



Reflect Reconciliation Action Plan

May 2026 to September 2027



The Guardian

Guardian Australia acknowledges the Traditional Owners and custodians of country throughout Australia and their connections to land, waters and community.

We pay our respect to elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Our editorial policy of truth-telling gives voice to social justice, acknowledges our shared history and values the cultures of First Nations people and their rich and positive contribution to our nation.



Managing director statement



Rebecca Costello,
managing director

Since launching in Australia in 2013, the Guardian has been a purpose-driven organisation, and our commitment to reconciliation is fundamental to that purpose.

Our award-winning Indigenous affairs journalism spotlights injustice and amplifies underrepresented voices, but our responsibility extends beyond what we publish to how we operate as an organisation.

In 2022 the Guardian established its first Reconciliation Action Plan. This plan is an extension of that work with a clear timeline for progression. It provides a framework to build cultural capability across our business, strengthen relationships with Aboriginal and Torres Strait Islander communities, and create a workplace where Indigenous colleagues feel supported, respected and able to thrive.

We recognise that meaningful change requires more than intent. It requires sustained effort, accountability and investment. Through this plan, we are committed to developing a workforce that reflects the Aboriginal and Torres Strait Islander community in Australia, developing clear pathways for progression across the business, and embedding cultural learning into everyday practice.

As a national publisher with significant reach and influence, we have an opportunity and a responsibility to lead by example. That includes how we show up in the market, how we work with partners and suppliers, and how we contribute to broader industry progress.

This is an ongoing journey. We are at an important point in building a more inclusive, accountable and culturally informed organisation, and we are committed to doing the work required to ensure our actions match our ambitions.



Editor statement



David Munk,
editor

At the Guardian, reconciliation is not a single project or a standalone priority. It is an ongoing responsibility that shapes our journalism, our organisation and our role in Australia. This commitment underpinned our 2022 plan and continues to guide us as we advance our goals in 2026.

The Guardian's mission is to serve the public interest through courageous independent journalism. That work requires persistence. We have a responsibility to our readers to reflect the full breadth of the Australian experience. That includes recognising Aboriginal and Torres Strait Islander people – their voices, experiences and ambitions – as central to the national story.

We continue to invest in important Indigenous affairs journalism, including landmark series on the frontier wars, intergenerational truth-telling, maternal health and infant removal. These projects reflect the responsibility we carry and the importance of supporting the work of our Aboriginal and Torres Strait Islander journalists.

Our Reconciliation Action Plan will inform our reporting and provide opportunities for all of our staff to deepen their understanding of Aboriginal and Torres Strait Islander people, culture and country.

Implementing the objectives in this plan will strengthen cultural understanding across the organisation so we can produce informed, respectful and authoritative reporting, and create a culturally safe workplace for all our colleagues.

This work continues, and we are committed to doing it better because telling the full story of our country matters.



A statement from CEO of Reconciliation Australia



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia congratulates Guardian Australia on continuing its reconciliation journey by formally endorsing Guardian Australia's second Reflect Reconciliation Action Plan (RAP).

Through this plan, Guardian Australia continues to play an important role in a network of more than 3,000 corporate, government and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with more than 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

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

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

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

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

Congratulations Guardian Australia on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.





Our Business

Since launching in Australia in 2013, the Guardian has delivered trusted journalism – giving a voice to the powerless and holding power to account. Guardian Australia is owned by Guardian News and Media (GNM). GNM is owned by Guardian Media Group, the publisher of the Guardian newspaper and the global website. The Scott Trust is the sole shareholder of Guardian Media Group. The purpose and privilege of the trust is to secure the financial and editorial independence of the Guardian in perpetuity.

Guardian Australia offers national news coverage and has four bureaux located in Sydney, Melbourne, Brisbane and Canberra. The Australian newsroom is also part of the Guardian's 24-hour global news operation, helping to cover breaking international stories in all parts of the world.

Guardian Australia now employs 175 members of staff, including casuals. Four of our current staff members identify as Aboriginal and/or Torres Strait Islander people.

Guardian Australia has a central office in Sydney, on land traditionally owned by the Gadigal people of the Eora nation. We also have offices in Melbourne, located on the banks of the Birrarung (Yarra River) on the unceded land of the Wurundjeri and Boon Wurrung peoples of the Kulin nation, and in Parliament House in Canberra, which is located on land traditionally owned by the Ngunnawal and Ngambri peoples. We also have staff who work from other Australian locations, namely: in Brisbane, located on the lands of the Turrbal people; South Australia, on land traditionally owned by the Kaurna peoples; Tasmania, on land traditionally owned by the Palawa and Pakana people; in Dja Dja Wurrung country; and in Toowoomba, on the traditional lands of the Jagera, Giabal, and Jarowair peoples.



