

**From:** s47F (GRACosway)  
**To:** Makin, Mike; s22(1)(a)(ii); s22(1)(a) @s47G(1)(a) .gov.au; s22(1)(a) @s47G(1)(a) .gov.au; s47F s47F s47F s22(1)(a)(ii) s47G(1)(a) .gov.au; s22(1)(a) @s47G(1)(a) .gov.au  
**Cc:** s22(1)(a); s47F (GRACosway); s47F (GRACosway)  
**Subject:** Re: Initial briefing by Waymo for s47G(1) State Government officials [SEC=OFFICIAL]  
**Date:** Tuesday, 4 November 2025 4:25:30 PM  
**Attachments:** Outlook-A blue tex.png  
 251105 - Waymo Meeting Agenda.pdf

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Good afternoon, all

Please see attached agenda ahead of the briefing with Waymo in the morning. Thank you for the opportunity to meet and please don't hesitate to reach out directly on the details below.

I confirm that Waymo is listed on the Federal, s47G(1)(a) Lobbyist Registers as a client of our firm.

Warm regards

s47F

s47F

s47F



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**From:** Makin, Mike

**Sent:** Thursday, October 30, 2025 6:13 AM

**To:** Makin, Mike <mike.makin@infrastructure.gov.au>; s22(1)(a)(ii) <s22(1)(a)(ii)@infrastructure.gov.au>; s22(1)(a)(ii) @s47G(1)(a) .gov.au <s22(1)(a)(ii)@s47G(1)(a).gov.au>; s22(1)(a)(ii) @s47G(1)(a) .gov.au <s22(1)(a)(ii)@s47G(1)(a).gov.au>; s47F <s47F@waymo.com>; s47F <s47F@google.com>; s47F <s47F@waymo.com>; s22(1)(a)(ii) @s47G(1)(a) .gov.au <s22(1)(a)(ii)@s47G(1)(a).gov.au>; s22(1)(a)(ii) @s47G(1)(a) .gov.au <s22(1)(a)(ii)@s47G(1)(a).gov.au>; s47F (GRACosway) <s47F@gracosway.com.au>

**Cc:** s22(1)(a)(ii) <s22(1)(a)(ii)@infrastructure.gov.au>

**Subject:** Initial briefing by Waymo for s47G(1)(a) State Government officials [SEC=OFFICIAL]

**When:** Wednesday, November 5, 2025 7:00 AM-8:00 AM.

**Where:** Microsoft Teams Meeting

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### When

Tuesday Nov 4, 2025 · 3pm – 4pm (Eastern Time - New York)

### Location

Microsoft Teams Meeting

[View map](#)

### Guests

Makin, Mike - organizer

s47F - creator

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**MEETING AGENDA – WAYMO BRIEFING FOR FEDERAL AND SENIOR GOVERNMENT REPRESENTATIVES**

**5 NOVEMBER 2025**  
**7-8am AEST**  
[Microsoft Teams](#)

**Key contacts**

s22(1)(a)(ii) – a/g Director • Automated Vehicle Regulation, Transport Partnerships and Emerging Technology, Federal Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

+61 2 6136 s22(1)(a)(ii) • s22(1)(a)(ii) @infrastructure.gov.au

s47F – s47F  
 s47F

**AGENDA**

Time	Item	Lead
7.00am AEST	Welcome and introductions	Mike Makin, all
7.10am	Current landscape of Federal Government	Mike Makin, Assistant Secretary, Transport Partnerships and Emerging Technology, Surface Transport Emissions and Policy Division, Federal Government
7.20am	Current landscape of s47G(1)(a) Government	s47G(1)(a) Government
7.30am	s47G(1)(a)	s47F
7.45am	Discussion and next steps	All
8.00am	Meeting close	Mike Makin, s47F

**ATTENDEES**

Name	Title	Organisation
s47F	s47F	Waymo
s47F	s47F	Waymo
s47F	s47F	Waymo
s47F	s47F	Waymo
Mike Makin	Assistant Secretary, Transport Partnerships and Emerging Technology, Surface Transport Emissions and Policy Division	Federal Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
s22(1)(a)(ii)	Engineer – Standards Development & International	Federal Department of Infrastructure, Transport, Regional Development,

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		Communications, Sport and the Arts
s22(1)(a)(ii)	a/g Director, Automated Vehicle Regulation, Transport Partnerships and Emerging Technology	Federal Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
s22(1)(a)(ii)	A/g Executive Director Road Safety	s47G(1)(a)
s22(1)(a)(ii)	General Counsel	s47G(1)(a)
s22(1)(a)(ii)	Executive Director Intergovernmental Relations	s47G(1)(a)
s22(1)(a)(ii)	Executive Director Integrated Strategy	s47G(1)(a)
s47F	s47F	GRACosway (note that Waymo is listed on the Federal, s47G(1)(a) lobbyist registers as a client of our firm)
s47F	s47F	GRACosway

