

# Reconciliation Action Plan 2026

June 2026 to June 2029

# Acknowledgement of Country

Gilbert + Tobin acknowledges the Traditional Custodians of the land on which we work, the Gadigal peoples in Sydney, the Wurundjeri peoples of the Kulin Nation in Melbourne and the Whadjuk Noongar peoples in Perth. We pay our respects to the Elders, both past and present, and recognise the enduring connection that First Nations peoples maintain to land, waters, and sky. We are committed to strengthening respectful, reciprocal partnerships with First Nations peoples and communities, grounded in trust, cultural understanding and shared responsibility.

## Terminology

The term First Nations is used to refer to Aboriginal and Torres Strait Islander Peoples. We use this term to collectively recognise and respect the rich diversity of First Nations peoples across this continent. Each Nation is distinct, with its own unique culture, customs, language, and laws, grounded in deep connections to Country and community.



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# Artist bio

Dennis Golding is a Kamilaroi/Gamilaraay artist born and raised on Gadigal land, with ancestral ties to Biripi Country through his mother. His multidisciplinary practice explores themes of race, identity, and cultural representation. Influenced by his upbringing in Redfern and early exposure to art through his family, Golding developed his professional practice at UNSW Art & Design, graduating with Honours in 2019. He has since exhibited widely, received the 2020 Create NSW Visual Arts Fellowship, co-founded the Re-Right Collective, and continues to present powerful representations of contemporary Aboriginal identity.



# The artwork

*Still We Gather (2025)* is a meaningful collaboration between the artist and Gilbert + Tobin for our Reconciliation Action Plan (RAP). It reflects a shared commitment to listening, learning, and creating space for First Nations voices.

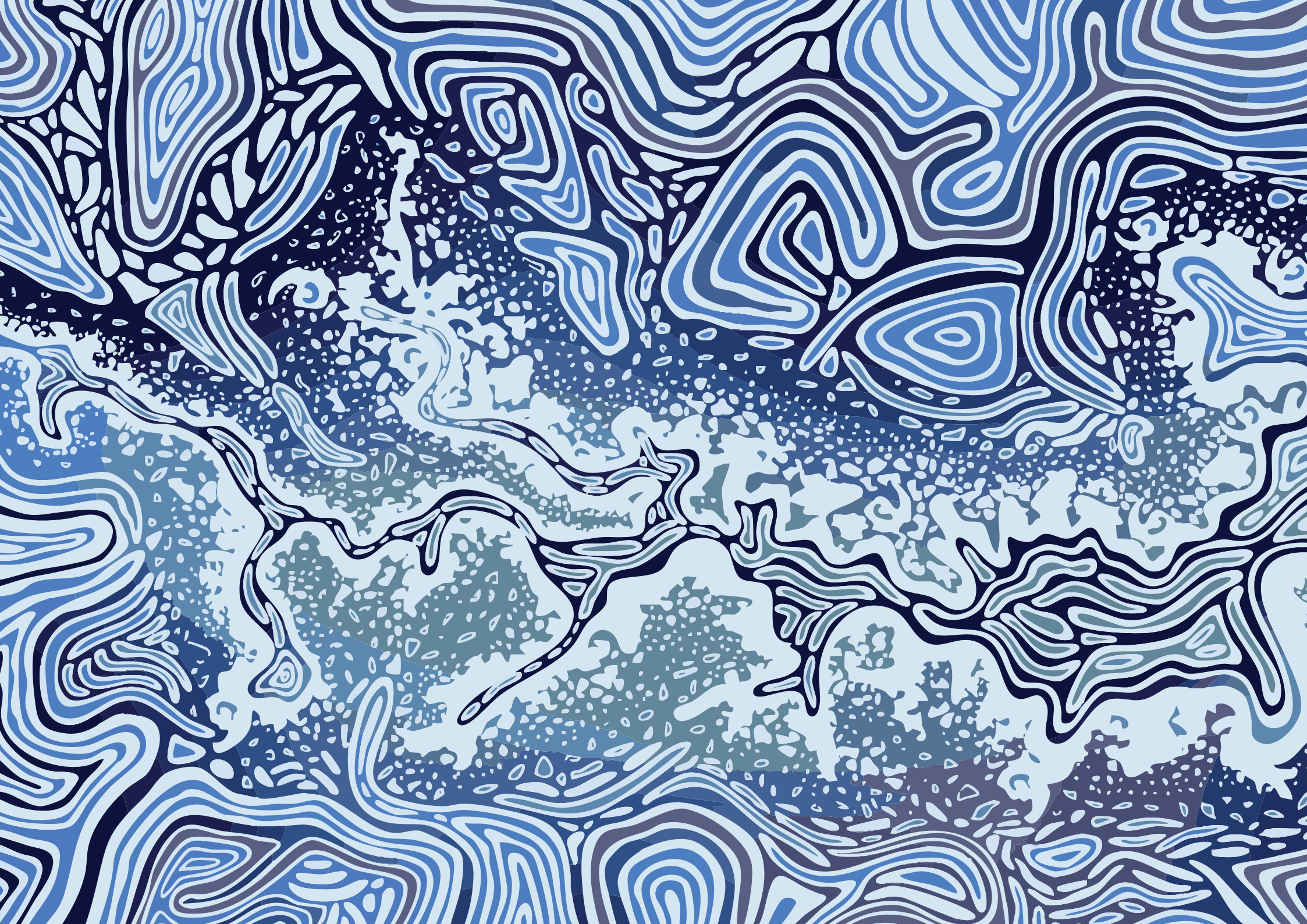
The artwork is a tribute to the enduring beauty and strength of Country, focused on Sydney Harbour and its surrounding landscapes. It reflects on the deep relationships Aboriginal peoples hold with land and water, shaped by cultural knowledge, law, and custodianship. Using a topographical lens, the artwork maps saltwater flows, gathering grounds, and the territories of the Gadigal, Wangal, and Barramattagal clans.

In *Still We Gather*, landscape is reimagined as a layered archive where history, memory, and materials are embedded in the contours of Country. Inspired by natural and colonial fragments, the work is a conversation between past and present and explores how Aboriginal peoples have sustained life and culture through connection while navigating the ongoing impacts of colonisation.

Victorian-era cast iron lacework, drawn from my upbringing in Redfern, appears fragmented, referencing both colonial disruption and the impacts of dispossession. These fragments are reshaped into forms that echo traditional tools and cultural objects, such as stone implements and shell fishhooks.

*Still We Gather* is both a celebration of Country and a reflection on the systems that continue to affect our lands, waters, and people, as well as the strength we carry in resisting them.

Dennis Golding, April 2026



# Message from Gilbert + Tobin



Australia's First Nations peoples have cared for and shaped this continent for more than 65,000 years. They hold a foundational and enduring place in the story and future of our nation. Their cultures, knowledge systems and custodianship of land are of immeasurable value and deserve acknowledgement, respect, nourishment and celebration.

Yet, many First Nations people still cannot fully participate in, or equitably benefit from, the opportunities our nation offers. This reality calls each of us to action. Every institution and organisation shares a responsibility to support First Nations peoples' wellbeing and to create opportunities to participate as respected and empowered members of our national community.

For 38 years, our work alongside First Nations peoples has been guided by a clear ambition: to see their leadership and unique cultures fully embedded within the economic, social and civic life of Australia. We remain committed to advancing this vision in partnership with First Nations peoples over the next three years and beyond.

*Danny Gilbert, Chairman*

Reconciliation with First Nations peoples is one of Australia's most important responsibilities and opportunities. It requires truth-telling, learning and genuine partnership to build a more just and equitable nation.

The principles of reconciliation have shaped our approach, since the firm's founding. We value our partnerships with First Nations communities and are committed to using our capabilities to support justice and self-determination. Our Pro Bono practice remains central to this commitment.

We are equally focused on providing a culturally safe and inclusive workplace. We value the contributions of our First Nations colleagues and are proud of the impact of our First Nations Legal Cadetship Program, which continues to support the next generation of legal talent.

This Stretch RAP builds on the lessons we've learned over the last 15 years and strengthens our commitment to addressing structural barriers and advancing meaningful reform, guided by First Nations leadership.

*Sam Nickless, Chief Executive Officer*



# Message from Reconciliation Australia

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

This Stretch RAP builds upon the considerable experience Gilbert + Tobin garnered since the firm commenced in 1988. Justice is essential to achieving equality and equity and barrier-free access to culturally safe legal services is paramount to achieving it. To this end, Gilbert + Tobin has worked for many years to establish and expand cultural learning initiatives, key Pro Bono legal services and its law student cadetship program.

With this new RAP, Gilbert + Tobin is taking an important step forward in its RAP journey; one that builds on its foundations and renews its commitment to meaningful, measurable action. Its continued dedication to Pro Bono services has seen Gilbert + Tobin establish one of the largest Pro Bono practices of any Australian law firm.

Gilbert + Tobin complements this expanded access to legal services with increased First Nations representation in the legal profession through its First Nations cadetships. These long-term initiatives not only remove barriers to access but also facilitate opportunities for Aboriginal and Torres Strait Islander peoples to lead solutions now and into the future.

Through its sustained involvement in reconciliation efforts both within and outside the RAP program, Gilbert + Tobin has driven and continues to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend Gilbert + Tobin on this Stretch RAP and look forward to following its ongoing reconciliation journey.

*Karen Mundine,  
Chief Executive Officer, Reconciliation Australia*



# Our business

Gilbert + Tobin is built on enduring values of excellence, trust, respect, integrity and good corporate citizenship. These values have underscored our growth, enabling us to become a leading firm of over 500 lawyers, trusted by our clients to navigate today's increasingly complex world.

We are purpose-built for our clients' most complex work – across transactions, disputes and regulation. Our partners are plain-speaking leaders in their fields, delivering the highest quality legal advice and providing an exceptional edge for our clients. We are innovators in the use of technology, redefining value and service in the legal industry.