Our RAP

We are a purpose-led organisation united by a mission to have the most positive impact on society, using clarity and imagination to build hope. In Australia, this means we take seriously our commitment to Aboriginal and Torres Strait Islander peoples. Through our journalism we collaborate to give First Nations peoples a voice and shine a light on issues that are otherwise underrepresented in Australian media, which can help our readers to drive positive change.

While proud of our journalistic efforts to date, our commitment to reconciliation goes further than giving a voice to the voiceless. As an organisation we want to provide an opportunity for all of our staff to develop and deepen their understanding of Aboriginal and Torres Strait Islander peoples, and discover how each employee at the Guardian can actively participate and contribute to the reconciliation process, not just the journalists who produce the content.

Guardian Australia's second Reconciliation Action Plan (RAP) provides a structured approach to support these aims and a framework to align our internal vision and values with a formalised, long-term, ongoing commitment to reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

In implementing a RAP, our objectives are to:

- Develop cultural competence by building organisational awareness of Aboriginal and Torres Strait Islander peoples' histories, cultures and achievements
- Actively promote the inclusion and celebrate the diversity of Aboriginal and Torres Strait Islander employees
- Build stronger, collaborative relationships with the traditional owners of the land on which we have built our business
- Celebrate significant events to promote awareness of Aboriginal and Torres Strait Islander heritage

Our RAP implementation will be supported through the newly formed RAP working group. Two Guardian Australia staff members who identify as Aboriginal and/or Torres Strait Islander people are members of this group. The activities of this group will be guided by the actions and deliverables outlined in the RAP. The current members of the RAP working group are:

- Sarah Collard - Indigenous affairs correspondent
- Douglas Smith - Indigenous affairs reporter
- Mike Hohnen - Central production coordinator
- Ima Caldwell - Reporter
- Nicola Harvey - Head of strategic initiatives
- Lauren Sheens - People & culture director
- Meg Bellemore - Senior commercial editor
- Esther Gomez - People & culture manager
- Miles Herbert - Senior producer
- Lisa Favazzo - Multimedia journalist
- Blake Sharp-Wiggins - Deputy picture editor

Our RAP champion is Lauren Sheens (People & culture director). The role of the RAP champion is to raise the profile of reconciliation as an organisational priority internally and externally, and to lead by example by actioning the commitments in the RAP.



Our partnerships and current activities

The Guardian in Australia has several existing partnerships with the Aboriginal and Torres Strait Islander communities. These relationships have enabled the Guardian to produce award-winning reporting on Indigenous affairs.

In 2025, with support from the Balnaves Foundation, the Guardian's Indigenous affairs reporting team produced special investigative projects, long-form cultural reporting and multimedia storytelling. The three-year philanthropic grant from the Balnaves Foundation supported the hiring of an Indigenous affairs reporter and a number of major journalistic projects, including:

- **The Descendants** – a significant investigation led by the former Indigenous affairs editor Lorena Allam, who is descended from the Gamilaraay and Yawalaraay nations of north-west NSW, with reporting from Sarah Collard, a Ballardong Noongar woman from Western Australia and the Guardian's Indigenous affairs correspondent, and Ella Archibald-Binge, a descendant of the Kamilaroi people from north-western NSW and an Indigenous affairs reporter for the Guardian. The Descendants was published in August 2025 after a lengthy investigation. It won a 2025 Walkley award and delivered landmark truth-telling journalism on the intergenerational legacy of historical frontier violence.
- **Speaking to country** – an exploration of the different approaches to Indigenous language revival across New South Wales, Tasmania and Western Australia. Through essays, features and visual storytelling, the series highlighted the role of language in strengthening identity, wellbeing and cultural continuity.

Other investigations revealed systemic failures that put Indigenous lives at risk, prompting political intervention and renewed calls for reform. And notable reporting focused on the impact of using First Nations people as a political football during the federal election campaign, the death in custody of another young man from Yuendumu, and one of the biggest unfinished reconciliation projects in Australia – repatriating Indigenous remains.

Alongside this editorial work, the Guardian has developed relationships with leading cultural institutions and First Nations-led initiatives across Australia. These cultural partnerships span major galleries, festivals and community organisations. Through these relationships, the Guardian is able to support and participate in initiatives including exhibitions, festivals, fellowships, performances and public programs that centre Indigenous voices, as well as staff-facing cultural experiences including guided tours, talks and storytelling sessions.