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**From:** s47F  
**To:** s47F (GRACosway)  
**Cc:** Makin, Mike; s22(1)(a)(ii); s22(1)(a) @s47G(1)(a) .gov.au; s22(1)(a) @s47G(1)(a) .gov.au; s47F; s47F; s22(1)(a)(ii) @s47G(1)(a) .gov.au; s22(1)(a) @s47G(1)(a) .gov.au; s22(1)(a); s47F (GRACosway); s47F (GRACosway)  
**Subject:** Re: Initial briefing by Waymo for s47G(1) State Government officials [SEC=OFFICIAL]  
**Date:** Wednesday, 5 November 2025 10:45:27 AM  
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Waymo - 2024 CA Economic Impact Report.pdf

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Thank you all for making the time to meet with us today. I'm sharing a few materials from our slide deck for your reference:

- s47G(1)(a)
- [Video of Waymo ride with Executive Director of UK Road Safety Foundation](#)
- [Examples of Waymo collision avoidance during fully autonomous operation.](#)
- Example overview of initial testing ([waymo.com/london](http://waymo.com/london))
- Benefits discussed
  - Waymo U.S. safety improvement data ([waymo.com/safety](http://waymo.com/safety))
  - Waymo EV fleet and greenhouse gas reduction data ([waymo.com/sustainability](http://waymo.com/sustainability))
  - Waymo accessibility features (<https://support.google.com/waymo/answer/9566824?hl=en>)
- Economic impact: I've attached a copy of our most recent Waymo economic impact report for your visibility, which highlights job and economic output generation.

s47G(1)(a)

Please let us know if you have any additional questions. We are happy to schedule future follow-ups, ideally aligning Tokyo and Australia time zones better.

Best,  
s47F

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On Tue, Nov 4, 2025 at 12:25 AM s47F (GRACosway) <s47F> wrote:

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**When**

Tuesday Nov 4, 2025 · 3pm – 4pm (Eastern Time - New York)

**Location**

Microsoft Teams Meeting

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**Guests**

Makin, Mike - organizer

s47F - creator

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s47F  
[Redacted text]

[www.waymo.com/safety](http://www.waymo.com/safety)

Please click this [link](#) to schedule a call with me

s47F  
[Redacted text]



# Waymo's Economic Impact

San Francisco, San Mateo County,  
and Los Angeles County 2024



WAYMO



Released under the FOIA 982 by the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

# Contents

Our Impact

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About the analysis

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Part 1: Economic impact in CA markets

Economic impacts in San Francisco

Economic impacts of expanded operations

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Part 2: Additional economic & community benefits

Advancing the Bay Area AV industry

Household savings

Community benefits

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# Our Impact—


At Waymo, we are at the forefront of transforming transportation through our commitment to safety, innovation, and accessibility. But our fleet of autonomous vehicles isn't just changing how people travel; it's also generating significant economic benefit for the cities where we operate.

Waymo's ride-hailing service boosts local economies by creating and supporting jobs, investing in infrastructure (depots, offices, and charging stations), and activating local automotive, manufacturing, hospitality, and retail supply chains, as well as supporting services. Our zero-emissions ride hailing service provides riders with safe and sustainable trips to jobs, local businesses, tourist destinations, and other key locations.




Our first-ever Economic Impact Report, conducted by the global transportation consulting firm AECOM, shows that Waymo is a powerful economic engine for the cities where we operate. The analysis, which calculated the direct, indirect, and induced impacts of Waymo's presence, highlights the substantial economic and community value Waymo brings to San Francisco, San Mateo County, and Los Angeles County.


The analysis demonstrates how Waymo is:

- 
-  Supporting and creating jobs and activating local supply chains, resulting in significant economic output and earnings that are reinvested in the local economy.

---

  -  Catalyzing the growth of the autonomous vehicle industry.

---

  -  Enabling household savings by providing a cost-effective alternative to car ownership.

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## About the analysis

AECOM, a global consulting firm specializing in transportation innovation and economic development, conducted an independent economic impact assessment to understand the economic benefits of Waymo's operations in San Francisco, San Mateo County, and Los Angeles County. Utilizing data provided by Waymo, this assessment considered Waymo's current presence in these cities as well as an illustrative mature deployment scenario. AECOM also conducted an analysis of Waymo's broader economic and community benefits.



