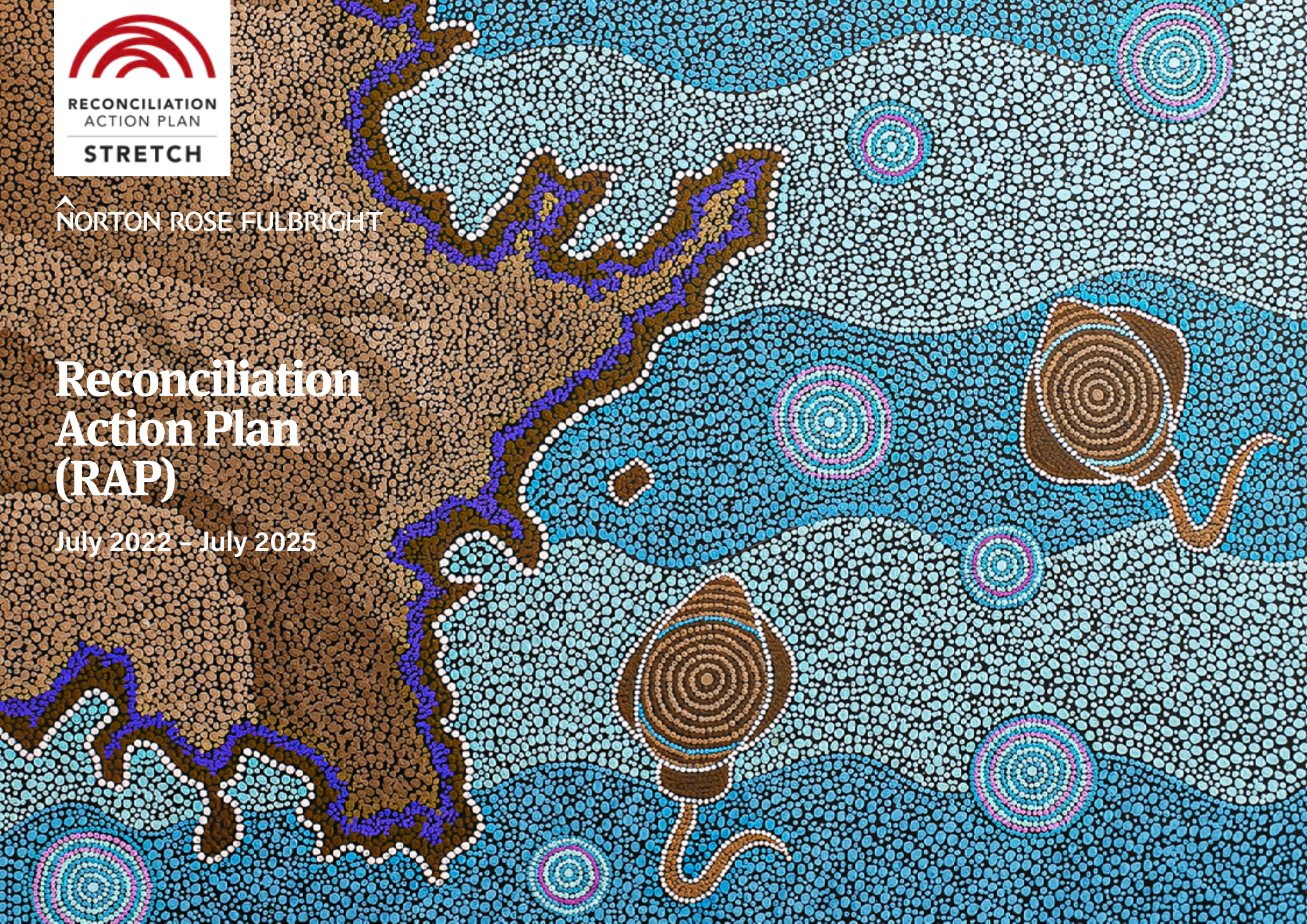




↑ NORTON ROSE FULBRIGHT

Reconciliation Action Plan (RAP)

July 2022 – July 2025



About the artwork

Through our partnership with Jawun we developed a strong relationship with the La Perouse Aboriginal community, including the Eastern Zone Gujaga Aboriginal Corporation (**Gujaga**). Gujaga, through the Dharawal Language Program, has been leading language and culture activities in the La Perouse Aboriginal Community for 15 years and is the only community-based language reclamation program in the coastal Sydney area. Through our relationship with the community, in 2019 the Dharawal Language Program gifted us the use of two words as names for our seminar and board rooms at our new offices on Gadigal Land at 60 Martin Place – Buriburi for the boardroom and Girawaa for the seminar room. Buriburi is the Dharawal name for the humpback whale, the spirit ancestor for Gadhungal people (which means people belonging to the saltwater). Girawaa is the Dharawal name for the stingray, the spirit ancestor for the Gamayngal people (which means people belonging to Botany Bay). We are honoured to have been gifted these words to name our largest rooms at 60 Martin Place, to guide our business and meeting places and, in turn, to show our respect for the Traditional Custodians of the land on which we meet each day.