The Guardian is also a member of Supply Nation, a database of verified Indigenous businesses. Through this service we have established business relationships with the stationery provider [MURU](#) and [ARA](#) (Servcore) for electrical services in Sydney and Melbourne.



About the cover work art and the artist

Jeremy Worrall
Artist

I am a proud Ngarabal and Gomeroii man and my family is from Strathbogie station in Emmaville, NSW.

This piece is called "Wiimali (Fire to Light)".

This piece is dedicated to my friends and family that hold, share and embody truth in everything they do. To me truth is in everything, within life itself there is truth. The concept of what truth is, is not black and white it is a spectrum that all stems from the inherent truth that we all hold within ourselves as does the very land around us. This painting explores that concept. Truth can be harsh, it can be cleansing, it can take life and alter life, much like fire. Those who handle this fire are truth tellers. This act is one of the hardest undertakings we know, it is a constant practice of holding the fire, respecting, nurturing, feeding and dousing it and is seldom done without malice or selfish motives. Showing others this fire can be so taxing, so difficult that people often get burnt doing so but the importance always outweighs the risk.

The fire is always changing and growing, it's always there even when not lit, it can be seen in the sky and in the stars. Each star in the sky is a fire (a truth) and each truth tells a different story. We see these truths reflected at night back at us, its brilliance terrifying and awe inspiring it shows us how to be and over time it shows us what our truth is. The Hand represents the complexities of truth, the stories told and learnt have been burnt into the hand, these markings are made by the fire. The Land below the stars is our map to finding truth, those who carry the fire carry it across the land and sea, through the rivers and the desert. They find this truth in the stars and show it to their community, this truth is passed on. The cycle around the fire represents the passage of truth in its infinite cycle, how it travels but strives to remain the same. The importance of this practice is what has inspired this artwork. How can someone take what they see, what they feel, what they have been told and break that down, start that fire and yet still tell that truth? The answer lies within the work you do, the unbiased reporting that lacks any motivations other than objective truth. This is a rare trait and one that must be celebrated.

Without people like you we would not know the truth in the sky, we would not see it reflected in the land, the fire would die and so would our truth, it's everything.



Relationships

Action 1.

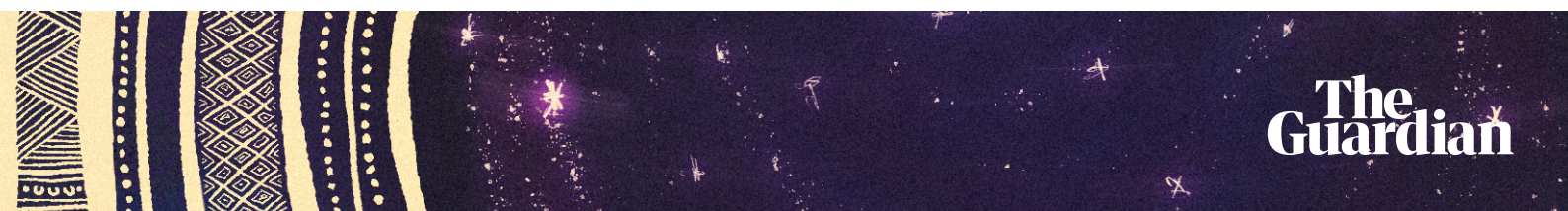
Establish and strengthen mutually beneficial relationships with Aboriginal and/or Torres Strait Islander stakeholders and organisations

Deliverable	Timeline	Responsibility
Develop a state-based list of Aboriginal and/or Torres Strait Islander peoples, communities and organisations located on the countries that we work on who we can approach to connect with on our reconciliation journey	June 2026	RAP working group
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	June 2026	RAP working group
Explore opportunities to hold yarning circles with local Aboriginal and/or Torres Strait Islander peoples to facilitate building partnerships in the communities in which we work	December 2026	RAP working group

Action 2.

Build relationships through celebrating National Reconciliation Week (NRW)

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff via internal communications and build awareness of its importance and significance	May 2026	Internal comms
Ensure our RAP working group members take part in an external event to celebrate NRW	27 May to 3 June 2026	RAP working group
Encourage and support staff and senior leaders to take part in at least one external event to recognise and celebrate NRW	27 May to 3 June 2026	RAP working group



Relationships

Action 3.

