultural Learning: Over the past RAP, we expanded cultural learning for Australian Googlers by embedding Acknowledgement protocols and offering diverse activities like immersive experiences, Indigenous speaker sessions, quizzes and family events.

Deepening Industry and Supplier Collaboration

We have continued to deepen our engagement with trusted partners to support reconciliation across our commercial operations and the wider tech sector.

- Supplier Integration: Our dedicated focus on engaging with Indigenous suppliers provides mutually beneficial outcomes and supports integration into our commercial operations.
- Industry Leadership: As a founding member of the Technology Reconciliation Industry Network Group, we have built mutually supportive peer relationships that enable learning and advance reconciliation in the Tech Sector.

Building on Procurement and Recruitment Commitments

Our past commitments continue to inform our path forward.

- Indigenous Procurement: In our previous RAP, we achieved a set benchmark of spend with Indigenous businesses. While this served as a deliberate starting point relative to our larger procurement spend, it established a strong foundation that we look forward to increasing.
- Refined Recruitment Practices: We have strengthened our ability to attract, hire, and understand the retention needs of Aboriginal and Torres Strait Islander talent. This included bespoke cultural competency training for our People Operations team, delivered by respected Indigenous educators, as well as ongoing partnerships with First Nations consultants to provide immersive learning and advisory services.

Empowering the Next Generation of Professionals

Our events and student programs continue to foster leadership and build networks.

Indigenous Connect: Over the past three years, Google Australia's annual Indigenous Connect event has brought together more than 100 First Nations professionals at all career stages to foster leadership, build networks and create career pathways.

- Immersive Student Programs: We have welcomed over 30 school and community groups of students and graduates from across Australia to Google offices for hands-on and workshop experiences.

Amplifying Voices Globally through our Sphere of Influence

Beyond our operations, we have leveraged the reach of our platforms to bring visibility to First Nations voices, histories and talent globally, bringing visibility to millions of people.

- Google Doodles: We celebrated the legacies of trailblazers like Maureen Watson, Arthur Beetson, and Doris Pilkington Garimara, while honoring milestones like Corroboree 2000. To ensure deep authenticity, we co-designed these narratives with families for appropriate permissions and collaboration, Traditional Owners, artists, and Indigenous-led consultants.
- Digital Ecosystem Partnerships: Strategic partnerships have enabled amplification of underrepresented voices through initiatives like YouTube's sponsorship of the National Indigenous Music Awards in 2025 and Google Arts & Culture (GAC) exhibits.
- Sharing Vital Histories: GAC Collaborations with the World Monuments Fund and the Yothu Yindi Foundation have shared vital histories, including those of the Kinchela Boys Home survivors and the Garma Festival.

While we celebrate our achievements, we acknowledge that this is a continuous journey. We remain committed to deepening our understanding, strengthening relationships, and driving meaningful change. We'll continue to build on our progress, ensuring that reconciliation remains at the heart of Google Australia's values and actions.



Case Study 1:

“Our Makeup” Intergenerational Creator Campaign

To fulfill our platform commitment to elevate First Nations storytellers, YouTube Australia partnered with the First Nations creative agency Going North, based in Larrakia Country, to produce “Our Makeup”. This three-part, beauty-focused digital series was hosted by Kaydee Kyle-Taylor and featured deep-dive conversations with First Nations women creatives, including actress Sherry-Lee Watson, model Cindy Rostron and pop star Becca Hatch. Filmed on the lands of the Wurundjeri people, the campaign explored the intersection of identity, makeup, culture, and connection to Country. The project successfully amplified Indigenous creative excellence to a mainstream audience on YouTube, generating millions of impressions.



Case Study 2:

Dual Place Naming Pilot – Traditional Place Names on Google Maps

To honour First Nations custodianship and make Indigenous histories visible, Google Australia partnered with leading First Nations agency 33Creative to launch a pilot featuring Traditional Place Names on Google Maps across 10 Australian cities. This project was initiated by an Australian based Googler and technical specialist as an additional project, matching skills with passion to elevate Indigenous perspectives in our products. 33Creative led an extensive collaborative consultation with Traditional Owners, Elders, and language experts to uphold cultural protocols and accurate representation. As a result, Traditional Place Names now appear in Google Maps placesheets and city descriptions, making First Nations connections to Country accessible to everyone.