The Girawaa cover image and Buriburi piece on page four were painted by Bidjigal artist, Jordan Ardler, from the Aboriginal community of La Perouse. Jordan has completed a Bachelor of Design (Hons) majoring in both Graphic & Spatial Design at UNSW Art & Design in 2016 and received recognition for her ongoing volunteer work within the indigenous student community. She now works as an Aboriginal artist and freelance graphic designer as well as with the La Perouse Youth Haven.

Cover image: 'Girawaa' © 2020 Jordan Ardler

Title page photography

Photos on pages 7, 16, 24, 30 and 38 were shared by Jaramer Legal. In the words of Jaramer Principal Bevan Mailman: "These photos are used by Jaramer Legal to represent a celebration of coming together and potential opportunity of our country, following many years of forced removal. They demonstrate our connection to and caring for country and the stewardship of Aboriginal & Torres Strait Islander people for our land.

We are pleased to share these pictures with Norton Rose Fulbright for this Reconciliation Action Plan, as an action towards reconciliation."

Title page headings

The definition on each title page is the vision developed by the RAP Working Group.

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'Buriburi' © 2020 Jordan Ardler

The story of the whale dreaming is told by Ray Ingrey as it was taught to him.

Our old people talked about a land in the distant east, Ngarawan, a long time ago, it was once occupied by our very old people.

The land was no good for hunting and it was decided that they look for better hunting grounds. The people knew that their small canoes wouldn't make it and there was only one vessel big enough to take them all safely across the sea.

Whale, who was a large person had the only vessel that could make the journey, but he was greedy and wouldn't share with anyone. The people kept watching whale and his vessel in hope that he may leave it for just enough time for everyone to get in it and start their journey. But whale never left his big vessel. The people held a secret meeting and it was decided that starfish, being a great friend of whale's would distract him enough for everyone to get in and row away. The next morning starfish said to whale "come over here and let me go through your hair and get all the lice for you".

Whale was annoyed by the lice in his hair so he tied his big canoe to the rock nearby and laid down to allow starfish to go through his hair. Starfish signalled to the other people to start getting in whale's vessel. As starfish was scratching whale's ears so he couldn't hear the boat being taken, whale asked "starfish is my barangga ok?" which starfish replied, using two pieces of wood nearby, "yes can you hear, I am tapping on it". This

continued and as whale's vessel was nearly out of sight whale lifted his head and realising he had been betrayed by his friend, went into a great rage and fought starfish. The fight lasted a little while with starfish striking whale with one of the sticks he was using to tap together, piercing it into the top of whale's head.

Whale fought and beat starfish until he couldn't move anymore. Because of that battle, starfish fell to the bottom of the sea and turned into the starfish we know today. Whale jumped into the sea and started to take pursuit of his vessel. As he was swimming, he started turning into the humpback whale and still furious at starfish, he spurted blood, then water, from the hole that starfish made. The pursuit lasted days and days and towards the end when everyone started to get tired and was too exhausted to row, koala continued to row, showing off his big arms. As he kept rowing, his arms got stronger and he started to get grey fur everywhere on his body.

Eventually they saw new land and whale was close behind, and in his excitement, crane started to dance and grew feathers and a beak. As his long legs started to appear, he put holes in the bottom of the whale's vessel, bringing water into it. As they reached land, and the people now animals hopped out of the vessel, koala pushed it out into the sea and it turned upside down and turned into a large island off Lake Illawarra called 'Gangmangang.'

Koala was so exhausted he crawled up into a tree where he slept, hanging onto the trees with his large arms. Crane continues to dance when he gets excited. Whale and his ancestors continue to look for his canoe, spurring water from the hole starfish made, swimming up and down our coastline and within our country. We can tell where whale and his ancestors have been by the islands in our country (harbours and bays) stretching from Sydney Harbour and down the coast to the Shoalhaven.

Our vision for reconciliation is to stand with Australia's First Nations people, to provide platforms for their voices to be heard and to create pathways for meaningful participation in our firm and our community.