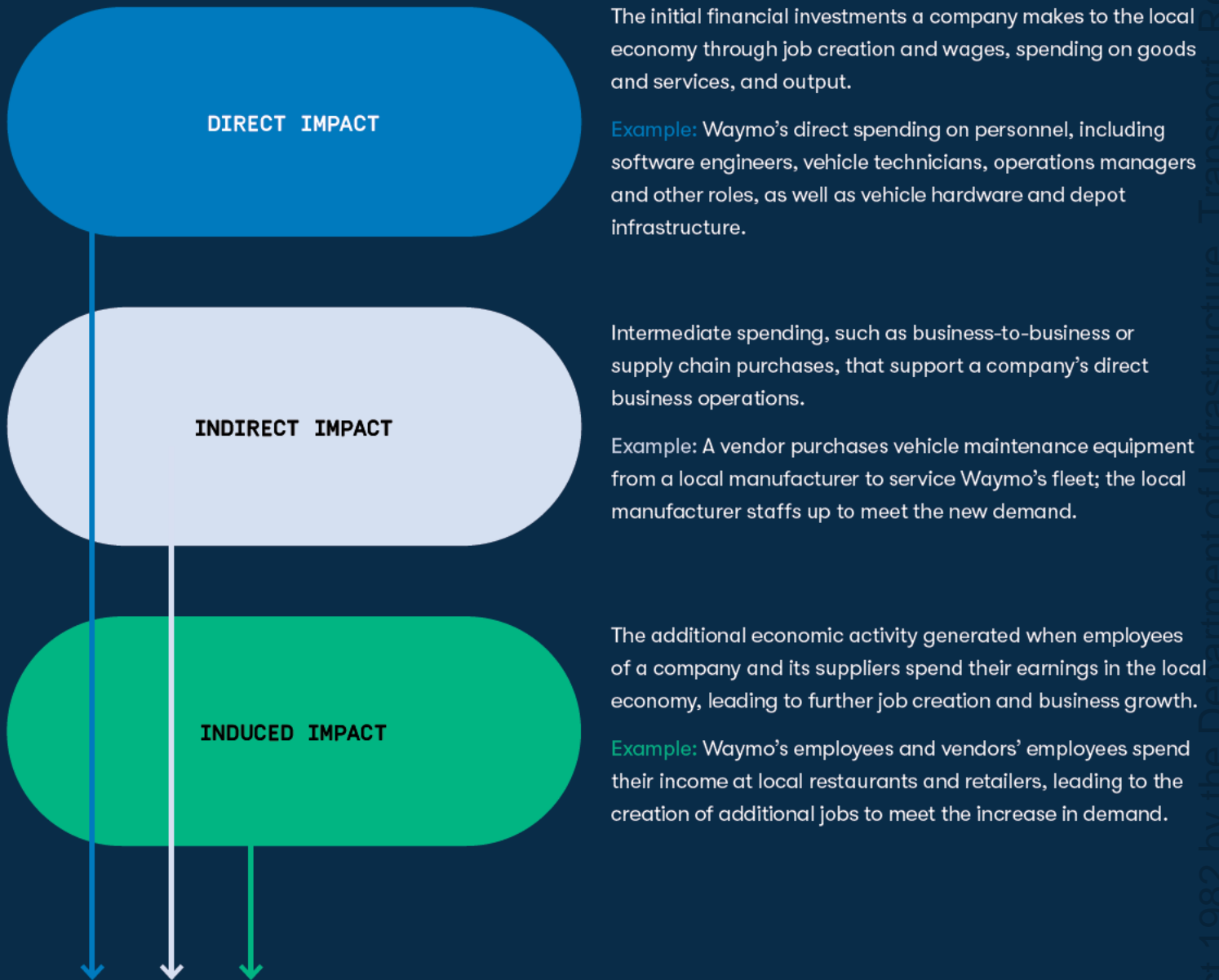
## The Economic Impact Assessment traced spending flows through the economy across three levels: direct, indirect, and induced impacts.

Direct impacts stem from Waymo's immediate investments to support its service. This direct spending initiates a ripple effect, generating indirect impacts as businesses purchase supplies and services to meet increased demand. Induced impacts occur as the wages earned from this activity are spent within the city, further amplifying the overall economic benefits of Waymo's operations. Collectively, these direct, indirect, and induced impacts represent Waymo's total economic contribution.

In addition to economic benefits, Waymo's operations generate tax revenue at the state and local level, including business, property, personal income, and sales taxes. However, the primary objective of this report is to quantify Waymo's economic impact.



# Economic Impact Defined



The three levels of impact (direct, indirect and induced) are quantified through three key metrics:

## **JOBS**

The number of jobs created and supported by Waymo's operations.

## **INCOME**

The yearly income accrued to workers from employment support by Waymo's operations, including wages/salaries and benefits.

## **OUTPUT**

Total value of goods and services provided across supply chains and the local/regional economy as a result of Waymo's operations.