Founded in 1988, Gilbert + Tobin's journey has been one of relentless ambition and rapid progress, achieving extraordinary success in just over three decades. Pro Bono work has been central to our identity from the start. Today, we maintain the largest dedicated Pro Bono practice in the nation.

Our commitment to good corporate citizenship is reflected in our approach to sustainability, diversity and inclusion, and reconciliation. We believe that business has influence and choose to use ours deliberately and responsibly.

## Native Title

Gilbert +Tobin's Native Title and Aboriginal Cultural Heritage practice works alongside First Nations peoples and organisations, as well as government and industry, to support respectful, lawful and culturally informed outcomes on Country.

The firm advises First Nations groups (including Native Title Prescribed Bodies Corporate and Aboriginal Corporations), government bodies and project proponents across native title, Aboriginal cultural heritage and land access matters. Our approach is grounded in building strong relationships, supporting good governance, and enabling informed decision-making.

Gilbert +Tobin brings experience across negotiation, agreement-making, dispute resolution, policy development and legislative reform. The team is committed to working in ways that recognise the rights, interests and voices of First Nations peoples, and supporting processes that are transparent, culturally appropriate and consistent with best-practice standards.



Alair Pambegan, *Flying Fox Story Place*, 2014

# Our RAP

We launched our first RAP in 2008 and last provided a RAP report to Reconciliation Australia in 2011. Over the last 15 years our commitment to reconciliation continued and significant progress was made. We expanded our Pro Bono work, grew our First Nations Legal Cadetship Program, deepened partnerships, and advanced advocacy initiatives.

This Stretch RAP formalises and builds on that sustained work, with clear focus areas aligned with where we can have meaningful impact as a law firm and grounded in long-term relationships and practical action.



Rachel Perkins

*Gilbert + Tobin walk beside us - both as friends and supporters. They were there for us before it was popular, and they continue to stand with us when things have become much tougher. There is no major law firm in Australia that I know of that has contributed so much, for so long, to the equity, justice and empowerment of Aboriginal and Torres Strait Islander peoples. Thank you, Gilbert + Tobin. You walk the talk, and your contribution will never be forgotten by us.*

- Rachel Perkins

# Our reflections

Reconciliation is not linear. It requires honesty, humility and a willingness to examine both progress and shortcomings. Over many years, we have built enduring partnerships, strengthened access to justice, and created employment pathways for First Nations law students. These efforts have delivered meaningful outcomes in individual lives and careers, and organisational governance capability. However, structural barriers remain. Increasing representation in non-legal roles, progression through to senior leadership, deepening cultural capability across the firm, and ensuring First Nations voices shape decision-making requires continued focus.

Gilbert + Tobin's RAP was in the early stages of development in 2023, when the Voice to Parliament referendum was held. We were at the forefront of corporate Australia's advocacy and support for the Voice. The failure of this referendum was a significant and sobering national moment. It reinforced that reconciliation demands persistence, especially when progress is uncertain. Our response in the aftermath has been to remain steady and committed.

Reconciliation is built on trust, and trust is built over time. It requires listening before acting, supporting rather than directing, and keeping First Nations leadership at the centre. We remain committed to learning, evolving and contributing in ways that are practical, accountable and grounded in genuine partnership.

# Our vision for reconciliation

Our vision for reconciliation is grounded in truth, justice and partnership. It recognises that reconciliation requires two-way cultural understanding and structural reform. It asks institutions to reflect on how power is exercised and to use influence to advance the wellbeing of First Nations peoples.

We envision an Australia where:

- First Nations voices shape decisions that affect their communities.
- First Nations knowledge systems are recognised as strengths.
- Legal and economic systems operate with fairness and equity.
- Partnerships are grounded in shared power and mutual respect.

Our vision recognises the aspirations articulated in the Uluru Statement from the Heart (2017). While the 2023 referendum was unsuccessful, the other two pillars of the Uluru Statement (truth-telling and treaty) remain. We will continue to support First Nations peoples to pursue these objectives.

Finally, we recognise reconciliation is not a destination. It continues as a lived practice, through listening, learning and acting in partnership. We will continue to reflect, evolve and take action guided by First Nations leadership.

## Education

We commit to building cultural capability across our firm in ways that are reflective, rigorous and locally grounded. This includes:

- Delivering a tiered Cultural Learning Program and anti-racism training.
- Creating opportunities for partners, employees and clients to deepen their understanding of reconciliation.

## Partnerships

We will maintain and expand the strong, collaborative relationships built with First Nations organisations and educational institutions, including by:

- Deepening our existing partnerships with First Nations communities and organisations.
- Engaging in co-designed initiatives promoting community-led solutions.
- Creating new relationships with communities and organisations in our areas of strategic focus, including organisations representing the interests of Traditional Owners.

## Procurement

We commit to growing our First Nations supplier base by:

- Maintaining procurement spend above the legal sector average.
- Diversifying partnerships to include small and emerging First Nations-owned businesses.
- Embedding First Nations businesses deeply across our supply chain.

## Access to justice

Through our Pro Bono program, we will continue to:

- Provide legal support to First Nations-led community organisations and not-for-profits.
- Participate in legal clinics and outreach to improve access to justice.

## Employment

We will continue to focus on sustainable career pathways for First Nations peoples by:

- Strengthening and expanding our Legal Cadetship Program.
- Exploring a non-legal cadetship stream to broaden career opportunities.
- Creating additional pathways and mentoring initiatives.
- Exploring high school engagement programs to support early pipeline development.

## Capacity building

We will continue supporting First Nations businesses and organisations by:

- Partnering with First Nations-led start-ups in their early years.
- Providing governance support, mentoring and legal expertise.
- Strengthening long-term sustainability and leadership capacity.

# RAP governance

## RAP Program leads

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Eloise Schnierer,  
Head of Corporate Social Responsibility

Kimberley Peckham,  
First Nations Strategies Lead

## Internal RAP champion

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Sam Nickless,  
Partner and CEO

## External RAP champions

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Ash Walker,  
CEO, Gujaga Foundation

Terry Chenery,  
Managing Director, Altitude Strategies

Gemma McKinnon,  
Principal Solicitor - Closing the Gap,  
Aboriginal Legal Service NSW/ACT

Gheran-Yarraman Briggs,  
Senior leader in strategy, transformation,  
policy and governance, RMIT.

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Terry Chenery

*"Gilbert + Tobin's commitment to First Nations progress is evident in its everyday practice. When I began supporting the firm's reconciliation strategy 16 years ago, there was a clear sense of responsibility and willingness to contribute meaningfully. This RAP strengthens that foundation by embedding deeper accountability and reinforcing genuine partnership with First Nations peoples. Ensuring First Nations voices are heard at the highest levels — through culturally safe engagement with the Board and senior leadership — enables lived experience to shape decision-making. This builds trust and supports lasting change, grounded in partnership and shared leadership."*



Eloise Schnierer

*Reconciliation is a priority for Gilbert + Tobin and its stakeholders, including clients, employees, First Nations clients and employees, and the broader Australian community. This RAP has been developed with these stakeholders firmly in mind. It builds on Gilbert + Tobin's long-standing reconciliation strategy, focusing on First Nations employment in the legal sector, fostering a culturally safe and inclusive workplace, delivering excellence in legal services for First Nations peoples, and increasing procurement from First Nations businesses.*

*The commitments in this RAP reflect nearly two decades of continuous learning and program development since our first RAP in 2008. They have been shaped through extensive consultation over the past two years. I extend my sincere thanks to our First Nations Voice Committee, RAP Working Groups, leadership team, Reconciliation Australia and external advisers for their valuable guidance and contribution.*



Kimberley Peckham

*"In developing this Stretch RAP, my priority was to ensure Gilbert + Tobin stays true to its reconciliation journey with commitments grounded in authenticity and impact. Drawing on the firm's past achievements and the unique role of law firms, this RAP builds on our strengths in inclusive justice, opportunity creation, legal education, outreach and genuine partnership. It builds on what we have already achieved and sets a clear, ambitious path for the next three years, one that pushes us to deepen and strengthen our contribution to reconciliation.*

*As a First Nations woman, I carry an additional responsibility to ensure the decisions we make create real and lasting benefits for our people. This responsibility shapes how I approach this role and guides every choice I make. Impact comes in many forms; scholarships, donations, Pro Bono legal assistance, capacity-building, and diversifying our spend to support First Nations businesses. This Stretch RAP reflects that belief."*

# First Nations Voice Committee

Gilbert + Tobin has long supported the Uluru Statement from the Heart and the call for a Voice to Parliament. Reflecting on that national conversation, we recognised the importance of ensuring First Nations voices are heard within our own governance structures.

In response, we established the First Nations Voice Committee. The Gilbert +Tobin Voice is a formal forum connecting First Nations staff and senior leaders. Chaired by a First Nations staff member and championed by our CEO, the Committee ensures that First Nations perspectives inform proposals before they reach the Board. This structure reflects our commitment to shared power and meaningful inclusion.

# RAP Working Groups

We have three state-based RAP Working Groups to reflect the unique priorities, relationships, and cultural contexts of each location. By maintaining dedicated teams in each state, we ensure local voices are heard and that our reconciliation work remains grounded in place-based relationships and community priorities.

Our RAP Working Groups comprise First Nations and non-First Nations individuals from across the business, ensuring diverse representation, shared ownership, and broad influence. RAP Working Groups are responsible for:

- Driving implementation of RAP commitments.
- Monitoring progress and embedding accountability.
- Elevating state-based priorities and relationships.
- Promoting participation in cultural learning.
- Strengthening local partnerships.
- Fostering culturally safe environments for First Nations staff.



Johnny Young, *Emu and chicks*, 2012

# Our reconciliation journey

This timeline is a snapshot of our reconciliation journey. Each year, we undertake more than 350 Pro Bono matters for First Nations peoples and organisations, alongside continued support for long-standing partnerships. Many engagements span multiple years, including our work in Cape York and Redfern, reflecting the depth and continuity of our commitment.