Reconciliation Action Plan (RAP)



A message from Alison Deitz Chief Executive Partner, Norton Rose Fulbright Australia

I am delighted to launch this Stretch RAP which reflects the next evolution of our reconciliation journey at Norton Rose Fulbright Australia. It builds on the progress we have made under our previous RAPs, reaffirms our commitment to continuing our journey, and challenges us to achieve new targets as we pursue our vision for reconciliation.

This vision is to stand with Australia's First Nations peoples, provide them with platforms for their voices to be heard, and create pathways and opportunities for meaningful participation in our firm and our community.

As a law firm committed to social justice and delivering positive impact through pro bono legal services, we have the privilege of assisting vulnerable people and communities with their legal issues, and advocating for legal reform in areas that discriminate against or disadvantage Aboriginal and Torres Strait Islander people. We will continue to use our skills as lawyers and the engagement of all our people to address systemic injustice.

Our pro bono legal practice has a strategic focus on supporting First Nations communities and we are proud to commit more than 10% of our annual pro bono hours to supporting Aboriginal and Torres Strait Islander peoples and organisations. To ensure we are delivering impactful support, we will continue to build more direct community engagement built on relationships of trust. We will continue to nurture the deep relationships we already have, while seeking to develop new ones which broaden our impact. While this will take time, we believe it is a critical investment to more deeply engage with First Nations communities.

We are committed to cultivating an inclusive workplace for our Aboriginal and Torres Strait Islander peoples. Our specific goals include achieving our employment targets of 1% by 2023 and working towards population parity of 3% to reflect the broader community. We will work with our partners such as Jaramer Legal, the first national majority Indigenous-owned commercial law firm, to create more opportunities for Aboriginal and Torres Strait Islander people in our business. We will remain focused on driving initiatives to ensure our Aboriginal and Torres Strait Islander people feel connected and supported when working at our firm.

We are also committed to driving deeper cultural awareness for our people through a targeted cultural awareness program. This will include seminars featuring First Nations people to provide their perspective on significant topics, promoting employment and engagement opportunities, and leveraging our legal expertise through our pro bono practice. We will also take a more strategic and targeted approach to supporting Indigenous business and procuring their goods and services through Supply Nation as well as direct community engagement.

As we proudly launch this new Stretch RAP in 2022, I thank all who have played a pivotal role in its development. In particular, we are grateful to Reconciliation Australia for their ongoing support, our RAP Working Group for driving both our RAP development and reconciliation commitment, and Jaramer Legal for their input and insights into this plan. I look forward to what we will achieve together on this next phase of our reconciliation journey.

Alison Deitz



A message from Gavin Scott Partner & Chair, RAP Working Group

Reconciliation and closing the social, economic and health gap between Aboriginal and Torres Strait Islander peoples and the wider Australian community is an important issue for the Australian business community and our business, and it is a focus area in our National Sustainability Framework. Our reconciliation process aims to address these disadvantages through strengthening relationships between Indigenous and non-Indigenous Australians to create a fair and equal society.

I am really very proud of the way our firm has engaged with the national Australian conversation on reconciliation, and also set about undertaking real and concrete actions. As Chair of our RAP Working Group it is important to me, personally, that we create a workplace where our team are able to hear and become more aware of Australia's First Nations peoples and culture, the impact of colonisation, and the proud and ancient culture that still remains. It is also important that we look outside of our offices and see where we can direct our efforts to walk beside Aboriginal and Torres Strait Islander groups in full support of their struggles and their journey. Our partnerships, pro bono practice, and numerous annual events help these two areas of focus.

Championing the RAP and being engaged in our RAP program is important to both our people and our clients and we regularly host opportunities for meaningful action, learning and collaboration on RAP related commitments.

A public facing document such as our RAP is part of this critical conversation as well. It shows the world at large our commitments. It is important to our clients who share similar values, and above all, it is a document that is all about being part of a solution, and not merely standing by and watching events unfold. We are proud of the actions we've achieved to date and excited to take meaningful action by launching this, our third RAP.

Gavin Scott



Note: the terms First Nations and Aboriginal and Torres Strait Islander people are used interchangeably in this document.



A message from Karen Mundine

Chief Executive Officer, Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Norton Rose Fulbright on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP) – its third RAP overall.

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

Challenging itself to its first Stretch RAP, Norton Rose Fulbright has shown its readiness for the next stage of its reconciliation journey through the work of its previous RAPs. In particular, it has demonstrated its deep understanding of how to leverage its business to create substantive change for Aboriginal and Torres Strait Islander peoples – especially by increasing First Nations peoples' perspectives and parity within the legal sphere. This is exemplified in its joint venture with Jaramer Legal – a majority Indigenous-led commercial law firm providing quality corporate and commercial legal services through a culturally sensitive lens. It has also consistently invested in the next generation of Aboriginal and Torres Strait Islander lawyers, through its 10-year partnership with CareerTrackers.