## Part 1

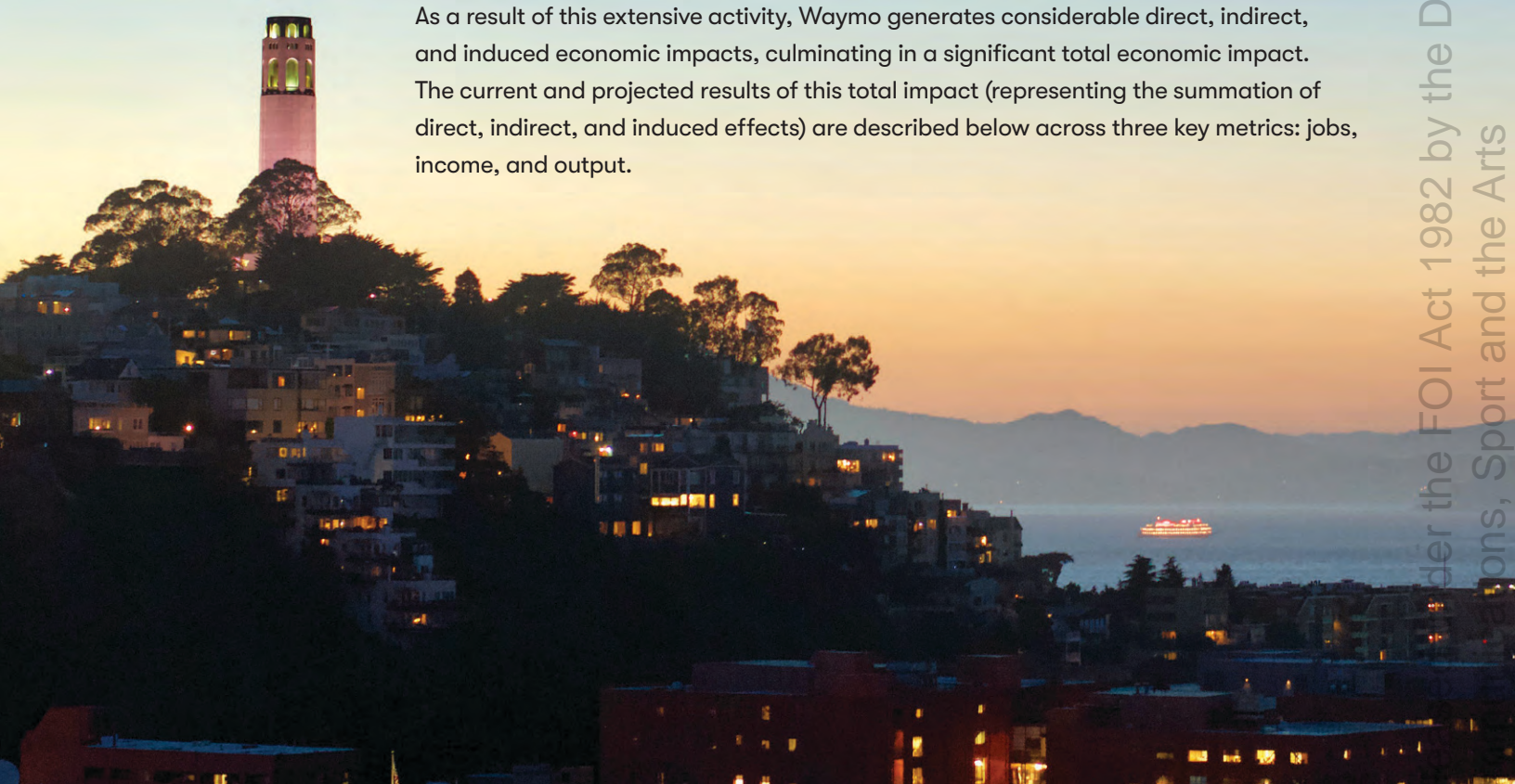
# Economic Impact in CA Markets—

## Economic impacts of Waymo's operations in San Francisco

Waymo's operations, which support tens of thousands of paid trips every week, and millions every year, have become a significant economic force in San Francisco. Waymo's direct investments to support these operations, which includes office space, depots, a large fleet of zero-emissions autonomous vehicles, and a robust network of local professionals, generate substantial economic impacts.

These direct investments fuel significant indirect economic benefits by influencing the job market, increasing demand for local businesses, and driving the economy associated with Waymo's AV ecosystem, the network of suppliers and contractors activated by Waymo's presence. The resulting income generated by Waymo employees and these supporting businesses contributes to broader induced economic activity as individuals spend their earnings within the San Francisco economy.

As a result of this extensive activity, Waymo generates considerable direct, indirect, and induced economic impacts, culminating in a significant total economic impact. The current and projected results of this total impact (representing the summation of direct, indirect, and induced effects) are described below across three key metrics: jobs, income, and output.