1988

Gilbert +Tobin is founded, and begins to undertake Pro Bono work and form strong relationships with First Nations communities in Redfern, Walgett, Bourke and Cape York.

Commence an informal First Nations employment program.

1996

First firm in Australia to employ a full-time Pro Bono lawyer. Pro Bono practice prioritises First Nations communities.

Commence support of the Garma festival with Pro Bono legal services to the Yothu Yindi Foundation and staff attendance at the festival.

Gilbert +Tobin begins acting for residents of The Block, Redfern, including attending weekly meetings regarding redevelopment and representing clients in tenancy claims.

Commence partnerships with key First Nations organisations and leaders. This included working with Shane Phillips of Tribal Warrior and Noel Pearson of Cape York Partnership Group. These vital relationships continue to this day, with Gilbert + Tobin providing ongoing legal and non-legal support to both organisations.

2000's

Commence 10-year journey with the Saltwater Tribal Council pursuing its claim over traditional meeting land on the border of Biripi and Worimi country.

Expand support for recognition and compensation of the Stolen Generation.

Commence advising Aboriginal landowners on development opportunities, compensation and leases.

Pro Bono practice begins regularly working with First Nations peoples to assert their human rights. Matters include unlawful detention, over-imprisonment, interactions with the justice system, and discrimination in employment, rental properties, entry to pubs and other venues and education.

Commence support for First Nations women experiencing Family Violence in partnership with the Women's Legal Service, including attending monthly legal advice clinics in Brewarrina and Lightning Ridge.

2001

Commence sponsorship of the Gilbert + Tobin Centre for Public Law at UNSW, focusing on First Nations legal issues including treaty and native title.

2005

Launch the Stolen Wages project. Alongside Just Reinvest NSW, contribute to a policy paper to address the over-incarceration of First Nations youth.

Pro Bono practice begins working with First Nations leaders and organisations on submissions and policy development related to Closing The Gap, child removal, constitutional recognition, housing and juvenile justice.

2007

Gilbert + Tobin supports several clients in their applications for stolen wages compensation under the New South Wales Aboriginal Trust Fund Repayment Scheme.

Appoint first Head of Corporate Social Responsibility, with focus on Reconciliation Action Plan and Indigenous affairs.

2008

Launch first Reconciliation Action Plan.

Launch First Nations Legal Cadetship Program.

Commence partnership with Indigenous Enterprise Partnerships (now Jawun).

Gilbert + Tobin people begin secondments in Cape York.

Develop practice supporting families engaged in burial disputes. The first burial dispute arose in Dubbo, which led to the firm's ongoing burial disputes practice.

2009

Kinchela Boys Stolen Wages: As part of the work recovering stolen wages for First Nations clients, we make a group claim on behalf of several former residents.

Recover compensation for Far North Queensland Traditional Owners arising from unlawful council trespass on their lands.

Represent Tangentyere Housing Corporation in proceedings to validate an agreement with the Commonwealth for a long-term lease of land on which town camp residents lived.

2011

Launch an ambitious art collection supporting the excellence and innovation of First Nations artists.

First Reconciliation Action Plan Report released.

Gilbert + Tobin work with the Central Australian Aboriginal Legal Aid Service providing extensive racial discrimination advice on the NT 'intervention' legislation and other matters arising from the impact on First Nations communities.

Constitutional Recognition: We worked with Redfern Legal Centre to develop a consultation for the local community to discuss First Nations recognition in the constitution and present at a community forum on the issue.

2012

Commence support for Lirriwi Tourism, including establishment and ongoing operational advice.

Undertake a variety of work for the Aboriginal Medical Services Alliance of the Northern Territory and the National Aboriginal Community Controlled Health Organisation, including corporate governance issues and discrimination.

2014

Our lawyers begin attending annual cultural immersion program in Arnhem Land with Lirriwi homeland tours.

Anne Cregan appointed Pro Bono Special Counsel.

Assist Grandmothers Against Removal by preparing a report on policy measures addressing the overrepresentation of First Nations kids in out-of-home care which influences principles adopted by NSW Government on placement of First Nations kids.

Launch Wills and Estate Project delivering legal services to First Nations peoples in NSW rural and remote communities.

## 2015

First Nations Cadetship Program expands to eight cadets employed part-time in the Sydney office.

Commence sponsorship of the Mooting Competition of Australia's First Peoples.

Launch First Nations cultural awareness training program.

Launch First and Second Year First Nations law student networking night.

Over many years, Gilbert + Tobin has supported initiatives to reduce the overrepresentation of First Nations peoples in the criminal justice system, including work with Just Reinvest, the Aboriginal Legal Service, the Justice Reform Initiative and Change the Record to advance research, policy reform and diversionary approaches.

Establish the Bourke Governance Project, leading to development of the Bourke Tribal Council and Maranguka.

Advocate for the recognition of foetal alcohol spectrum disorder (FASD) in the criminal justice system, leading policy development, public advocacy and parliamentary submissions to improve legal recognition, support and prevention, particularly for First Nations peoples.

Support Marninwarntikura Women's Resource Centre in Fitzroy Crossing to successfully defend the 2007 ban on full-strength takeaway alcohol, reinforcing the community's positive health and safety outcomes.

## 2022

Redevelop work on First Nations self-determination through adapting organisational structures to meet community need and support community-led decision making.

## 2021

Act for a First Nations peak body coordinating the response of several Aboriginal community-controlled organisations to WA's new cultural heritage bill.

Involved in a matter seeking to establish adverse possession of Aboriginal peoples by reason of their possession and use of land in the 60 years from 1788, an argument not dealt with in Mabo that has the potential to transform land rights.

## 2019

Commence working with First Nations leaders on constitutional recognition of the Voice to Parliament right through to the Referendum on 14 October 2023.

## 2026

First Nations Legal Cadetship program expand to 17 participants, including 5 in Melbourne and 2 in Perth.

## 2025

Appoint first targeted First Nations lawyer in Pro Bono team.

## 2024

Kimberley Peckham appointed First Nations Strategy Lead.

Commence cultural immersion with the National Centre for Cultural Competence and Murrook Cultural Centre.

# Our approach

Our strategic approach is, and always has been, shaped by the leadership of the First Nations communities we partner with. From Redfern in the late-1980s, to Cape York and across Empowered Communities in the 90's and 00's, we have sought to listen first and contribute second. To support First Nations-led solutions rather than prescribe them.

For over 25 years, Gilbert + Tobin leadership has built trusted relationships with First Nations leaders driving structural reform, including in Cape York and across Empowered Communities. This long-term commitment has focused on empowering First Nations-led ecosystems including supporting governance, unlocking resources, and opening access to national networks and decision-makers.

Danny Gilbert's advocacy for the Voice to Parliament underscores our belief that the business sector carries influence and has a responsibility to acknowledge First Nations peoples and to use its economic and civic standing to advance equity.

The following case studies are demonstrative of our approach: standing alongside First Nations leadership, backing community-driven solutions, and committing to long-term, practical support to advance justice and systemic change.

## Cape York Partnership – Backing First Nations leadership to drive systemic reform

Cape York Partnership (CYP) is a not-for-profit First Nations organisation empowering the people of Cape York to choose a life they have reason to value. The partnership consists of 10 entities working on areas of policy, empowerment, education, employment, health, language and culture.

Gilbert + Tobin has provided considerable assistance to CYP and its related entities over the years, including Pro Bono legal services and other support that goes beyond traditional Pro Bono. It is the

other support Gilbert + Tobin provides that distinguishes our partnership. Our partnership is grounded in a simple principle: First Nations organisations hold the vision and solutions; our role is to help create the enabling environment for those solutions to thrive.

*"Danny has always been about backing Indigenous leaders and our vision, creating environments where we're empowered, not directed. By opening doors, providing access to resources, and trusting us to lead, Gilbert + Tobin helps unlock opportunities that create real ripple effects. They don't tell us what the solution is, they give us the tools to achieve it."*

Fiona Jose Cape York Partnership



O-Hub staff empowering community members to save for their future

## Beyond traditional Pro Bono

First Nations organisations often operate within the constraints of inflexible government funding, limiting innovation and scale. By working in genuine partnership, we help unblock these constraints by:

- Providing strategic legal advice that strengthens Indigenous decision-making.
- Leveraging our networks to connect leaders with influential thinkers, policymakers and corporate partners.
- Convening boardrooms and leadership forums to support reform agendas.
- Thinking beyond technical issues to long-term systemic impact.

Importantly, we do not prescribe solutions. Indigenous leaders bring the vision and the problem to solve. Our role is to test ideas, clarify legal pathways, outline consequences, and help make their solutions possible.

## Supporting reform at scale

Our support also extends to broader legislative and systemic reform, including the proposed Personal Responsibility and Opportunity Act (PROACT) and the development of long-term education and employment strategies. As well as supporting high-level reform, we also support CYPs work to scale proven Indigenous-led initiatives across jurisdictions. By convening leaders, mapping networks, and fostering long-term partnerships with other large corporates, we help create collective corporate support for First Nations reform agendas.

## Innovation in practice: The Pama Opportunities Account

A strong example of our partnership is the development of the *Pama Opportunities Account* – a technology-enabled individual managed account platform designed to protect education funds for First Nations families. This account model was developed in response to communities identifying the need for flexible, protected financial structures that could safeguard funds to support children's education from external pressures. Traditional education trust models proved too rigid and difficult to implement at scale.

Working alongside community leaders, we:

- Explored alternative financial and legal structures.
- Identified a third-party partner capable of delivering the technical backend.
- Helped structure individual managed accounts that allow funds to be *locked away* while remaining agile enough for client needs.

This innovation would not have been possible without collaborative problem-solving and the willingness to draw on broader corporate networks. The model has now been tested and proven, with other regions expressing interest in scaling it across Empowered Communities.