This Stretch RAP takes the successes of Norton Rose Fulbright's previous RAPs and embeds and expands them for further impact. Exciting new initiatives include its commitment to hosting three annual forums to explore First Nations peoples' perspectives on important issues; such as truth-telling, environmental sustainability, and justice. And it is continuing its focus on supporting future Aboriginal and Torres Strait Islander leaders in the legal space, with a targeted First Nations Summer Clerk and Graduate program. Norton Rose Fulbright is also looking to strengthen its internal cultural capacity, aiming to have 300 staff members participate in formal cultural awareness training. With these commitments, Norton Rose Fulbright looks to extend and challenge itself in what it can contribute to reconciliation, while also creating tangible benefits for Aboriginal and Torres Strait Islander peoples.

On behalf of Reconciliation Australia, I commend Norton Rose Fulbright on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Our vision for reconciliation

Our vision for reconciliation is to stand with Australia's First Nations people, to provide platforms for their voices to be heard and to create pathways for meaningful participation in our firm and our community.

We believe a better future is one where Aboriginal and Torres Strait Islander peoples do not experience the entrenched disadvantage, political exclusion, intergenerational trauma and ongoing institutional racism that unfortunately is still a reality today. A better future involves Aboriginal and Torres Strait Islander peoples and communities having a genuine say in the design and delivery of services that affect them. A better future involves culturally safe schools, service provision and workplaces – including ours.

We recognise that in order to step forward it will be necessary for us to look back at our nation's history and together, to hear and acknowledge past injustices through Truth Telling and to create broader cultural awareness. In order to walk forward we will provide platforms to raise First Nations voices on the matters that affect them and raise awareness of their visions for a better Australia. Our focus areas are Truth Telling, environmental sustainability and the value of caring for country, building cultural awareness and addressing systemic legal issues that impact Aboriginal and Torres Strait Islander peoples.

We must create opportunities through better and culturally appropriate education and employment that support the achievement of the goals of our Aboriginal and Torres Strait Islander team members. We want to ensure our workplace is inclusive and celebrates the diversity and unique attributes of our Aboriginal and Torres Strait Islander peoples and is a place where there are pathways to success. We acknowledge that the diversity of our workforce translates to better outcomes for our clients and a better workplace for our people. We provide our legal expertise to First Nations businesses and communities to help them navigate complex legal issues and barriers to justice and we support their growth and prosperity through procurement and financial support.

Our ultimate goals for reconciliation are:

- to make our firm a culturally safe place that is an attractive place to work for First Nations lawyers, professional and support staff, and
- to support better economic opportunities for Aboriginal and Torres Strait Islander peoples by providing legal support to First Nations-led businesses actively seeking out projects benefiting First Nations communities as one of the pillars of our pro bono practice.

The vision for reconciliation to stand with Australia's First Nations people we see as requiring us to provide platforms for First Nations' voices to be heard and create pathways for greater involvement of First Nations peoples in our firm. Our firm will provide these platforms through our Truth Telling seminars, inviting First Nations scholars, other professionals and community members to speak at legal and non-legal webinars as well as the provision of cultural awareness training. We have and will continue to focus on Indigenous land management and legal systemic injustice on these platforms over the next three years.



Our business

Norton Rose Fulbright is a global law firm. We provide the world's preeminent corporations and financial institutions with a full business law service. Wherever we are, we operate in accordance with our global business principles of quality, unity and integrity.

We have more than 6,800 people based in Europe, the United States, Canada, Latin America, Asia, Australia, the Middle East and Africa. Our Australian practice employs approximately 1000 people nationally, with offices located in Brisbane, Canberra, Melbourne, Perth and Sydney. We currently have 2 people who have voluntarily self-identified as Aboriginal & Torres Strait Islander in our system. As part of this RAP we have put in place processes both to ensure more accurate data reporting in the future and to increase pathways to employment for Aboriginal & Torres Strait Islander peoples.

Recognised for our industry focus, we are strong across all the key industry sectors: financial institutions; energy, infrastructure and resources; consumer markets; transport; technology; and life sciences and healthcare. We aim to provide the highest possible standard of legal service in each of our offices and to maintain that level of quality at every point of contact.

We have an unwavering commitment from senior leaders in the firm to creating a more inclusive culture and diverse workforce as well as continuing to build our offering to First Nations peoples, businesses and communities. Further, we have people across diverse roles and seniority levels who also support our firm being inclusive and diverse. This enables people to bring their whole selves to work and to feel a sense of belonging and connection.