# Waymo's 2024 Economic Impact in San Francisco:



Waymo's operations support a diverse range of jobs. These include local mechanics, vehicle technicians, and support staff such as facilities managers, security, vehicle operators, and operations coordinators. These staff members manage the depots, charging stations, and other infrastructure required for Waymo's ride-hailing services.

Waymo job opportunities are made visible to local communities through a multi-pronged approach, including partnerships with a third-party service that amplifies our job postings through a network of community-based organizations, including SF's [First Source Hire](#) program and [Mission Hiring Hall](#).

**2,100+** jobs created/  
supported across  
various industries

**\$230M** in annual employment  
income generated

**\$290M** in annual economic  
output



# Economic impacts of expanded operations



Waymo is actively expanding and growing our service in San Francisco, San Mateo County, and Los Angeles County. This analysis explores the potential economic impact of Waymo's ongoing growth through a purely illustrative "Mature AV Deployment" scenario. This scenario considers a future state where Waymo operates at a considerable scale and was developed by examining existing transportation trends, Waymo's projections, and current Transportation Network Company (TNC) activity in the region. The resulting conservative assessment illustrates the potential economic impacts of Waymo at a larger scale than our current operations.





**SAN FRANCISCO**

Waymo is currently approved to operate and offers ride-hailing services throughout the majority of San Francisco County. As Waymo’s current operational footprint scales to the market opportunity, it has the potential to yield even greater economic impact than it is already having in the city. In a Mature AV Deployment scenario, Waymo’s footprint could support up to:

**4,000 jobs**

**\$309 million** in annual employment-related income

**\$478 million** in county-wide output



**SAN MATEO COUNTY**

At the time of the analysis, Waymo’s operations in San Mateo County were nascent. Waymo began providing commercial service in San Mateo County in March 2024. In a Mature AV Deployment scenario, for Waymo’s March 2024 San Mateo County CPUC-approved operational design domain (ODD), Waymo’s San Mateo County footprint could support up to:

**680 jobs**

**\$61 million** in annual employment-related income

**\$136 million** in county-wide output



**LOS ANGELES COUNTY**

Waymo has been providing commercial service in Los Angeles since March 2024. The analysis considered the economic impact of current operations as well as future projections for Waymo’s March 2024 Los Angeles CPUC-approved ODD. In a Mature AV Deployment scenario, Waymo’s Los Angeles footprint could support up to:

**6,910 jobs**

**\$653 million** in annual employment-related income

**\$1.6 billion** in county-wide output

Current and CPUC approved service areas (as March 2024)

● Current service area    ● CPUC approved service area



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## Part 2

# Additional economic & community benefits—

Waymo's economic impact extends far beyond the conventional metrics of job creation, income, and output considered in an economic impact assessment. Waymo also generates additional economic benefits by stimulating industry expansion, enabling household savings by offering a cost-effective alternative to car ownership, and more.





# Advancing the Bay Area AV industry

Waymo's Bay Area presence generates additional benefits associated with AV industry cluster growth. An industry cluster is when many related businesses – like suppliers, service companies, and research groups – are located close together. They compete and work with each other, creating a helpful environment that pushes the industry forward. Importantly, these clusters also lead to increases in employee productivity due to network effects, knowledge spillovers, and the efficient exchange of resources. Having lots of talented people and specialized services nearby allows for faster innovation and problem-solving, which improves overall productivity. Supporting high-quality, high-wage jobs in a region generates further economic growth as those workers live and spend locally.

San Francisco and San José are leading metros for AV industry employment concentration, meaning they are well-positioned to benefit even more from the growth of the AV industry.

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To understand just how much the growing AV industry could boost the Bay Area's economy, AECOM conducted an industry cluster analysis looking ahead to 2035. In both scenarios, the nine-county Bay Area region's economy adds an identical number of total jobs, based on regional economic projections through 2035. One future keeps the current mix of jobs, while the other sees a shift towards more AV-related jobs, influenced by companies like Waymo and the growth of the AV industry cluster within the Bay Area economy.



Even though the Bay Area region adds jobs in both scenarios, the future with a stronger AV industry looks much brighter economically. This is because this scenario reflects forecasted revenue growth rates in AV-related industries, leading to a shift toward AV-related employment for approximately 5% of Bay Area region employment in 2035. These jobs could include computer engineering, automotive and other manufacturing, automotive repair and maintenance, technical consulting, as well as contractors for utilities, electrical systems, and infrastructure.

Employment growth associated with AV-industry clustering generates new employment-related income associated with AV-employment, which pays, on average, higher wages, than non-AV related employment. This additional employment-related income unlocks additional economic activity that generates approximately \$102 billion in annual net new economic output by 2035, representing a significant economic boost for the Bay Area's economy.