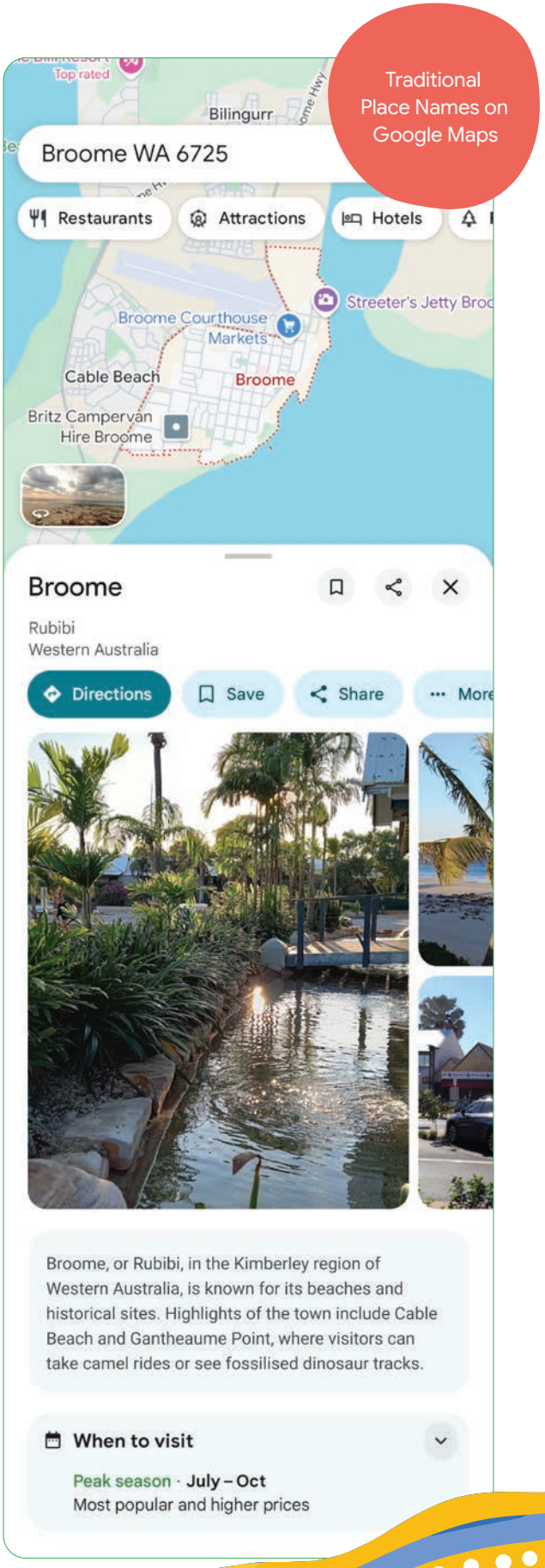
Case Study 3:

Self Determination in Strategy – Partnering with the Garlett Group

To shape our 2026–2029 Stretch RAP, Google Australia adopted an Indigenous-led consultation model by engaging the Garlett Group, a 100% Aboriginal-owned management consultancy. Partnering with an independent First Nations consultancy provided essential external expertise to ensure cultural safety, rigorously stress-test our strategies beyond internal assumptions, and reduce the cultural load on our internal GAIN network.

Led by Emma Garlett, a Nyungar-Nyiyaparli-Yamatji lawyer and academic, the team conducted culturally safe yarning sessions with over 30 key First Nations and external stakeholders across research, education, and creative industries, enabling communities to define best-practice allyship for Google.

The resulting independent Reconciliation Action Plan Engagement Report delivered critical recommendations to guide our future commitments and address complex technical domains.
This independent review has provided vital insights as we work to embed these recommendations across our products, platforms, and processes.



Commitments

Relationships

Deepening relationships built on trust and respect with Aboriginal and Torres Strait Islander peoples is fundamental to ensuring their stories and perspectives are authentically integrated into our platforms and products. Through open, meaningful collaboration, we aim to support reconciliation while creating technology that is genuinely accessible, useful and inclusive.