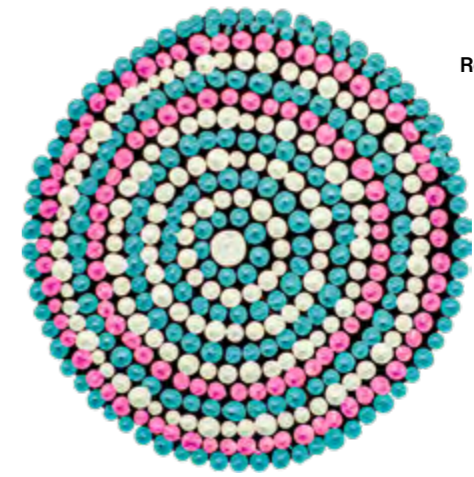


Our RAP Working Group:

Madeleine Barr | *Lawyer*
 Sabrina Bhuiyan | *Lawyer*
 Rachael Bloom | *HR Coordinator*
 Bella Borchert-Jonker | *Graduate*
 Peter Cash | *Partner*
 Tim Chia | *Lawyer*
 Tehneya Deweerd | *Graduate*
 Trilby Donald | *Associate*
 Ben Fisher | *Senior Associate*
 Jessica Flynn | *Practice Assistant*

Melissa Hanna | *Special Counsel*
 Max Henshaw | *Associate*
 Ming Kalanon | *Associate*
 Jessica Markabawi | *Associate*
 Tamara Moretto | *Lawyer*
 Rav Mukushi | *Events & Webinar Executive*
 Nila Norbu | *Lawyer*
 Chris Owen | *Partner & Pro Bono Team Leader*
 Melanie Perch | *L&D Coordinator*
 Daniel Posker | *Special Counsel*

Gavin Scott | *Partner & RAP Working Group Chair*
 Bronwyn Winley | *Head of Social Impact & Sustainability*
 Chelsea Zwoerner | *Practice Assistant & Paralegal*
 Bevan Mailman | *Jaramer Legal Principal, by invitation (pictured top right)*



Our RAP

We are incredibly proud of our reconciliation journey to date. We formally commenced our RAP journey in 2014 and continue to strive to broaden our impact on this journey inside our firm and within our spheres of influence. Our commitments in this RAP build on our strong community relationships (where previous RAPs committed to forming those relationships, this RAP will deepen and strengthen those bonds), increase our support for businesses (particularly through our pro bono legal services offered) and create an even more inclusive culture (through more extensive hiring, retention and learning commitments) that directly benefit Aboriginal and Torres Strait Islander peoples.

What we've learnt on our journey

As we embark on the next phase of our RAP journey we have paused to reflect on past challenges and lessons to be learnt, to inform our ongoing commitment to reconciliation. Our key reflections are:

The external operating environment has changed quickly and dramatically

- The challenges of the pandemic have changed the way we deliver some of our RAP commitments, and necessitate that we innovate to ensure our messages continue to resonate, and we cannot expect that simply changing the format from 'In Real Life' to 'Virtual' will have that same impact. So, for example we have created a new Acknowledgement of Country as a Zoom / Teams background screen our people can use from wherever they're dialling into a meeting or event, in addition to the spoken version.
- There is an increasingly global context to our work as First Nations communities in other jurisdictions seek our advice and expertise and Aboriginal and Torres Strait Islander peoples take their own place in the global economic community.

Consultation matters

- Reconciliation commitments progress best when they are integrated smoothly into all parts of our Firm with clear accountability structures. By adopting a consultative approach with our own people we can ensure that this is a program of work for everyone – both legal and business services, at all organisational levels and in all geographical locations where we are present.
- This approach is reflective of how we want to operate in communities, taking account of and allowing sufficient time for effective and thorough consultation processes.

Governance is critical

- Unclear governance structures are a challenge in driving deliverables and outcomes.
- There is increasing scrutiny on sustainability as a discipline and the RAP actions within that, so a future focus on aligned reporting and metrics will be important.
- A new approach to governance with clear lines of accountability and integrated reporting aligned to usual business processes will ensure robust and regular scrutiny of RAP actions and scrutiny of commitment timelines and delivery, also aligned to the wider sustainability agenda.

We have developed this RAP informed by these challenges we have experienced and the resulting learnings which we take into the new RAP period.

About this RAP

This RAP demonstrates our ongoing commitment to reconciliation and embodies our vision for reconciliation which is to stand with Australia's First Nations people, to provide platforms for their voices to be heard and to create pathways and opportunities for meaningful participation in our firm and our community.