This surge in economic activity would induce nearly 90,000 net new jobs in other parts of the economy. As people working in the AV industry and related sectors have more money to spend, businesses like retail stores, restaurants, hotels, and housing services will see increased demand and need more employees.

Ultimately, Waymo's presence is helping to grow the AV industry cluster in the Bay Area. This cluster acts like a powerful engine, driving innovation, creating well-paying jobs, and contributing significantly to the region's overall economic success.

1— To illustrate the impact of industry clustering effects, the analysis leverages the forecasted growth patterns of industry end markets using AECOM's End Markets Tool, which tracks third-party analyst forecasted revenue growth in nearly 3,000 publicly traded companies across a wide range of industries, or "end markets". This tool was used to model the impact of AV-related industry expansion in the nine-county Bay Area.

# Household savings through reduced car costs

Waymo's ride-hailing service has the potential to transform household spending patterns, as our convenient and fully-electric fleet offers an attractive, electrified alternative to personal vehicle ownership for many San Francisco households. Waymo's Q4 2024 rider survey found that 55% of San Francisco riders surveyed feel that Waymo has "made it easier to get around."

## 55%

of San Francisco riders surveyed feel that Waymo has "made it easier to get around"

---

With high costs associated with car ownership and parking, many residents already rely on alternative transportation including transit and ride-hail. Car ownership in San Francisco is considerably lower than the California average. According to the 2022 American Community Survey 5-year estimates, 70% of San Francisco households own at least one personal vehicle, whereas 93% of California households do.

## 70%

of SF households own at least one personal vehicle compared to 93% of CA households

---

Annual per capita spending on vehicles is relatively higher in San Francisco: Households in San Francisco spend approximately \$13,700 on vehicle-related expenses annually (i.e., expenses toward auto loans, gasoline, finance charges, maintenance, and insurance).<sup>2</sup> This is approximately 16% higher than the national average cost of vehicle ownership, which was \$11,800 in 2023.<sup>3</sup>

## \$13,7000

is spent annually, on average, by households in San Francisco on vehicle-related expenses

---

<sup>2</sup>— Bureau of Labor Statistics, "Consumer Expenditure Survey, Selected Western Metropolitan Statistical Areas: Average Annual Expenditures and Characteristics, 2022-2023." (Retrieved September 2024). Expenditures include annual vehicle purchase expenses (toward auto loans, etc.), gasoline, other fuels, and motor oil, vehicle finance charges, maintenance, insurance, and licenses and other.

<sup>3</sup>— Bureau of Labor Statistics, "Consumer Expenditure Survey, Region of Residence: Annual Expenditure Means, Shares, Standard Errors, and Relative Standard Errors, Consumer Expenditure Surveys, 2023," (Retrieved September 2024).

For a subset of San Francisco personal vehicle owners, forgoing a personal vehicle and adopting Waymo's ride-hailing service as alternative form of transportation may be a cost-effective option—freeing up thousands of dollars annually for households to otherwise spend in the local economy.

#### LEVERAGING WAYMO FOR SAFE EVENING TRAVEL

A graduate student works downtown and is attending business school in the evenings after work. They do not feel comfortable taking public transportation or hailing a traditional ride-hail service in the late evening after classes end. They average 500 miles per year—driving only days they have class. If the student opted to forgo owning a personal vehicle and took Waymo instead, it would result in a **savings of over \$8,200 per year**, which could be reinvested in their education expenses.



#### COST-EFFECTIVE MOBILITY FOR AGING IN PLACE RESIDENTS

An older resident is seeking to age-in-place and continue to live near their family and community. While they do not have a regular need for a personal vehicle, they seek flexibility to attend doctors' appointments or other appointments on demand. On average, these types of trips average approximately 1,500 miles per year. This resident can experience the safety and flexibility of using a Waymo while foregoing a personal vehicle and **save nearly \$3,000 per year**. This is a significant savings for a resident on a fixed income.



## ALTERNATIVE TO A SECOND CAR

A two-car household that uses their second car for tasks like running errands and picking up children may average just 15 vehicle miles per week, or approximately 780 miles per year. By opting to take a Waymo for those trips and forgoing a second car, this household can **save over \$6,700 per year**. These dollars are freed-up to be spent on goods and services in the local economy such as essentials like grocery shopping, or leisure activities like food and beverages, retail shopping, and entertainment at local establishments.



## HOUSEHOLD SAVINGS FROM EV ACCESS

While California has achieved 25% EV sales in Q4-2024,<sup>4</sup> **Waymo's 100% electric fleet can provide another option for many to access the benefits of EVs**, bypassing the financial and logistical hurdles of personal EV ownership. The average new electric vehicle cost climbed to \$55,273 in February 2025, marking a 3.7% year-over-year increase.<sup>5</sup> Additionally, range anxiety, charging limitations, technology unfamiliarity, and elevated insurance costs can further deter EV adoption. Given that transportation already consumes about 15% of a typical California household budget,<sup>6</sup> the high EV price point can create a substantial financial barrier.