Focus area:

Our focus on Relationships aligns with Google's mission to make information universally accessible and useful, ensuring our platforms and products are inclusive of Aboriginal and Torres Strait Islander peoples. Through intentional engagement with GAIN and our External Advisory Council, we work to ensure cultural safety and inclusive practices, with breadth of perspective and partnership. Externally, we strive to leverage our platforms and partnerships to help share Indigenous stories and support digital inclusion.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement. Fund an independent engagement report run by a First Nations consultancy to inform our approach and meet quarterly with External Indigenous Advisors.	**Quarterly:** 2026, 2027, 2028, 2029	**Lead:** RAP Lead **Support:** RAP Core Team
	Review and update an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	September 2026	**Lead:** RAP Lead **Support:** RAP Core Team
	Establish and maintain at least three formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations such as 33Creative, Goodes O'Loughlin Foundation ("GO Foundation") and the NSW Indigenous Chamber of Commerce.	**Review:** June, December, 2026, 2027, 2028, 2029	**Lead:** RAP Lead **Support:** RAP Core Team





BlakStage: First Nations artist mentorship with Jessica Mauboy

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff via internal channels and amplify through executive communications.	27 May–3 June, 2027, 2028, 2029	**Lead:** RAP Engagement Pillar Lead
	RAP Working Group members to participate in three external NRW events.	27 May–3 June, 2027, 2028, 2029	**Lead:** RAP Engagement Pillar Lead **Support:** RAP Core Team
	Encourage and support staff and senior leaders to participate in three external events to recognise and celebrate NRW.	27 May–3 June, 2027, 2028, 2029	**Lead:** RAP Engagement Pillar Lead **Support:** RAP Core Team
	Organise four internal NRW events, including at least one organisation-wide NRW event, each year.	27 May–3 June, 2027, 2028, 2029	**Lead:** RAP Engagement Pillar Lead
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May–3 June, 2027, 2028, 2029	**Lead:** RAP Engagement Pillar Lead

Relationships

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage all Australia based employees to drive reconciliation outcomes within a program of events each year.	**Review:** March, June, September, December, 2027, 2028, 2029	**Lead**: RAP Engagement Pillar Lead
	Communicate our commitment to reconciliation publicly.	**Review:** June 2027, 2028, 2029	**Lead:** RAP Lead, Director of GAPP, Director of Comms **Support:** RAP Core Team, GAPP Functional Expert, Comms Functional Experts
	Positively influence our users and external stakeholders to drive reconciliation outcomes by embedding the voices and stories of Aboriginal and Torres Strait Islander peoples across a range of Google platforms, continuing to recognise Aboriginal and Torres Strait Islander talent, cultures and moments. Specifically: • Explore opportunities to respect and reflect traditional language and place names across our products and platforms. • Feature at least four Aboriginal and Torres Strait Islander artists, creators, culture or stories annually across Google channels (e.g., YouTube, Google Search, Google Australia social media accounts) or Google-hosted/ sponsored events. • Explore curated YouTube and/or Google TV playlists for National Reconciliation Week (NRW) and NAIDOC Week each year, featuring Aboriginal and Torres Strait Islander content and creators.	**Review:** June 2027, 2028, 2029	**Lead:** Google AUNZ CMM **Support:** RAP Product & Marketing Pillar Lead
	Attend a minimum of two RAP Leadership Gatherings hosted by Reconciliation Australia per year.	March, September 2027, 2028, 2029	**Lead:** RAP Lead **Support:** RAP Core Team

Action	Deliverable	Timeline	Responsibility
	Collaborate with at least three RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	**Review:** June 2027, 2028, 2029	**Lead:** RAP Lead **Support:** RAP Core Team
	Continue to support and strengthen a Reconciliation Industry Network Group to progress reconciliation among tech sector peers.	March, September 2027, 2028, 2029	**Lead:** RAP Lead **Support:** RAP Core Team
4. Promote positive race relations through anti-discrimination strategies.	Continuously improve HR policies and procedures concerned with anti-discrimination.	**Review:** June 2027, 2028, 2029	**Lead:** AUNZ Head of HR **Support:** Career Pillar Lead
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	**Review:** June 2027, 2028, 2029	**Lead:** AUNZ Head of HR **Support:** Career Pillar Lead
	Promote HR policies and procedures concerned with anti-discrimination.	**Review:** June 2027, 2028, 2029	**Lead:** AUNZ Head of HR **Support:** Career Pillar Lead
	Provide ongoing education to senior leaders and managers on the effects of racism.	**Review:** June 2027, 2028, 2029	**Lead:** RAP Engagement Pillar Lead **Support:** AUNZ Head of HR
	Maintain a process that enables senior leaders to discuss and raise issues they feel Google should be publicly supporting including anti discrimination stances.	**Review:** June 2027, 2028, 2029	**Lead:** AUNZ MD, AUNZ Head of HR, RAP Lead **Support:** GAPP Functional Expert, Comms Functional Expert

Respect

Everything we do at Google is built on respect; for our users, our opportunities, and each other. Educating our team about the rich cultures, histories, and rights of Aboriginal and Torres Strait Islander peoples allows us to use our technology to elevate that appreciation among our users, both locally and globally.