We will be:

- **Forming strong community relationships.** We have developed a deep appreciation for community partnerships through our ongoing engagement with communities who can benefit from our legal expertise, and by broadening our discussions to address other issues that are important to them such as environmental sustainability. These partnerships are invaluable to our RAP commitment delivery and we will continue to focus on deepening our direct community engagement.
- **Raising First Nations voices on issues that are important to them.** We have learnt this is most effective when we address topics that are current within the contemporary Australian context, identified as important by First Nations people and where we can contribute subject matter expertise from within our Firm to the conversation. In the past this has led us to focus on topics such as Indigenous Land Management and Truth Telling. In the future we will continue this focus and build on our efforts to amplify these initiatives on a global platform.
- **Providing pro bono legal support.** We will continue to focus our legal efforts in support of Aboriginal & Torres Strait Islander organisations to make the most valuable contribution through our pro bono practice.
- **Evolving our RAP Working Group.** We believe our RAP commitments are best served when we have a broad range of skills in our RAP Working Group across both legal and business services and with representatives in each state. Our RAP Working Group will be strongly supported by a RAP Champions network in our firm who will promote our commitments and initiatives and also be accountable for the outcomes we aim to deliver. We recognise and value the perspective of the Aboriginal & Torres Strait Islander members of our RAP Working Group while also striving to be mindful of cultural load.
- **Continuing to encourage our RAP Working Group to engage externally in First Nations affairs.** We will empower them to bring their ideas and initiatives into the RAP Working Group to further our reconciliation journey. When they are driven by our people, this makes for the most meaningful commitments.

We acknowledge all who have contributed to our reconciliation journey to date including, but not limited to, our pro bono clients, our current Senior RAP Sponsor and Deputy Chief Executive Partner Australia Michael Greene, our RAP Working Group and especially our First Nations members, across legal and business services cohorts and Reconciliation Australia for guiding us in best practice on this journey.

This RAP was developed with great pride by our RAP Working Group. This group aims to be representative of the Firm by comprising people from all our Australian based offices in both legal and non-legal roles. We recognise the contribution made by the RAP Working Group members and the sub-committees they lead to deliver on specific RAP related initiatives, in a way that increases employee engagement and cultural awareness across the Firm. By bringing this diversity into our RAP Working Group we can tailor our reconciliation actions to be both local and national as well as legal and non-legal in nature.

We express our gratitude to the two First Nations members of this group. We acknowledge and appreciate the valuable review and input from Brian Bero and Bevan Mailman, the two principal lawyers and co-founders of Jaramer Legal, the first majority Indigenous-owned commercial law firm and our joint venture partner.



An aerial photograph of a coastal landscape. On the left, a river delta with intricate, winding channels flows into a large body of water. The land is a mix of dark green, brown, and orange, suggesting wetlands and different soil types. A prominent white sandy beach curves along the edge of a bay on the right. The water in the bay is a deep, clear blue. The overall scene is a natural, undisturbed coastal environment.

Relationships

Historical acceptance: All Australians understand and accept the wrongs of the past and their impact on Aboriginal and Torres Strait Islander peoples. Australia makes amends for past policies and practices and ensures these wrongs are never repeated.



Relationships



The word “Jaramer” is taken from the languages of the Bidjara people of Central West Queensland and the Meriam people of the Torres Strait Islands. Its contemporary meaning is “One Mountain” and it symbolises Aboriginal and Torres Strait Islander people coming together to empower themselves: Jara + Mer together.

Bevan Mailman is a Bidjara man and Brian Bero is a Meriam man. Together they are the two principal lawyers and co-founders of Jaramer Legal.

Jaramer Legal is the first national majority Indigenous-owned commercial law firm to provide a broad suite of corporate and commercial legal services. Jaramer Legal provides quality corporate and commercial legal services to government, corporations and businesses. Their expertise includes strategic legal advice and support for procurement, small to large scale projects and other business activities. Their unique ability to perform services through a sensitive cultural lens is what sets them apart from other law firms.

The services provided by Jaramer Legal are intrinsically linked to improved economic outcomes for Indigenous peoples under the Australian Federal Government’s ‘Closing the Gap’ Policy and similar initiatives. Through this framework and the Government’s ‘Developing Northern Australia’ initiative, Jaramer Legal also focuses on working with Indigenous businesses and communities to drive positive economic outcomes through the development of assets such as lands, waters and cultural intellectual property.

In the 2022 Telstra Best of Business Awards, Jaramer Legal was awarded the Victorian Indigenous Excellence Award and was also named as a finalist for the Building Communities Award. We are proud to be a joint venture colleague with Jaramer Legal.