## Connecting to opportunity

The power of trusted relationships is also evident in philanthropic outcomes. In 2025, a solicitor was seeking guidance on an education-focused bequest was referred to CYP by Danny Gilbert. Danny had been approached because of his reputation for supporting First Nations education initiatives. This referral resulted in a \$300,000 bequest to support scholarships for students from 16 remote Cape York communities where access to secondary education requires relocation to boarding schools in regional and metropolitan centres.

This contribution provides long-term stability for approximately 30 new scholarships and demonstrates how advocacy, reputation and trusted partnerships can unlock opportunity well beyond traditional legal services.

Pama Platform is the digital home for many Opportunity Products



### Case study: Gilbert + Tobin Centre for Public Law

The Gilbert + Tobin Centre for Public Law is an independent research centre dedicated to strengthening public law, democratic accountability, and the rule of law in Australia. It supports rigorous research, policy development, and education on public law issues, with a strong focus on First Nations justice, constitutional reform, and access to justice.

For over 25 years, Gilbert + Tobin has been the major sponsor of the Gilbert + Tobin Centre for Public Law at UNSW, which continues to lead national conversations on treaty-making, constitutional reform, native title and government accountability in First Nations matters.

### Case study: SHINE for Kids

SHINE for Kids is a non-profit organisation that supports children and young people impacted by the justice system to stay connected to community and build pathways to positive futures. Through the *Stand as One* program, SHINE for Kids provides practical and emotional support to young people in the youth justice system as they transition back into the community. For over 10 years Gilbert + Tobin has proudly sponsored places in this program for First Nations young peoples, supporting their ability to thrive and rebuild their lives.

*"We are deeply proud of the long-standing support Gilbert + Tobin has provided to our work for more than 10 years."*

*Julianne Sanders, Executive Officer*

### Case study: Tribal Warrior Association

Tribal Warrior is a Redfern-based Aboriginal community organisation established in 1998, delivering culturally grounded programs that support education, employment, and community wellbeing. Its work strengthens cultural connections and creates pathways for First Nations peoples to thrive.

Gilbert + Tobin has proudly stood alongside Tribal Warrior and the Redfern community since 1998, making this one of our longest and most enduring partnerships. As a long-standing Pro Bono client, we provide ongoing legal support as well as financial contributions to Tribal Warrior events. Our people also volunteer their time each year at Christmas on the Block, an annual community event in Redfern.

This partnership is deeply valued across our firm. Our Chairperson, Danny Gilbert, provides ongoing advice and personal support to Tribal Warrior CEO, Shane Phillips, reflecting the enduring strength of our relationship and our commitment to continuing this important work with the organisation into the future.

*"We cannot thank Danny and Gilbert + Tobin enough for their support care and connection over these many years."*

*Shane Phillips, CEO Tribal Warrior*



Gilbert + Tobin staff at Christmas on the Block

## Case study: Ngalaya Aboriginal Corporation

Ngalaya is the peak body for First Nations lawyers and law students in NSW and the ACT. Established in 1997, it is run by and for First Nations legal professionals and students. Ngalaya supports career development across all stages of the legal profession and advocates for First Nations justice, self-determination and sovereignty through scholarships, professional development, mentoring and law reform work.

*"Ngalaya is grateful for Gilbert + Tobin's ongoing collaboration and support in helping grow the next generation of First Nations lawmakers. Through our partnership, Gilbert + Tobin co-hosts an annual networking night for first-year First Nations law students in Sydney, connecting them with their peers and First Nations lawyers across the profession. This event helps build a strong sense of community for mob from the very beginning of their law career journey. Gilbert + Tobin's continued sponsorship of the annual Ngalaya Ball and bursaries for law students has also been instrumental in making these opportunities possible for the First Nations legal community in NSW and the ACT."*

Ngalaya Board



Networking Evening in Partnership with Ngalaya

### **Case study: Ngak Min Health**

Ngak Min Health is a community-led, Aboriginal-controlled health service delivering an integrated, one-stop health centre for families in Gordonvale. By removing complex referral pathways that can act as barriers to care, Ngak Min Health enables community members to access culturally safe, holistic health support in a single location.

Embedded within Djarragun College, the service demonstrates the impact of locally designed, community-driven solutions in improving health outcomes. In one quarter last year alone, Ngak Min Health delivered significant support to students, including 1,086 episodes of care, 106 health checks and 57 dental appointments.

Ngak Min Health was Gilbert + Tobin's original partner organisation for the Gilbert + Tobin Foundation. Since 2019, this partnership has focused on addressing the health gap experienced by First Nations peoples, with a total of \$350,000 provided in grant funding. Located in the heart of Gordonvale, the service plays a vital role in reducing health inequalities by encouraging health-seeking behaviours and empowering students and families to make informed decisions about their health.

### **Case study: Monash**

The Growing Indigenous Graduates program at Monash University supports First Nations students to enter and succeed in medical and health degrees. By providing holistic, wrap-around support across the student journey, from enrolment through to employment, the program helps address key barriers such as financial hardship, relocation and access to mentoring.

Over the past five years, Gilbert + Tobin has proudly supported the program as a philanthropic partner. This contribution has helped students to succeed academically and transition into the healthcare workforce. Through this support, Gilbert + Tobin has contributed to strengthening the pipeline of Indigenous healthcare professionals and improving access to culturally safe care for First Nations communities.

### **Case study: Women's Justice Network**

The Women's Justice Network (WJN) is a Sydney-based charity dedicated to improving outcomes for marginalised women and girls. For over a decade, Gilbert + Tobin has partnered with WJN to support women at risk of entering, or exiting, the criminal legal system, with a focus on increasing access to WJN's programs for First Nations women.

WJN supports more than 100 women annually through intensive advocacy, casework, and its Mentoring Program, which pairs participants with trained, culturally appropriate mentors. These mentors provide consistent, non-judgmental support, assist in navigating services, and foster community connection.

The impact is significant: while over 40% of women in NSW reoffend after release, 93% of WJN participants who engage in mentoring and wrap-around support do not reoffend. Gilbert + Tobin contributes through financial assistance and Pro Bono legal services, aligned with its commitment to supporting the most marginalised and disadvantaged members of our community.

*"Our partnership with Gilbert and Tobin has enabled WJN to extend its reach to support additional Aboriginal women through our Mentoring Program to live healthy, happy lives free of the criminal legal system."*

*Gloria Larman, CEO Women's Justice Network*

### **Case study: Supporting First Nations Peoples in seeking Constitutional Recognition**

Gilbert + Tobin played a key role in supporting the work of First Nations peoples seeking constitutional recognition. The firm was an early and vocal supporter of the Voice to Parliament and the firm's Chairman, Danny Gilbert, worked tirelessly alongside First Nations leaders to build support for the Voice ahead of the 2023 Referendum, particularly among the business community.

Gilbert + Tobin's other work in support of the Voice to Parliament included establishing Australians for Indigenous Constitutional Recognition; the organisation behind the Yes23 campaign. Danny Gilbert co-chaired the organisation alongside Rachel Perkins, helping to attract critical funding and to build strategic partnerships. The firm provided extensive ongoing legal assistance to the organisation with more than 2,000 Pro Bono work and additional in-kind support.

The firm's commitment to self-determination for First Nations Peoples has continued beyond the referendum. Gilbert + Tobin provides ongoing Pro Bono support to the Council of First Nations and works with communities and organisations to strengthen governance structures that enable self-determination. Through this work, the firm continues to support opportunities for First Nations voices to be heard.

### **Case study: Gilbert + Tobin Indigenous Scholarship - University of Western Australia**

Gilbert + Tobin established the Gilbert + Tobin Indigenous Scholarship in Law to support high-achieving First Nations students experiencing financial hardship to pursue a Juris Doctor at the University of Western Australia. The scholarship provides support for up to four years, helping to reduce financial barriers and enable students to focus on their studies.

By investing in the next generation of First Nations legal professionals, this initiative creates meaningful pathways into the legal profession and supports students to thrive in their studies and future careers.

*"The Gilbert + Tobin Indigenous Scholarship in Law has offered invaluable financial support, making it possible for high-achieving Indigenous Australian students to pursue a Juris Doctor at UWA Law School. I have no doubt these students will go on to make important contributions to the legal profession."*

*Sharon Mascher, Dean and Head of UWA Law School*

**Case study: Coastal Sydney and Illawarra  
Traditional Owners Aboriginal Corporation**

Coastal Sydney and Illawarra Traditional Owners Aboriginal Corporation is the peak organisation representing Traditional Owners across the Coastal Sydney and Illawarra region. Drawing on its authority from its significant membership base of Traditional Owners who have an ancient and unbroken connection to their Country. In addition to advocating for the rights of its members, Coastal Sydney and Illawarra Traditional Owners Aboriginal Corporation also works in collaboration with Elders, knowledge holders, and community representatives to deliver culturally informed advisory services to the public and private sector.

Gilbert + Tobin provided Pro Bono support and seed funding to support the establishment of Coastal Sydney and Illawarra Traditional Owners Aboriginal Corporation. This support was instrumental in the successful launch of the organisation and has enabled it to grow into a sustainable, community-controlled enterprise. The organisation will continue to play an important role for Aboriginal peoples of the Coastal Sydney and Illawarra region for generations to come.



Alair Pambegan, *Flying Fox  
Story Place*, 2014

# Our commitments

## Pro Bono

Gilbert + Tobin is committed to social justice. We believe the law should serve everyone equitably, not only those who can afford it. Ensuring access to legal advice and representation is a professional responsibility and a core part of who we are. A significant and longstanding focus of our Pro Bono work is supporting First Nations peoples and communities across the nation.

We recognise that access to justice is particularly critical for First Nations peoples, given the ongoing impacts of systemic injustice, colonisation and inequality. We are committed to using our legal expertise and networks in genuine partnership to support self-determination, strengthen governance and protect rights.

Our work ranges from community-led initiatives and governance advice to complex litigation, employment and discrimination matters, Native Title, and wills and estate planning. Supporting economic development and nation-building remains a key pillar of our Pro Bono strategy, including work with First Nations entrepreneurs and early-stage enterprises.