Focus area:

We align our Respect commitments to build an inclusive culture and embed First Nations perspectives across our people, products, and platforms. Internally, we build cultural capability and safety through formal learning for leaders, managers, new hires, and Australia-based employees, while observing cultural protocols through office plaques, Acknowledgements, and Welcome to Country ceremonies.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	**Review:** June 2027, 2028, 2029	**Lead:** RAP Googler Engagement Pillar Leader **Support:** AUNZ Head of HR
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	**Review:** June 2027, 2028, 2029	**Lead:** RAP Googler Engagement Pillar Leader **Support:** AUNZ Head of HR
	Implement and communicate a cultural learning strategy for our staff.	**Review:** March 2027, 2028, 2029	**Lead:** RAP Googler Engagement Pillar Lead **Support:** AUNZ Head of HR
	Commit all RAP Working Group members, People Operations managers, senior executive group and all new staff to undertake formal and structured cultural learning.	**Review:** March 2027, 2028, 2029	**Lead:** RAP Lead with Engagement Pillar Lead
	Online cultural learning and experiences available to 100% of all Australia-based staff. Completion is strongly encouraged. We analyse completion rates quarterly and provide regular updates to Reconciliation Australia.	**Review:** March 2027, 2028, 2029	**Lead:** RAP Googler Engagement Pillar Lead **Support:** AUNZ Head of HR

Action	Deliverable	Timeline	Responsibility
	Face to face (delivered in person or virtual) cultural learning available to 100% of Australia-based senior leaders, People Operations leaders, RWG members, and managers of Aboriginal and Torres Strait employees and interns. Attendance is strongly encouraged and aggregated and anonymised completion rates analysed quarterly with updates provided to Reconciliation Australia.	**Review:** March 2027, 2028, 2029	**Lead:** RAP Googler Engagement Pillar Lead **Support:** AUNZ Head of HR with Career Pillar Lead
	Build awareness of our commitment to reconciliation in new starter onboarding for our Australia based employees.	**Review:** March 2027, 2028, 2029	**Lead:** RAP Googler Engagement Pillar Lead **Support:** Career Pillar Lead, AUNZ Site Program Manager, AUNZ Head of HR
	Continue to increase the cultural capability of Google's employees to further support an accessible workplace for Aboriginal and Torres Strait Islander Peoples and build a culturally safe workplace for all employees through the implementation of strategic engagement activities such as: • Cultural immersive experiences. • Volunteer opportunities that directly support Aboriginal and Torres Strait Islander communities.	**Review:** March 2027, 2028, 2029	**Lead:** RAP Googler Engagement Pillar Lead **Support:** RAP Core



Respect

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	**Review:** March 2027, 2028, 2029	**Lead:** RAP Googler Engagement Pillar Lead **Support:** RAP Core
	Review and update cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	**Review:** March 2027, 2028, 2029	**Lead:** RAP Googler Engagement Pillar Lead **Support:** RAP Core
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at least twice a year at significant events such as Google Australia-wide forums, NRW and NAIDOC week.	**Review:** March 2027, 2028, 2029	**Lead:** RAP Googler Engagement Pillar Lead **Support:** RAP Core with Comms Functional Lead
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	**Review:** March 2027, 2028, 2029	**Lead:** RAP Googler Engagement Pillar Lead **Support:** RAP Core
	Staff and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events.	**Review:** March, 2027, 2028, 2029	**Lead:** Head of Comms, Google AUNZ CMM, AUNZ Head of HR, AUNZ MD
	Display and maintain Acknowledgment of Country plaques at the entry to our offices as well as in at least 25 meeting rooms and major common spaces.	**Review:** March, 2027, 2028, 2029	**Lead:** RAP Engagement Pillar Lead **Support:** Real Estate & Workplace Services Workplace Manager