Jaramer Principals Brian Bero and Bevan Mailman accept the 2022 Victorian Indigenous Excellence Award at the Telstra Business Awards.



CareerTrackers is a national non-profit organisation which aims to create pathways and support systems for Aboriginal and Torres Strait Islander students to attend and graduate from university, with high marks, industry experience and bright professional futures. In July 2015 we entered into a 10 year partnership with CareerTrackers with a view to providing employment opportunities for Aboriginal and Torres Strait Islander law students and developing a more diverse and inclusive workforce. Every year, we welcome interns from CareerTrackers and, with each new year, we will continue to grow the number of interns we recruit and offer longer-term or ongoing positions to, in line with our employment strategy.



Jawun is a not-for-profit organisation that supports the capacity of Indigenous leaders, organisations and communities to implement and execute their own development goals. Since 2015, we have been in partnership with Jawun, supporting their work to empower Indigenous-led change and foster meaningful connections between Indigenous and non-Indigenous Australians. This support is multi-disciplinary and includes professional legal advice to Indigenous businesses, support for their leadership programs and secondments of our employees to Indigenous community organisations.

Our relationship commenced with Jawun in 2015 in the Sydney regions of La Perouse and Redfern where we continue to partner with communities. In 2022, we established new relationships in Western Australia with a focus on Perth and West Kimberley.

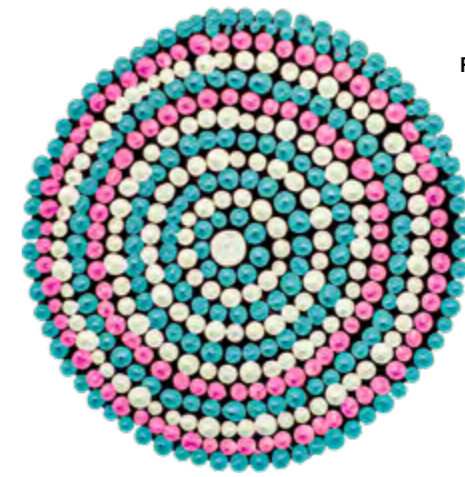
Jessica Luppino, Senior Associate, undertook a secondment with Kimberley Land Council (KLC) through Jawun. Jessica’s role involved preparing an in-depth analysis of legal authorities, preparing detailed advice, and devising an evidence-gathering tool to assist the KLC in providing legal assistance to Aboriginal and Torres Strait Islander peoples for the protection of native title rights and interests.

Jessica shared what the opportunity meant to her:

“It was rewarding that I was able to add value to such an important organisation. As an experienced common law litigation lawyer, I have a wealth of skills, knowledge and experience that I was able to offer and apply to an area of law that I knew very little about (*native title law*).

I prepared an extensive advice on enforcing the native title rights and interests of Aboriginal and Torres Strait Islander peoples via litigation. I also created a practical “evidence-gathering tool” (essentially a pamphlet that provided information and contained a questionnaire) to complement the advice and to be used in gathering evidence from witnesses across the region in preparation for prospective claims. It was incredibly rewarding to be able to use my creativity and experience to identify and solve a problem that the KLC was facing, and to strive to have an impact on the future jurisprudence in this area of law.

I have learned an incredible amount about native title law and our nation’s history. I hope to recruit more people to our cause. This secondment was life changing for me.”



We seek to build strong and meaningful relationships with First Nations people and businesses based on mutual trust and respect. We support First Nations voices and Truth Telling as the best path forward. We support community-led initiatives and seek guidance from First Nations-led businesses and service providers. We strive to create a diverse workforce and inclusive culture for all.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement. 	July 2023, 2024 & 2025	RAP Working Group (WG) Chair
	<ul style="list-style-type: none"> Establish an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and review annually. 	July 2023, 2024 & 2025	Head of Social Impact & Sustainability
	<ul style="list-style-type: none"> Establish and maintain at least five formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations. Including: <ul style="list-style-type: none"> — Jaramer Legal — Career Trackers — Jawun — Supply Nation — La Perouse Community Alliance 	July 2023, 2024 & 2025	RAP WG Chair
	<ul style="list-style-type: none"> Explore two new relationships with Aboriginal and Torres Strait Islander communities with a view to developing long-term relationships of trust and mutual respect. 	July 2024	RAP WG Chair
2. Build relationships through celebrating National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Promote Reconciliation Australia's NRW theme and actions to our stakeholders, internal & external and encourage them to take action on reconciliation during NRW. 	27 May - 3 June 2023, 2024 & 2025	Communications Manager
	<ul style="list-style-type: none"> RAP WG members to participate in at least three external NRW events and champion these internally. 	27 May - 3 June 2023, 2024 & 2025	RAP WG Chair
	<ul style="list-style-type: none"> Encourage and support our people and leaders to champion at least one NRW event annually through their personal engagement, commitment and sharing support with colleagues and their wider network through social media. 	27 May - 3 June 2023, 2024 & 2025	RAP WG Members
	<ul style="list-style-type: none"> Organise two internal NRW events, including at least one organisation-wide NRW event, annually. Where possible focus on direct community engagement and raising First Nations voices on the issues that affect them. 	27 May - 3 June 2023, 2024 & 2025	RAP WG Members
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2023, 2024 & 2025	Head of Social Impact & Sustainability