Beyond legal services, we provide practical support, including access to facilities for board meetings and strategy sessions. We encourage our lawyers to contribute through board and advisory roles across First Nations-led organisations.



### Wills and estate planning clinics

For more than a decade we have delivered on-the-ground Wills and Estate Planning clinics in remote, regional and metropolitan First Nations communities across New South Wales, Western Australia and Victoria.

Access to timely estate planning is critical for First Nations communities. Approximately 70% of burial disputes litigated in Australian courts involve First Nations peoples, despite First Nations peoples comprising approximately 3% of the population. Key factors contributing to these disputes include:

- **Cultural complexity:** Burial disputes may arise from differing cultural obligations and family expectations, including the importance of being laid to rest on traditional Country, which may conflict with other views within families.
- **Intestacy:** Many disputes occur where a person passes away without a valid will, requiring courts to make decisions about burial and estate matters.
- **Disproportionate impact:** First Nations peoples are consistently overrepresented in burial and estate-related legal disputes.

Through accessible clinics and community education, we aim to reduce disputes, support culturally informed decision-making, and empower individuals and families to plan in ways that respect culture, family and Country.

# Creating meaningful pathways

Increasing the representation of First Nations peoples in the legal profession is critical to achieving justice and equity in Australia. Our approach is long-term and grounded in listening. First Nations employment is viewed as an opportunity to support self-determination, leadership and sustained success.

Strong partnerships with universities and First Nations organisations, such as Ngalaya, are central to our approach. We recognise that systemic barriers can arise at every stage, from high school through to university and into the workforce, particularly for students from regional, remote and disadvantaged backgrounds. Through tailored mentoring, practical experience and early exposure to legal careers, we seek to help remove those barriers.



## First Nations Legal Cadetship Program

For over a decade, Gilbert + Tobin has proudly delivered its First Nations Legal Cadetship Program. The program offers First Nations law students part-time (1-2 days a week) ongoing employment during their studies. Through this program, cadets gain early exposure to corporate law and build confidence navigating the legal profession, while equipping students with skills that support diverse career pathways.

We accept students at any point in their studies, including from first year. Our program is staged to meet students at their level. Some cadets will enter as Administrative Assistant and progress through to Legal Research Assistants and later as Paralegals.

The program is underpinned by structured mentoring, multiple points of contact across the firm and a strong sense of community. We continually refine the program in response to feedback.

The focus of our program is sector-wide impact – increasing the representation of First Nations peoples in the legal profession. While we are proud when cadets join Gilbert + Tobin, we measure success by their contribution across the broader legal ecosystem. Since its inception in 2011, more than 64 students have participated, with alumni progressing into Legal Aid, government, private practice and in-house roles. The program has become a launching pad for First Nations leadership in law.

### Telstra First Nations graduate lawyer program

Since 2017, Gilbert + Tobin has partnered with Telstra to employ a First Nations-identified graduate lawyer. The graduate is employed by Telstra and undertakes a 12-month secondment at Gilbert + Tobin where they participate in our graduate training program.

This partnership provides access to top-tier on-the-job training and structured mentoring, including support from senior First Nations lawyers. It combines Gilbert + Tobin's expertise in First Nations employment initiatives with Telstra's commitment to increasing representation within its legal team.

Over the past eight years, six First Nations graduate lawyers have been employed through this program. While modest in scale, its impact on individual careers and broader representation in corporate law is significant.

### Building the pipeline of First Nations lawyers

We also support a range of other initiatives that strengthen early pathways into law and in universities, including:

- The University of New South Wales Indigenous Pre-Law Program.
- Charles Darwin University's Indigenous Pre-Law Program.
- Sponsorship of scholarships and other events.

### First Nations law student networking evening

Since 2014, we have partnered with Ngalaya, the NSW First Nations Lawyers and Law Students Association, to host an annual networking evening for First Nations law students in the early years of their studies. Held at Gilbert + Tobin, the event is a welcoming space for students to connect with First Nations lawyers from across the profession and begin building lasting professional networks.

The evening is designed to inspire as much as it connects. Students hear directly from First Nations lawyers about their career journeys, including both achievements and challenges, and gain insight into the diverse pathways a legal career can offer. Above all, the event reinforces community, confidence and possibility, reminding students that they are supported and that their future in law is full of opportunity.



Charmaine Mumbulla,  
Director of Indigenous  
Legal Education UNSW  
and Kimberley Peckham,  
First Nations Strategy Lead  
Gilbert + Tobin

# Education

We recognise that cultural awareness is an ongoing learning journey. To support this, we are building cultural capability through a progressive, layered training model. In 2023, we introduced anti-racism training in partnership with IndigenousX, a First Nations-owned organisation. In 2024, we built on this foundation with cultural competency training developed with the National Centre for Cultural Competency. Together, these initiatives form a long-term educational pathway that promotes reflection, accountability and personal growth.

We view cultural capability as a two-way exchange. Our staff learn directly from First Nations voices and lived experience, while contributing their professional skills in ways that strengthen relationships and mutual understanding. This reciprocity supports cultural capability that is meaningful and transformative.

Looking ahead, we are exploring the integration of racial literacy and cultural intelligence training into our professional development programs, offering differentiated learning for staff at different stages of their journey. Our aim is to establish a scaffolded capability framework that recognises cultural safety as a dynamic, evolving practice that requires regular engagement and practical application.

As a national firm operating in Sydney, Melbourne and Perth, we are committed to place-based, locally grounded training. In Perth, we have partnered with our RAP Working Group and Noongar man Dylan Collard of Kalyakoorl who will deliver language and cultural training grounded in local knowledge. We are developing similar partnerships in Sydney and Melbourne to reflect the history, culture and voices of local Traditional Custodians.

# Procurement

As a founding member of Supply Nation and an active participant in the Business Council of Australia's Raising the Bar initiative, Gilbert + Tobin prioritises procuring goods and services from First Nations businesses. Our focus is on long-term relationships, strengthening supplier capability, and embedding First Nations businesses across our supply chain.

Beyond procurement, we support First Nations economic participation through our Pro Bono practice, supporting entrepreneurs and early-stage enterprises.

Since joining the RAP program in 2008, advancing economic development through enterprise and governance support has remained central to our reconciliation strategy.



*Yhonnie Scarce, Shackled*

# G+T Foundation

Established in 2019, the G+T Foundation advances social and public welfare, human rights and charitable initiatives aligned with our values. Through the Foundation and our workplace giving program, we provide targeted support to a select group of high-impact organisations.

The Foundation contributes to reconciliation by supporting organisations led by, or working closely with, First Nations communities, with a focus on justice, education, health and community empowerment. Some of the organisations supported include Literacy for Life, NOFASD, Ngak Min Health, Just Reinvest and First Nations Response.

The Foundation operates as an independent charitable trust with its own board. The firm covers all operating costs, ensuring 100% of workplace giving donations are directed to supported organisations. Through this structure, we support community-led initiatives addressing systemic inequality and strengthening self-determination.



Gilbert + Tobin staff volunteering for a fundraiser

# Relationships

*Gilbert + Tobin recognises the importance of strengthening and deepening our enduring relationships with First Nations communities and organisations. We are committed to investing in these partnerships and supporting communities to achieve their self-determined goals. By building strong, respectful relationships, we deepen our understanding of the unique challenges faced by First Nations peoples and provide meaningful support where needed.*

*We take seriously our responsibility to remain actively engaged and connected with First Nations communities, sharing experiences, exchanging knowledge, and sustaining the partnerships that matter. In addition to maintaining long-standing relationships, we are also committed to forming new, meaningful partnerships by supporting community-led initiatives and priorities.*

*We will work collaboratively with our partners to understand their needs and provide tailored support that reflects their specific contexts.*

*In summary, our initiatives focus on:*

- *Strengthening and deepening our relationships with First Nations communities and organisations.*
- *Maintaining active engagement and ongoing connection.*
- *Establishing new, meaningful partnerships.*

*Through these efforts, we aim to build relationships founded on mutual respect, trust, and collaboration, working together towards a shared vision of reconciliation, equity, and empowerment for First Nations peoples and communities.*

	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
<b>1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.</b>	Identify our core reconciliation principles as an organisation and consult with First Nations clients and stakeholders to ensure they are respectful and culturally aligned with our core values and those of the community. The core reconciliation principles are to be reviewed every three years.	<i>August 2027</i>	<i>First Nations voice committee</i>
	Develop a First Nations stakeholder Engagement Strategy to sit alongside our other strategies.	<i>August 2027</i>	<i>First Nations strategy lead</i>
	Establish and maintain our formal two-way partnerships with at least 6 First Nations communities and organisations, including but not limited to: Gujaga Foundation, North Australian Aboriginal Justice Agency, Tribal Warrior, The Carrolup Story, Ngalya Indigenous Corporation and IndigenousX.	<i>August 2026, 2027, 2028</i>	<i>Head of CSR &amp; First Nations strategy lead</i>
	Host an annual open invitation Community Legal Education event to help build new relationships and maintain regular communication with current First Nations clients.	<i>February 2027, 2028</i>	<i>Pro Bono partners</i>