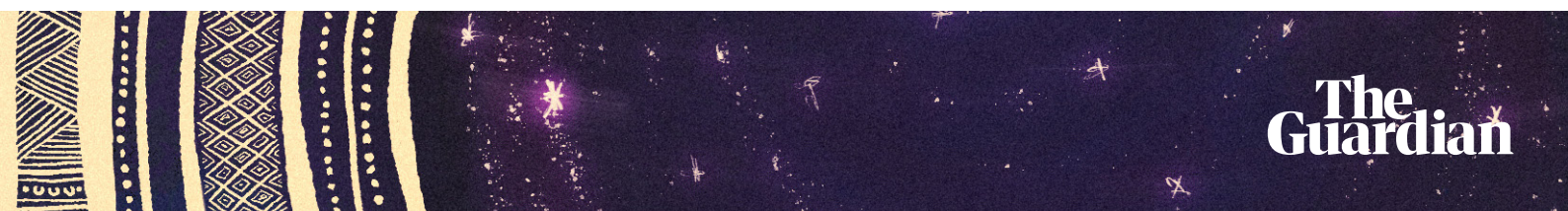
Promote reconciliation through our sphere of influence

Deliverable	Timeline	Responsibility
Publish our RAP on our internal employee site	When RA approved	People & culture director
Develop a communications plan to raise awareness and share our commitment to reconciliation to all staff (eg, presenting our RAP to all staff, updating staff on RAP progress and activities on a regular basis via internal communication channels)	May 2026	Internal comms
Identify external stakeholders who our organisation can engage with on our reconciliation journey	July 2026	RAP working group
Identify likeminded organisations that we could approach to collaborate with on our reconciliation journey	July 2026	RAP working group
Share our RAP document with new starters as part of their induction	Ongoing	People & culture team

Action 4.

Promote positive race relations through anti-discrimination strategies

Deliverable	Timeline	Responsibility
Research best practice and policies in areas of race relations and anti-discrimination	July 2026	People & culture team
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs	July 2026	People & culture team



Respect

Action 1.

Increase understanding, value and recognition of Aboriginal and/or Torres Strait Islander cultures, histories, knowledge and rights through cultural learning

Deliverable	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation	May 2026	People & culture team
Research cultural competence training for all staff as part of the onboarding process to increase awareness of Aboriginal and/or Torres Strait Islander cultures, histories and knowledge and rights within our organisation	May 2026	People & culture team
Develop (and continuously review) an information guide detailing culturally safe practices and share with staff as part of our ongoing communication plan. The guide is to be housed on our internal employee site	June 2026	RAP working group
Develop a business case for increasing understanding, value and recognition of Aboriginal and/or Torres Strait Islander cultures, histories, knowledge and rights within our organisation	July 2026	RAP working group

Respect

Action 2.

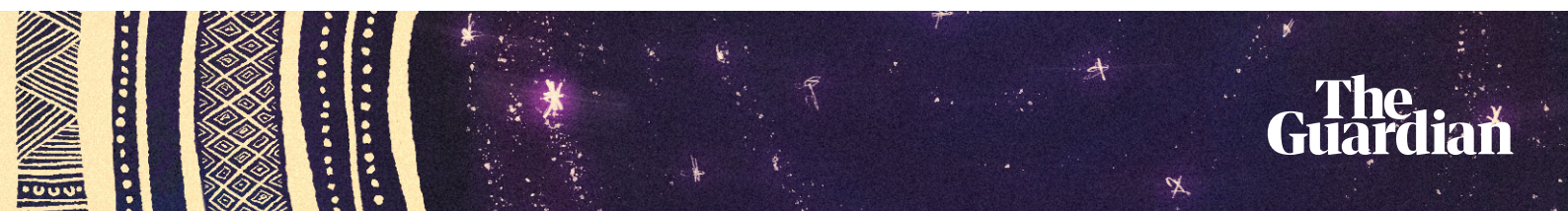
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

Deliverable	Timeline	Responsibility
Add an acknowledgement of country and recognition of traditional custodians of the lands upon which we work and live to our external website	May 2026	Comms
Develop an understanding of the local traditional owners or custodians of the lands and waters within our organisation's operational area and share knowledge with staff via internal communication channels	June 2026	Comms
Explore renaming outstanding Sydney and Melbourne meeting rooms using names, places or language of significance to Aboriginal and/ or Torres Strait Islander peoples, in consultation with local traditional custodians	June 2026	RAP working group
Increase staff understanding of the purpose and significance behind cultural protocols, including acknowledgement of country and welcome to country protocols	October 2026	Comms

Action 3.