Across these examples, these savings not only enhance individual financial well-being, but also contribute to a more vibrant local economy, boosting businesses and improving financial flexibility for residents.

<sup>4</sup>— California Energy Commission. "California's ZEV Momentum Rolls into 2025." Jan 31, 2025. Available: [https://www.energy.ca.gov/news/2025-01/californias-zev-momentum-rolls-2025#:~:text=WHAT%20YOU%20NEED%20TO%20KNOW,\(CEC\)%20Chair%20David%20Hochschild](https://www.energy.ca.gov/news/2025-01/californias-zev-momentum-rolls-2025#:~:text=WHAT%20YOU%20NEED%20TO%20KNOW,(CEC)%20Chair%20David%20Hochschild).

<sup>5</sup>— Kelley Blue Book. Mar 13, 2025. "How Much Are Electric Cars?". Available: <https://www.kbb.com/car-advice/how-much-electric-car-cost/>.

<sup>6</sup>— US Bureau of Labor Statistics. "California: Quintiles of income before taxes, 2021–2022. Annual expenditure means and characteristics, Consumer Expenditure Survey" Available: <https://www.bls.gov/cex/tables/geographic/mean/2022/cu-state-ca-income-quintiles-before-taxes-2-year-average-2022.htm>.

# Community benefits



## PROVIDING FREE & DISCOUNTED RIDES

From January to August 2024, Waymo provided free and discounted EV rides to residents of San Francisco, totaling **43,562 zero-emissions rides** to residents via community partners.<sup>7,8</sup>



## PROVIDING ESSENTIAL RIDES AND SUPPORT

From August 2023 through August 2024, **26% of Waymo rides in San Francisco served essential health trips** (including doctor appointments), work and school trips, shopping (including essential groceries), and errands.<sup>9</sup> As of August 2024, Waymo dispatched 156 vehicles and conducted 468 individual groceries drop-offs in San Francisco.



## REACHING UNDERSERVED COMMUNITIES

EV access challenges are especially true for Californians living in Low-Income and Disadvantaged Communities.

**Approximately 65% of the census tracts served by Waymo One in California (55% in San Francisco and 68% in Los Angeles), since beginning Rider-Only operations in 2023, have been Low-Income or Disadvantaged – as defined by the State.**<sup>10</sup> Waymo's service in these communities demonstrates its potential to offer a clean mobility option to California's Priority Populations, areas disproportionately burdened by pollution and resource limitations for low-carbon and resilient solutions.



## LAST-MILE CONNECTIONS

Last-mile connections can impact economic opportunities for riders who do not work or live within walking distance (0.25 miles) of a transit station. 23% of Waymo rides were picked-up or dropped-off within a 0.25-mile radius of the BART and Caltrain stations in San Francisco (June - July 2024).<sup>11</sup> **4,000 riders participated in Waymo's transit rewards pilot program** that incentivized riders to use Waymo to connect to select transit stations in San Francisco and the Peninsula. A quarter earned more than one reward.



## PHILANTHROPIC CONTRIBUTIONS

Waymo consistently donated to nonprofit organizations, civic organizations, and chambers of commerce in the greater San Francisco Bay Area in 2024.



## ACCESSIBILITY BENEFITS

Waymo supports riders with accessibility needs through accessibility features within the Waymo One app, as well as enhanced wayfinding, assistive in-car audio, support to minimize walking times to vehicles, and the option to request a manually driven wheelchair-accessible vehicle (WAV) directly from the Waymo One app.<sup>12</sup> **The Waymo Accessibility Network provides a forum from Waymo to hear directly from the disability community** to help us research, design and deploy accessible solutions.

7—Free and discounted rides, as referenced here, do not include reimbursements to riders and instead refer to rides to residents via community partners.

8—This figure does not include rides with promotional discounts applied.

9—Waymo, "Essential Rides."

10—Low-Income communities are defined in CA Assembly Bill 1550 and by CalEPA (May 2022 definitions). Disadvantaged Communities are defined in CA Senate Bill 535.

Specific census tract designations of Low-Income and Disadvantaged were taken from columns B ("Disadvantaged Communities; COMPLETELY COVER Census Tract") and D ("Low-Income Communities; COMPLETELY COVER Census Tract") of the Priority Populations 2024 CES 4.0 spreadsheet cited in the California Air Resources Board's California Climate Investments Priority Populations 2024 document (updated 9/13/2024). A graphical representation of California's priority populations by census tract can be found on the California Climate Investments Priority Populations Mapping Tool 4.0 webpage. Analyses were performed using 2010 Census Tract (v18) definitions.