	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
	Establish formal two-way partnerships between our organisation and with Traditional Owner groups in New South Wales, Western Australia and Victoria.	<i>August 2028</i>	<i>Pro Bono partners and head of CSR</i>
	Hold an annual proactive meeting with 5 key Pro Bono First Nations referral partners, to keep updated on what is happening in the legal sphere.	<i>March 2027, 2028, 2029</i>	<i>Pro Bono partners, head of CSR</i>
	Continue to sponsor the G+T Centre for Public Law at UNSW.	<i>June 2026, 2027, 2028</i>	<i>Head of CSR</i>
<b>2. Build relationships through celebrating and participating in National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	<i>May 2026, 2027, 2028</i>	<i>CSR team assistant</i>
	Organise five internal NRW events; three in the Sydney office and at least one in each of the Melbourne and Perth offices.	<i>27 May - 3 June 2026, 2027, 2028</i>	<i>First Nations strategy lead and RAP working groups</i>
	At least two senior leaders from each office to participate in an external event to recognise and celebrate NRW.	<i>27 May - 3 June 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
	Register all our NRW events on Reconciliation Australia's NRW website.	<i>27 May - 3 June 2026, 2027, 2028</i>	<i>CSR team assistant</i>
	RAP Working Group members to participate in at least one external NRW events.	<i>27 May - 3 June 2026, 2027, 2028</i>	<i>First Nations strategy lead and RAP working group chair</i>
<b>3. Promote reconciliation through our sphere of influence.</b>	Publicly communicate our commitment to reconciliation, including by publishing our RAP on the firm's website.	<i>August 2026, 2027, 2028</i>	<i>Co-chief marketing officers</i>
	Share knowledge and learnings with organisations across all RAP types (Reflect, Innovate, Stretch and Elevate) and other like-minded partners to support reconciliation efforts. This will include participating in knowledge exchange with other RAP organisations, and contributing to seminars and educational forums where appropriate, with a clear focus on learning, reflection and collaboration. This activity will not replace or duplicate the work of First Nations-led businesses or organisations, and will be undertaken in a way that respects and supports their leadership in this space.	<i>August 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
	Participate in the Business Council Australia biannual First Nations engagement survey.	<i>June 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>

<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
Continue to contribute to reconciliation within the legal sector by attending all Legal Profession Reconciliation Network events and meetings.	<i>November 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	<i>August 2027</i>	<i>First Nations strategy lead</i>
Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	<i>November 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
Attend at least two RAP Leadership Gatherings hosted by Reconciliation Australia annually.	<i>November 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
<b>4. Promote positive race relations through anti-discrimination strategies.</b>		
Senior leaders to champion and publicly support anti-discrimination campaigns, anti-racism training and cultural competency, particularly First Nations initiatives and views.	<i>August 2026, 2027, 2028</i>	<i>CEO, executive partner and chairman</i>
Implement and update our firm wide and HR anti-discrimination policy and diversity and inclusion strategies for our organisation.	<i>August 2026, 2028</i>	<i>DE+I and wellbeing consultant and chief people officer</i>
Continuously improve HR policies and procedures concerned with anti-discrimination.	<i>August 2026, 2028</i>	<i>Head of talent acquisition and people support</i>
Provide ongoing education opportunities for senior leaders and managers on the effects of racism, discrimination and the importance of cultural competency.	<i>August 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>

# Respect

At Gilbert + Tobin, we are committed to demonstrating respect for the cultures, histories, knowledge, and rights of First Nations peoples. Our commitment to reconciliation is embedded in our structure and governance, and we actively foster a culturally safe and inclusive workplace. We recognise the importance of learning from, honouring, and supporting First Nations individuals, communities, and organisations, while continuing to expand our understanding and champion their success.

To give meaningful effect to our values of respect, our initiatives will focus on the following areas:

- **Acknowledgment and Reconciliation**

We commit to acknowledging the impacts of colonisation and historical trauma on First Nations peoples and communities. We will continue working towards reconciliation and healing through respectful, long-term partnerships and actions.

- **Cultural Safety**

We will maintain a culturally safe workplace that upholds and promotes respect for First Nations cultures, histories, and protocols. This includes providing regular cultural awareness training for all staff and integrating First Nations knowledge and practices into our policies and operations.

- **Relationship Building**

We will prioritise respectful, trust-based relationships with First Nations peoples and communities, supported by genuine engagement and opportunities for cultural exchange.

- **Representation**

We will work to increase the representation of First Nations peoples across all levels of the organisation, including in leadership roles. We will also ensure that First Nations voices are meaningfully included in decision-making processes.

- **Acknowledgement of Country**

We will continue to respectfully acknowledge the Traditional Owners of the lands on which we work and promote a deeper organisational understanding of the significance of land, Country, and cultural connection.

- **Truth-Telling**

We recognise the importance of truth-telling in advancing reconciliation. We are committed to creating space for honest conversations about Australia's history and its ongoing impacts on First Nations communities, and to listening with openness and humility.

Through these initiatives, we aim to deepen respect, foster mutual understanding, and contribute to a more equitable and reconciled future for First Nations peoples and communities.

	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value, and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	August 2026, 2027, 2028	First Nations strategy lead and learning and development
	Engage with local Traditional Owners and First Nations advisors to gather input and guidance for our cultural learning strategy, ensuring best practices that respect First Nations' cultures and heritage.	August 2026, 2027, 2028	First Nations strategy lead and head of CSR

	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
<b>5. Increase understanding, value, and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.</b>	Implement an introductory Cultural Competence Module for all new employees.	<i>November 2027</i>	<i>Learning and development and head of CSR</i>
	A minimum of two hundred people each year to complete face-to-face or online learning opportunities, with the intention to have new participants each year. This commitment will be reflected in staff KPIs and performance reviews to support accountability and continuous engagement.	<i>December 2026, 2027, 2028</i>	<i>First Nations strategy lead &amp; learning and development</i>
	Senior executives to take the lead on undertaking cultural learning activities, with at least one partner-focused session on cultural learning each year.	<i>March 2027, 2028</i>	<i>Chief people officer</i>
	In collaboration with the RWG's and internal stakeholders, provide a minimum of two additional cultural engagement opportunities for staff looking to further enrich their cultural understanding and involvement, such as local cultural walks or cultural immersion.	<i>August 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
	At least four lawyers and two senior staff who have completed more than 50 hours of Pro Bono work plus two operational staff to attend a cultural immersion experience annually.	<i>September 2026, 2027, 2028</i>	<i>Pro Bono co-ordinator and CSR team assistant</i>
	Commit all RWG, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	<i>March 2027, 2028, 2029</i>	<i>First Nations strategy lead and head of talent acquisition and people support</i>
	Implement and actively promote a cultural learning strategy for all staff, ensuring it is clearly communicated and embedded in practice.	<i>March 2027</i>	<i>First Nations strategy lead &amp; head of capability development and change</i>
	Provide an opportunity for partners and staff to become involved with First Nations not-for-profit organisations and programs.	<i>July, December 2026, 2027, 2028</i>	<i>First Nations strategy lead and head of CSR</i>

	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
	Support the funding and delivery of Noongar language lessons for Noongar people, to increase community access to language learning and help build cultural knowledge and capacity.	<i>December 2026</i>	<i>Perth RWG chair and head of CSR</i>
	Implementation of Noongar language lessons and cultural information sheets in our Perth office.	<i>August 2026</i>	<i>Perth RWG chair</i>
<b>6. Demonstrate respect to First Nations peoples and communities by embedding cultural protocols, language and customs as part of the way our organisation functions.</b>	<p>Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocols at significant events each year, including:</p> <ul style="list-style-type: none"> <li>▪ National Reconciliation Week</li> <li>▪ NAIDOC Week</li> <li>▪ Pro Bono Events</li> </ul>	<i>May and July 2026, 2027, 2028</i>	<i>First Nations strategy lead and events</i>
	Include an Acknowledgment of Country or other appropriate protocols at the commencement of important meetings such as whole firm meetings and significant events both internally and externally.	<i>August 2026, 2027, 2028</i>	<i>CEO, executive partner and chairman</i>
	Ensure that artwork, both physical and digital, is bought ethically and curated appropriately by a First Nations curator.	<i>August 2026, 2027, 2028</i>	<i>First Nations voice committee and arts committee</i>
	Work in partnership with First Nations communities and organisations to identify and respond to their needs and priorities. This includes participating in community meetings, focus groups, and other engagement activities to ensure decisions are culturally appropriate, community-informed, and reflective of First Nations voice.	<i>August 2026, 2027, 2028</i>	<i>First Nations strategy lead and Pro Bono lawyers</i>
	Work collaboratively with First Nations leaders and peak organisations (e.g. youth justice) to inform and shape external policy advice and decision-making.	<i>September 2026, 2027, 2028</i>	<i>Pro Bono partners and head of CSR</i>

<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>	
Continue to promote awareness and uptake of G+T's Public Holiday Swap policy, ensuring staff know they can exchange designated public holidays for days of personal or cultural significance.	<i>December 2028</i>	<i>Chief people officer</i>	
Conduct an annual review of our cultural protocol documents to ensure they are tailored to the local First Nations communities in each of our offices, Perth, Sydney, and Melbourne. This includes ensuring protocols for Welcome to Country and Acknowledgement of Country are accurate, respectful, and locally appropriate.	<i>November 2026, 2027, 2028</i>	<i>First Nations strategy lead and external consultant</i>	
Reinforce the importance of meaningful Acknowledgements of Country, moving beyond a 'tick-box' approach, by encouraging staff to reflect on their words and intent. Incorporate Welcome to Country and Acknowledgement of Country protocols into onboarding materials to strengthen understanding of their purpose and cultural significance.	<i>2026, 2027, 2028</i>	<i>Chief people officer and senior design manager</i>	
Display Acknowledgement to Country plaques in our three offices.	<i>May 2027</i>	<i>First Nations strategy lead</i>	
<b>7. Promote engagement with First Nations languages by supporting staff in learning and using First Nations languages as part of cultural learning.</b>	Encourage staff to download and explore First Nations language apps, highlighted through internal communications, onboarding, and cultural awareness sessions.	<i>2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
	Install office signage in both English and local First Nations languages (e.g., place names, room labels, greetings).	<i>October 2027</i>	<i>Facilities and CEO</i>
	Provide resources and opportunities for staff to learn simple, respectful words or phrases (e.g., greetings, farewells) in local First Nations languages, encouraging their use in daily interactions.	<i>2026, 2027, 2028</i>	<i>First Nations strategy lead</i>