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating Naidoc Week

Deliverable	Timeline	Responsibility
Raise awareness and share information among our staff about the meaning of Naidoc Week	July 2026	Comms
Introduce our staff to Naidoc Week by promoting external events in our local area	July 2026	Comms
RAP working group to research, plan and take part in an external Naidoc Week event	July 2026	RAP working group





Opportunities

Action 1.

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

Deliverable	Timeline	Responsibility
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	May 2026	People & culture team
Identify funding opportunities to hire more Aboriginal and/or Torres Strait Islander staff into specific roles	June 2026	People & culture team
Apply metrics to improve Aboriginal and/or Torres Strait Islander recruitment	June 2026	RAP working group
Scope opportunities to speak to young Aboriginal and/or Torres Strait Islander students about careers in journalism (eg, at jobs fairs and by giving talks in schools)	June 2026	RAP working group
Explore opportunities to offer internships to Aboriginal and/or Torres Strait Islander students in the commercial and operations team	June 2026	CommOps SLT
Partner with Aboriginal and/or Torres Strait Islander recruitment agencies, particularly when recruiting for senior positions	June 2026	People & culture team

Opportunities

Action 2.

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

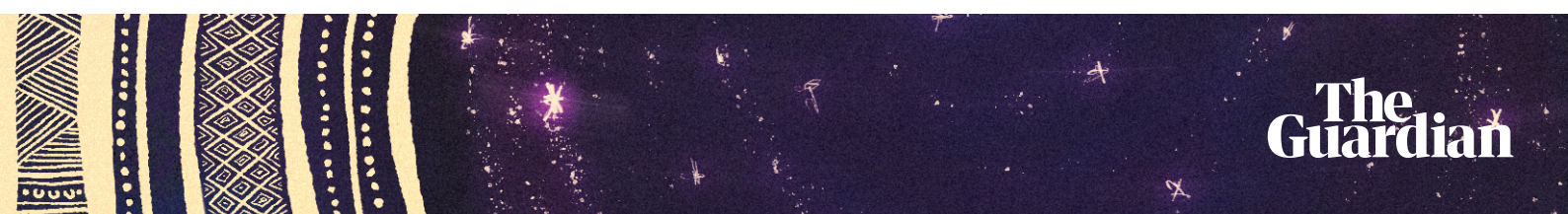
Deliverable	Timeline	Responsibility
Develop a business case for procurement from Aboriginal and/or Torres Strait Islander-owned businesses	July 2026	RAP working group
Maintain Supply Nation membership	June 2026	People & culture / Building management

Governance

Action 1.

Establish and maintain an effective RAP working group (RWG) to drive governance of the RAP

Deliverable	Timeline	Responsibility
Draft terms of reference for the RWG	July 2026	RAP working group
Maintain Aboriginal and/or Torres Strait Islander representation on the RWG	July 2026	RAP working group
Maintain RWG to govern RAP implementation	December 2026	RAP working group



Governance

Action 2.

Provide appropriate support for effective implementation of RAP commitments

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation	May 2026	People & culture director
Engage senior leaders in the delivery of RAP commitments	May 2026	People & culture director
Define appropriate systems and capability to track, measure and report on RAP commitments	May 2026	People & culture director

Action 3.

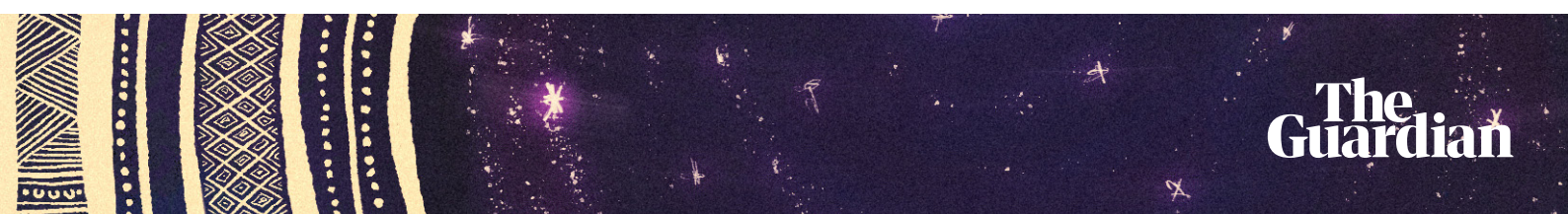
Build accountability and transparency through reporting RAP achievements, challenges and learnings internally and externally

Deliverable	Timeline	Responsibility
Complete and submit the annual RAP impact measurement questionnaire to Reconciliation Australia	September 2026	People & culture director

Action 4.

Continue our reconciliation journey by developing our next RAP

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP	December 2026	People & culture director



For public enquiries about our RAP please contact

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