11—This assessment includes Daly City BART Station and Bayshore Caltrain Station, which border the City & County of San Francisco. Since the number of Waymo trips is aggregated by census tract, all census tracts that intersect with the 0.2-mile buffer zone were included within this analysis. See "AV Program Quarterly Reporting – AV Monthly Tract," (June 1 – August 31, 2024), <https://www.cpuc.ca.gov/regulatory-services/licensing/transportation-licensing-and-analysis-branch/autonomous-vehicle-programs/quarterly-reporting>.

12—Waymo One Help, "Wheelchair-Accessible Vehicles."

**From:** s22(1)(a)(ii)  
**To:** s47F @waymo.com; s47F @waymo.com  
**Cc:** s47F @waymo.com; s47F @waymo.com; Makin, Mike  
**Subject:** RE: Minrep - 10 days - STEP - FW: Waymo Letter to Minister King [SEC=OFFICIAL]  
**Date:** Tuesday, 18 November 2025 3:15:27 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)

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OFFICIAL

Hi s47F

Thank you for requesting a meeting with Minister King.

I am responsible for advising the Minister on automated vehicle policy in our office. Whilst the Minister is unable to accommodate a meeting at the moment, I could meet with Waymo in the meantime if that would suit?

Kind regards

s22(1)  
s22(1)(a)(ii)

s22(1)(a)(ii) | Deputy Chief of Staff  
Office of the Hon Catherine King MP  
M s22(1)(a)(ii)

OFFICIAL

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**From:** s22(1)(a)(ii)  
**Sent:** Tuesday, 28 October 2025 8:57 AM  
**To:** s47F @waymo.com' <s47F @waymo.com>  
**Subject:** s47G(1)(a)  
[SEC=OFFICIAL]

Good morning s47F

Thank you for your correspondence requesting a confidential briefing with the Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government.

Regrettably, the Minister's program is unable to accommodate a meeting at this time.

Kind regards,



s22(1)(a)(ii)  
Program Manager

**Office of the Hon. Catherine King MP**  
Minister for Infrastructure, Transport, Regional Development and Local Government  
Federal Member for Ballarat

s22(1)(a) [@mo.infrastructure.gov.au](mailto:mo.infrastructure.gov.au)

s22(1)(a)(ii)

Follow Catherine:



OFFICIAL

**From:** s47F  
**Sent:** Friday, 17 October 2025 11:37 AM  
**To:** Minister.King.MO  
**Cc:** Makin, Mike ; s22(1)(a)(ii)  
**Subject:** Waymo Letter to Minister King

You don't often get email from s47F [@waymo.com](mailto:s47F@waymo.com). [Learn why this is important](#)  
Dear Minister King's Office Team,

s47G(1)(a)

s47G(1)(a)

If the Minister is available for this meeting, please provide us with the dates and times that would be suitable, which we would seek to align with morning Australian Eastern Daylight Time / late afternoon U.S. Pacific time.

Sincerely,  
s47F



s47F

[www.waymo.com/safety](http://www.waymo.com/safety)

Click this [link](#) to schedule a call with me

s47F

A large rectangular area of the document is redacted with a solid grey fill, obscuring the text underneath.

**From:** s22(1)(a)(ii)  
**To:** s47F @waymo.com; s47F  
**Cc:** s22(1)(a)(ii); s22(1)(a); Makin, Mike; s47F; s47F; s47F  
 s47F @waymo.com; s47F  
**Subject:** s47G(1)(a) [SEC=OFFICIAL:Sensitive]  
**Date:** Wednesday, 10 December 2025 3:06:45 PM  
**Attachments:** Outlook-vcqcmuql.png

OFFICIAL: Sensitive

Hi s47F

It's been about 4 weeks since we met s47G(1)(a)

[Redacted]

[Redacted]

[Redacted]

Since our last discussion, Infrastructure and Transport Ministers have agreed to new implementation timeframes for Australia's AV regulatory framework enabling the conditional deployment of automated vehicles from 2027 ([ITMM communique](#)). s47G(1)(a)

[Redacted]

If you have any questions please get in touch and I'm always happy to organise further discussions.

Regards

s22(1)(a)(ii) s22(1)(a)(ii)

a/g Director • Automated Vehicle Regulation • Transport Partnerships and Emerging Technology

s22(1)(a)(ii) @infrastructure.gov.au

P +61 2 6136 s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

**Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts**

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

[infrastructure.gov.au](http://infrastructure.gov.au) 

*I would like to acknowledge the traditional custodians of this land on which we meet, work and live. I recognise and respect their continuing connection to the land, waters and communities. I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL: Sensitive

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