	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
<b>8. Continue to elevate the voices and perspectives of First Nations people both internally and externally.</b>	Create spaces for First Nations staff to share their stories, experiences, and perspectives, particularly regarding our reconciliation efforts.	<i>April, August and December 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
	Ensure a minimum of fifteen staff volunteers participate in the annual Family Culture Day Christmas Party on the Block community celebration in Redfern.	<i>December 2026, 2027, 2028</i>	<i>First Nations strategies lead</i>
	Provide staff with opportunities to engage in projects or initiatives related to First Nations matters, where relevant to their roles.	<i>December 2026, 2027, 2028</i>	<i>Head of CSR and Pro Bono partners</i>
	Organise at least two thought leadership series that elevate First Nations voices across different areas, to be shared both internally and externally, in areas such as: <ul style="list-style-type: none"> <li>▪ Treaty</li> <li>▪ Truth telling</li> <li>▪ Cultural Heritage</li> <li>▪ Climate Change</li> <li>▪ Nation Rebuilding and Decision making</li> <li>▪ Youth Justice</li> </ul>	<i>December 2026, 2027, 2028</i>	<i>First Nations strategy lead &amp; learning and development</i>
<b>9. Engage with First Nations cultures and histories by celebrating NAIDOC Week.</b>	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	<i>May 2026, 2027, 2028</i>	<i>Chief people officer</i>
	RAP Working Group Members to participate in an external NAIDOC Week event.	<i>First Week in July 2026, 2027, 2028</i>	<i>Head of CSR and First Nations strategy lead</i>
	Ensure senior staff acknowledge NAIDOC Week and it's importance via all-staff email annually.	<i>First Week in July 2026, 2027, 2028.</i>	<i>CEO, executive partner and chairman</i>
	Support all staff to participate in at least one NAIDOC week event in their local area.	<i>First Week in July 2026, 2027, 2028.</i>	<i>First Nations strategy lead</i>
	In consultation with First Nations stakeholders, support two external NAIDOC Week events each year.	<i>First Week in July 2026, 2027, 2028.</i>	<i>First Nations strategy lead</i>

# Opportunities

At Gilbert + Tobin, we are committed to creating meaningful opportunities for First Nations Peoples across key areas including employment, procurement, professional development, and retention. We recognise the importance of promoting equity and increasing First Nations representation within the legal sector.

To support this commitment, our proposed initiatives include:

- **Employment**

We will implement targeted recruitment strategies to attract and retain First Nations talent. This includes offering internships, cadetships, mentorships, and entry pathways that support career progression and long-term employment outcomes.

- **Procurement**

We will prioritise engagement with First Nations-owned businesses and suppliers, supporting economic participation and contributing to the growth of Indigenous enterprises.

- **Professional Development**

We will deliver culturally appropriate training and development programs that support the professional growth of First Nations staff and promote inclusive leadership.

- **Retention**

We are committed to fostering a culturally safe and supportive workplace where First Nations Peoples feel valued and empowered. This includes creating space for First Nations voices, ensuring culturally safe practices, and providing opportunities for advancement into leadership roles.

- **Access to Justice**

We will work to address the systemic barriers that impact First Nations communities in accessing justice. This includes supporting legal initiatives that promote equity, fairness, and culturally appropriate legal services.

Through these initiatives, we aim to build a workplace that is inclusive, respectful, and supportive of First Nations Peoples, and to contribute to a legal sector that reflects the diversity and strength of the communities it serves.

	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
<b>10. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.</b>	Maintain First Nations employment at a minimum of 1.5% and work towards a goal of 2% by 2028.	April 2028	Head of CSR, First Nations strategy lead, people team
	Provide at least two training and development opportunities per year for First Nations staff to support their professional growth and career progression. This may include leadership programs, mentoring, secondments, or participation in industry-specific training.	July and October 2026, 2027, 2028	HR managers and First Nations strategy lead
	Review and update the firms First Nations Employment and Retention Strategy annually.	November 2026, 2027, 2028	Chief peoples officer and First Nations strategy lead

<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
Review HR and recruitment procedures and policies to remove barriers to First Nation participation in our workplace.	<i>November 2026, 2027, 2028</i>	<i>Head of talent acquisition and people support</i>
Commit to having a First Nations representative on interviewing panels for clerkships and other employment opportunities.	<i>November 2026, 2027, 2028</i>	<i>Chief people officer</i>
Hold quarterly meetings for First Nations staff to discuss key initiatives and collaboratively draft proposals to be presented to senior leadership through the First Nations Voice Committee, and consult on our recruitment, retention and professional development strategy.	<i>February, June, October 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
Advertise job vacancies to effectively reach First Nations stakeholders.	<i>September 2026, 2027, 2028</i>	<i>Talent attraction and brand manager &amp; First Nations strategy lead</i>
Continue Secondment of Telstra First Nations Graduate Lawyer to Gilbert + Tobin.	<i>February 2027, 2028, 2029</i>	<i>Head of CSR</i>
<b>11. Work with First Nations people and organisations to empower them through legal education and support of self-determination.</b>		
Establish the foundations and define the role for a First Nations Governance Project, including scope and objectives.	<i>December 2026</i>	<i>Pro Bono partners and head of CSR</i>
Deliver community-based legal education sessions in partnership with First Nations organisations, focusing on rights awareness, legal processes, and pathways to self-determination.	<i>August 2027</i>	<i>Pro Bono partners</i>

	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
<b>12. Strengthen partnerships with key universities nationally to build pathways for First Nations peoples into the legal sector.</b>	Meet annually with at least 8 key universities across New South Wales, Victoria, and Western Australia to strengthen relationships and develop tailored opportunities for First Nations law students.	<i>December 2026, 2027, 2028</i>	<i>First Nations strategy lead and head of CSR</i>
	Continue to host participants from the University of New South Wales Indigenous Pre-Law Program and Pre-Law Workshop at Gilbert + Tobin each year.	<i>December 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
	Continue to fund a scholarship for a First Nations law student at a Perth-based university.	<i>March 2027, 2028, 2029</i>	<i>Head of CSR and Perth partners</i>
	Establish new scholarships valued at \$25,000 per year in both Sydney and Melbourne to support First Nations law students.	<i>December 2026, 2027, 2028</i>	<i>Head of CSR</i>
	Sponsor a minimum of two First Nations students annually to attend the Pre-Law Program at Charles Darwin University and offer First Nations Gilbert + Tobin staff the opportunity to attend as firm representatives when possible.	<i>January 2027, 2028, 2029</i>	<i>First Nations strategy lead</i>
	Partner with First Nations student societies at the University of New South Wales, University of Sydney, University of Melbourne, and Murdoch University to support and sponsor at least one student-led event at each university annually.	<i>June 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
<b>13. Empower and elevate First Nations leadership, organisations, and initiatives across the legal sector.</b>	Collaborate and provide sponsorship for state based First Nations Law societies, Ngalaya in New South Wales, Tarwirri in Victoria and Western Australia, annually, or when the opportunity arises.	<i>June 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
	Collaborate and provide sponsorship for the National Indigenous Arts Fair annually.	<i>June 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
	Sponsor the National Indigenous Legal Conference annually.	<i>June 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
	Host annual networking night in partnership with Ngalaya for First Nations legal professionals and law students to share insight, build networks, and influence sector-wide discussions.	<i>March 2027, 2028, 2029</i>	<i>First Nations strategy lead</i>

<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>	
<p>Conduct at least two annual workshops for First Nations directors and non-for profits on the following:</p> <ul style="list-style-type: none"> <li>▪ Director education</li> <li>▪ Privacy obligations</li> <li>▪ Directors' roles in workplace health and safety</li> </ul> <p>These workshops should include organisation health checks from various lawyers, covering constitution reviews and effective structures for First Nations organisations. One in every four workshops should be a regional session.</p>	<i>April and August 2027, 2028, 2029</i>	<i>Pro Bono partners and head of CSR</i>	
<p><b>14. Continue to strengthen recruitment pathways through our First Nations Cadetship Program.</b></p>	<p>Continue to build our First Nations Cadetship Program nationally, with a focus on securing at least two cadet placements annually in both Perth and Melbourne.</p>	<i>February 2027, 2028, 2029</i>	<i>First Nations strategy lead</i>
	<p>Develop and implement a program that enables two First Nations lawyers or cadets each year to participate in on-Country legal work through the Wills Clinic initiative.</p>	<i>August 2026, 2027, 2028</i>	<i>Pro Bono partners and head of CSR</i>
	<p>Explore and evaluate opportunities to establish mentoring programs with high schools, aimed at supporting and inspiring First Nations students to pursue further education and career pathways, including in the legal sector.</p>	<i>August 2026, 2027, 2028</i>	<i>Head of CSR and chief peoples officer</i>
<p><b>15. Continue our dedicated work on access to justice for First Nations individuals, organisations, and communities.</b></p>	<p>Ensure at least 50% of our Pro Bono practice is dedicated to First Nations clients.</p>	<i>August 2026, 2027, 2028</i>	<i>Pro Bono partners</i>
	<p>Deliver at least six Wills Clinics on Country annually, with at least 50% held in regional and rural areas.</p>	<i>November 2026, 2027, 2028</i>	<i>Pro Bono partners</i>
	<p>Provide up to two fully funded internships with the Aurora Foundation for successful Sydney clerks to gain experience with Native Title representative bodies during their winter semester break.</p>	<i>June 2026, 2027, 2028</i>	<i>Talent attraction and brand manager &amp; First Nations strategy lead</i>