Action	Deliverable	Timeline	Responsibility
7. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2027, 2028, 2029	**Lead:** RAP Lead **Support:** RAP Core Team, RAP Pillar Leads, RAP Functional Experts
	Ensure HR policies and procedures remain supportive of staff participating in NAIDOC Week.	**Review:** March, 2027, 2028, 2029	**Lead:** AUNZ Head of HR **Support:** RAP Core Team, Engagement Pillar Lead
	Support all staff to participate in NAIDOC Week events in their local area by sharing details of at least one external event and providing at least three internal NAIDOC events.	First week in July, 2027, 2028, 2029	**Lead:** RAP Engagement Pillar Lead
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year by sponsoring or hosting the event.	First week in July, 2027, 2028, 2029	**Lead:** RAP Engagement Pillar Lead



Googler, Davina Shearer at Indigenous Connect

Opportunities

Google acknowledges its unique capacity to foster meaningful opportunities for Aboriginal and Torres Strait Islander individuals and enterprises. Our primary objective is to integrate these opportunities within our core business functions while leveraging our educational expertise to build long-term capability. These commitments are essential for incorporating diverse perspectives into our Australian operations and ensuring our platforms, products, and AI innovations remain fully inclusive for every Australian.

Focus area:

We aim to embed meaningful economic and professional opportunities within our Australian business functions, leveraging our platforms and expertise to also support sustainable long-term capability. This commitment is brought to life by expanding Indigenous supplier engagement, refining our recruitment and retention strategies, and upskilling First Nations enterprises, digital storytellers through targeted training and providing mentorship opportunities for young people.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	June 2027, 2028, 2029	**Lead:** Career Pathways Pillar Lead **Support:** AUNZ Head of HR, Google Aboriginal & Indigenous Network (GAIN), AUNZ Recruitment Lead
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to better identify policy gaps ensuring findings directly inform retention strategies.	**Review:** June 2027, 2028, 2029	**Lead:** AUNZ Head of HR **Support:** Career Pillar Lead
	Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy, including hosting an “Indigenous Connect” event annually.	October 2027, 2028, 2029	**Lead:** Career Pathways Pillar Lead **Support:** AUNZ Head of HR, Google Aboriginal & Indigenous Network (GAIN), AUNZ Recruitment Lead
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders, leveraging a number of pathways including internal Aboriginal and Torres Strait Islander networks and a range of external partners and channels.	June 2027, 2028, 2029	**Lead:** Career Pathways Pillar Lead **Support:** AUNZ Head of HR, Google Aboriginal & Indigenous Network (GAIN), AUNZ Recruitment Lead

Action	Deliverable	Timeline	Responsibility
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review June 2027, 2028, 2029	**Lead:** Career Pathways Pillar Lead **Support:** AUNZ Head of HR, Google Aboriginal & Indigenous Network (GAIN), AUNZ Recruitment Lead
	Invest in career development of Aboriginal and Torres Strait Islander employees to management and senior levels via coaching, mentoring and sponsorship opportunities.	Review June 2027, 2028, 2029	**Lead:** Career Pathways Pillar Lead **Support:** AUNZ People Council, AUNZ Head of HR
	Strengthen our Indigenous employment and engagement strategies to increase Indigenous representation via a range of recruitment initiatives including: • Review initiatives and train AUNZ recruitment teams in best practice hiring protocols. • Share relevant mid-senior management vacancies with 100% Indigenous owned agency partners.	Review June 2027, 2028, 2029	**Lead:** Career Pathways Pillar Lead **Support:** AUNZ Head of HR, Google Aboriginal & Indigenous Network (GAIN), AUNZ Recruitment Lead
	Provide quarterly updates to Reconciliation Australia, outlining Google's progress in relation to Indigenous recruitment and professional development in Australia, highlighting development activities and initiatives.	March, June, September, December 2027, 2028, 2029	**Lead:** RAP Core Team **Support:** Career Pathways Pillar Lead