	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
<b>16. Maintain and strengthen relationships with First Nations organisations to address critical concerns impacting First Nations communities.</b>	Develop and implement a partnership framework to strengthen relationships with First Nations peak bodies and community-led changemakers in areas such as health, access to justice, justice reinvestment, youth justice, and self-determination.	<i>August 2026</i>	<i>Pro Bono partners</i>
	Develop a process for establishing new partnerships with First Nations communities and organisations, ensuring up-to-date knowledge of their Pro Bono needs to support targeted clinics and referrals.	<i>August 2026</i>	<i>Pro Bono partners</i>
<b>17. Work strategically to have a positive impact on the lives of First Nations young people.</b>	Increase investment in Pro Bono initiatives focused on improving conditions for First Nations youth in the criminal justice system by 20%, through additional legal support, advocacy, and strategic partnerships.	<i>August 2028</i>	<i>Pro Bono partners</i>
	Increase our Pro Bono resources, partnerships, and advocacy efforts by 20% to help prevent First Nations youth from coming into contact with the criminal justice system.	<i>August 2028</i>	<i>Pro Bono partners</i>
	This includes expanding early intervention initiatives, community partnerships, and legal education programs.		
	Establish and maintain partnerships with at least three new organisations working to reduce youth incarceration and build pathways for opportunity and support.	<i>August 2028</i>	<i>Pro Bono partners</i>
	Be involved in at least two strategic litigation matters annually that support systemic change for First Nations youth.	<i>August 2026, 2027, 2028</i>	<i>Pro Bono partners</i>
<b>18. Build capacity among First Nations groups, communities, and organisations engaged in treaty processes.</b>	Establish the foundations to support fair, enforceable, and community-led treaty processes by engaging in research, mapping community needs, and building relationships with at least three First Nations organisations involved in treaty work.	<i>January 2027</i>	<i>Pro Bono partners and head of CSR</i>
	This foundational work may include scoping governance needs, understand community priorities, and identifying gaps in legal or strategic support.		
	Assist in the establishment of treaty-focused organisations, regardless of incorporation status, to provide platforms for engagement.	<i>December 2027, 2028</i>	<i>Pro Bono special counsel</i>
	Create and implement a research project on best practices in capacity building and governance for treaty work, culminating in a support brief for First Nations organisations.	<i>August 2028</i>	<i>Pro Bono partners</i>

**19. Increase First Nations supplier diversity to support improved economic and social outcomes.**

<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
Work with communities to implement recommendations from the treaty support brief, including new programs, services, and training.	<i>August 2028</i>	<i>Pro Bono partners</i>
Engage with at least three experts or organisations in Native Title, Nation Rebuilding, and Community Economic Empowerment to identify needs and inform support strategies.	<i>August 2028</i>	<i>Pro Bono partners and head of CSR</i>
Review and update our Procurement Policy annually to identify and remove barriers to engaging First Nations businesses and implement changes that actively support increased procurement from First Nations suppliers.	<i>August 2026, 2027, 2028</i>	<i>Head of procurement and First Nations strategy lead</i>
Maintain active membership with Supply Nation and participate in relevant events, roundtables, and networking opportunities to strengthen relationships with First Nations suppliers.	<i>July 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
Develop and implement a First Nations Procurement Policy.	<i>August 2027</i>	<i>Head of procurement and First Nations strategy lead</i>
Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff annually.	<i>July and November 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
Maintain commercial relationships with at least three Major First Nations businesses relationships with First Nations businesses and establish two more major relationships by 2028.	<i>May 2029</i>	<i>Head of CSR and CEO</i>
Achieve either a year-on-year increase in overall spending with First Nations suppliers or an increase in the proportion of suppliers who are First Nations.	<i>May 2029</i>	<i>Head of procurement</i>
Provide training to all relevant staff on how to engage and contract First Nations businesses through Supply Nation or equivalent Indigenous procurement platforms, ensuring they understand the process, tools, and benefits.	<i>May 2029</i>	<i>First Nations strategy lead and head of procurement</i>
Provide staff with information on local First Nations events, along with tailored procurement lists for key annual occasions such as National Reconciliation Week, NAIDOC Week, Easter, and Christmas, to encourage culturally respectful engagement and support of First Nations businesses.	<i>April, May, July, November 2026, 2027, 2028, 2029</i>	<i>First Nations strategy lead</i>

# Governance

	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
<b>20. Maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain First Nations representation on the RWG and invite all First Nations staff to join.	<i>February 2026, 2027, 2028, 2029</i>	<i>First Nations strategy lead</i>
	Maintain a Terms of Reference for RAP Working Groups and review annually.	<i>March 2026, 2027, 2028, 2029</i>	<i>First Nations strategy lead</i>
	Meet at least four times per year to drive and monitor RAP implementation.	<i>March, June, September, December 2026, 2027, 2028, 2029</i>	<i>First Nations strategy lead</i>
<b>21. Provide appropriate support for effective implementation of RAP commitments.</b>	Embed effective systems and build internal capability to track, measure, and report on the progress and impact of RAP commitments and deliverables.	<i>December 2026</i>	<i>First Nations strategy lead and capability and development</i>
	Embed a dedicated section within our performance review system that recognises and assesses Community engagement and RAP contributions for senior management and all staff.	<i>June 2026, 2027, 2028</i>	<i>Chief peoples officer</i>
	Ensure RAP responsibilities are clearly defined and appropriately allocated across the firm to support effective implementation and accountability.	<i>August 2026, 2027, 2028</i>	<i>Head of CSR and senior leadership</i>
	Maintain an internal RAP Champion from senior management.	<i>August 2026, 2027, 2028</i>	<i>CEO</i>
	Include our RAP as a standing agenda item at senior management meetings.	<i>August 2026, 2027, 2028</i>	<i>CEO</i>
	Ensure appropriate external RAP Champions are appointed and that their contributions are recognised through fair compensation, either monetarily or via sponsorship opportunities.	<i>January 2026, 2027, 2028, 2029</i>	<i>First Nations strategy lead</i>
	Share our RAP internally and externally and provide updates on our annual firm reporting.	<i>August 2026, 2027, 2028</i>	<i>First Nations strategy lead and communications executive</i>

	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
<b>22. First Nation Voice Committee actively monitors the RAP development and implementation and provides advice and guidance with representatives from each office.</b>	Establish Terms of Reference for the First Nations voice committee	<i>December 2026</i>	<i>First Nations strategy lead</i>
	First Nations Voice Committee to meet three times a year to discuss the progress of the RAP and prepare advice for the board.	<i>April, August, December 2026, 2027, 2028, 2029</i>	<i>First Nations strategy lead</i>
<b>23. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	<i>30 September 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
	Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation.	<i>June and November 2026, 2027, 2028</i>	<i>Head of CSR and First Nations strategy lead</i>
	Promote and encourage participation in the biennial Workplace RAP Barometer, with a target of at least 20% of staff completing the survey.	<i>May 2026</i>	<i>First Nations strategy lead</i>
	Report RAP progress to all staff and senior leaders quarterly.	<i>April, August, December 2026, 2027, 2028, 2029</i>	<i>First Nations strategy lead</i>
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	<i>October 2026, 2027, 2028</i>	<i>First Nations strategy lead &amp; communications executive</i>
	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.	<i>June 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	<i>August 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
	Continue to take part in the BCA's Indigenous Engagement survey annually.	<i>May 2026, 2027, 2028</i>	<i>First Nations strategy lead</i>
<b>24. Continue our reconciliation journey by developing our next RAP.</b>	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	<i>May 2029</i>	<i>First Nations strategy lead</i>
	Register via Reconciliation Australia's website to begin developing our next RAP.	<i>February 2029</i>	<i>First Nations strategy lead</i>

# Key contacts



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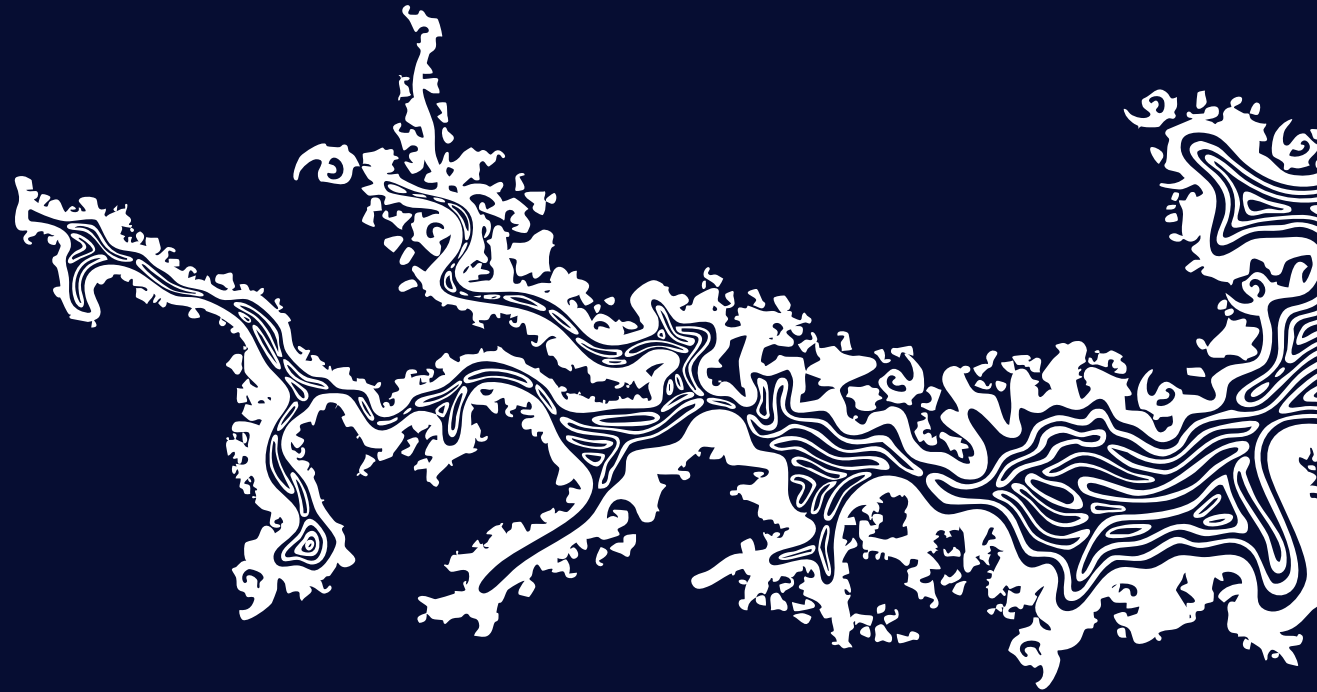
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