Opportunities

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander Supplier Inclusion to support improved economic and social outcomes.	Review and further develop an Aboriginal and Torres Strait Islander procurement strategy.	March 2027	**Lead:** Supplier Inclusion Pillar Lead **Support:** APAC Head of Regional Procurement
	Spend a minimum of $300,000 AUD annually with Aboriginal and Torres Strait Islander businesses.	**Review:** June 2027, 2028, 2029	**Lead:** Supplier Inclusion Pillar Lead **Support:** APAC Head of Regional Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	**Review:** June 2027, 2028, 2029	**Lead:** Supplier Inclusion Pillar Lead **Support:** APAC Head of Regional Procurement
	Maintain active corporate membership with recognised Indigenous Supplier Inclusion advocates (e.g. Supply Nation, Indigenous Chamber of Commerce or others) and participate at Indigenous business tradeshows annually.	June 2027, 2028, 2029	**Lead:** Supplier Inclusion Pillar Lead **Support:** APAC Head of Regional Procurement
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	March 2027, 2028, 2029	**Lead:** Supplier Inclusion Pillar Lead **Support:** APAC Head of Regional Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to Australia based staff.	March 2027, 2028, 2029	**Lead:** Supplier Inclusion Pillar Lead **Support:** APAC Head of Regional Procurement
	Maintain commercial relationships with at least five Aboriginal and/or Torres Strait Islander businesses across a range of sectors, including construction, marketing, facilities services and promotional items.	**Review:** June 2027, 2028, 2029	**Lead:** Supplier Inclusion Pillar Lead **Support:** APAC Head of Regional Procurement
10. Support Aboriginal and Torres Strait Islander Businesses and Creators.	Host a YouTube session annually for Aboriginal and Torres Strait Islander creators to increase awareness and skill set when using the YouTube platform.	June 2027, 2028, 2029	**Lead:** YouTube Partnerships Team **Support:** Marketing Pillar Lead

Action	Deliverable	Timeline	Responsibility
	Partner with First Nations-led organisations to distribute Google Career Certificate scholarships, providing Aboriginal and Torres Strait Islander business owners and their teams with enhanced access to flexible education and digital skills training.	June 2027, 2028, 2029	**Lead:** Education Pillar Leads **Support:** Marketing Lead
11. Support career pathways for Aboriginal and Torres Strait Islander Students.	Through our Indigenous partnerships, provide Aboriginal and Torres Strait Islander students the opportunity to regularly engage with Google and its Australian employees through the delivery of custom workshops, office visits and career sessions, on at least a quarterly basis.	March, June, September, December, 2027, 2028, 2029	**Lead:** RAP Education Pillar Lead
	Establish a co-designed annual 1:1 career mentorship program with the GO Foundation, pairing undergraduate scholars and graduates with Googler mentors.	June, December, 2027, 2028, 2029	**Lead:** RAP Education Pillar Lead **Support:** RAP Core Team

GO Foundation Partnership Initiatives





Governance

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	**Review:** June 2027, 2028, 2029	**Lead:** RAP Lead **Support:** RAP Core Team, RAP Exec Sponsors
	Review and update the Terms of Reference for our RWG.	March 2027	**Lead:** RAP Lead **Support:** RAP Core Team
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2026, 2027, 2028, 2029	**Lead:** RAP Lead **Support:** RAP Core Team, RAP Pillar Leads, RAP Functional Experts
13. Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	December 2026 and **review:** June 2027, 2028, 2029	**Lead:** RAP Lead **Support:** RAP Core Team, RAP Exec Sponsors
	Embed key RAP actions in the strategy and KPIs of Google Australia's People Council, a group of Directors representing each function.	December 2026, 2027, 2028	**Lead:** AUNZ Head of HR, RAP Lead **Support:** RAP Exec Sponsors
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	December 2026, 2027, 2028	**Lead:** RAP Lead **Support:** RAP Core Team, RAP Exec Sponsors
	Include our RAP as a standing agenda item at senior management meetings.	December 2026 and **review:** June 2027, 2028, 2029	**Lead:** RAP Lead **Support:** RAP Core Team, RAP Exec Sponsors
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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 annually	**Lead:** RAP Core
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	**Lead:** RAP Core

Action	Deliverable	Timeline	Responsibility
	Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation.	June, December 2027, 2028, 2029	**Lead:** RAP Core
	Report RAP progress to all staff annually, and senior leaders quarterly.	March, June, September, December 2027, 2028, 2029	**Lead:** RAP Lead **Support:** RAP Core, RAP Pillar Leads
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	September 2027, 2028	**Lead:** RAP Lead **Support:** RAP Core Team, RAP Exec Sponsors
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2029	**Lead:** RAP Lead **Support:** RAP Core, RAP Pillar Leads
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2029	**Lead:** RAP Lead



Artwork by Gomeroi, Weilwan, and Dharawal artist Aroha Groves, Google Melbourne.



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