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	July 2023, 2024 & 2025	Head of Social Impact & Sustainability
	<ul style="list-style-type: none"> Collaborate with our people and our clients to identify and bring together legal skills and other resources in multi-dimensional projects in support of reconciliation initiatives. 	July, September & December 2023, 2024 & 2025	National Pro Bono Partner
	<ul style="list-style-type: none"> Implement strategies to engage all staff to drive reconciliation outcomes. 	July 2023, 2024 & 2025	Head of Social Impact & Sustainability
	<ul style="list-style-type: none"> Implement strategies to positively influence our external stakeholders to support and engage with reconciliation actions we take. 	July 2023	Head of Social Impact & Sustainability
	<ul style="list-style-type: none"> Prepare a guide for our people identifying how we support reconciliation and how staff can support and engage with reconciliation both at work and in their own time. 	November 2022, 2023 & 2024	Senior Learning & Development Manager
	<ul style="list-style-type: none"> Evaluate outcomes through inclusion in annual Employee Engagement Social Impact survey and use these to refine and update the guide. 	July 2023, 2024 & 2025	Senior Learning & Development Manager
	<ul style="list-style-type: none"> Collaborate with at least two RAP and other like-minded organisations to implement ways to advance reconciliation. 	July 2024	RAP WG Chair
4. Continue to build our commercial partnership with Jaramer Legal	<ul style="list-style-type: none"> Publish our RAP on our website and continue to promote reconciliation initiatives to a global audience through social media and our website and through global Norton Rose Fulbright publications, in particular, our Perspectives blog. These actions will reach new and diverse audiences with our reconciliation messages. 	July 2023, 2024 & 2025	Chief Marketing Officer
	<ul style="list-style-type: none"> RAP WG to meet every six weeks to review actions and discuss upcoming opportunities for engagement in reconciliation initiatives. 	July 2023, 2024 & 2025	RAP WG Chair
	<ul style="list-style-type: none"> Actively participate in the Legal Profession Reconciliation Network and continue to share contacts, successful initiatives and updates. 	April, July & October 2022, 2023, 2024	RAP WG Chair
	<ul style="list-style-type: none"> Collaborate with Jaramer Legal on reconciliation initiatives that drive improved economic or social outcomes for Aboriginal & Torres Strait Islander people measured according to the United Nations Sustainable Development Goal 10: reduced inequalities. In particular, continue to support Jaramer Legal in sharing the importance of Aboriginal and Torres Strait Islander voices in commercial legal practice. 	December 2023, 2024 & 2025	RAP WG Chair & Jaramer Legal
	<ul style="list-style-type: none"> Raise awareness of significant cultural issues identified by Jaramer Legal and support them to lay the legal infrastructure for opportunities such as cultural commercial ventures, return of artefacts and Caring for Country. 	December 2023, 2024 & 2025	RAP WG Chair & Jaramer Legal
	<ul style="list-style-type: none"> Focus together on ways to shift the way First Nations do business with the world to ensure they share fairly in the economic benefits. 	December 2023, 2024 & 2025	RAP WG Chair & Jaramer Legal



5. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> Continuously improve HR policies and procedures concerned with appropriate workplace conduct as they relate to anti-discrimination. 	December 2023, 2024 & 2025	Chief People Officer
	<ul style="list-style-type: none"> Undertake a program of engagement with Aboriginal & Torres Strait Islander staff and / or advisors to continuously improve these policies. 	December 2023, 2024 & 2025	Chief People Officer
	<ul style="list-style-type: none"> Implement and communicate updates required to our Diversity & Inclusion Strategy as it relates to the inclusion of Aboriginal and Torres Strait Islander partners and employees. 	July 2023	Head of Diversity & Inclusion
	<ul style="list-style-type: none"> Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism as it impacts Aboriginal and Torres Strait Islander peoples in particular. 	July 2023, 2024 & 2025	RAP WG Chair



In celebration of National Reconciliation Week our people were gifted a native seedling and Caring For Country story. Pictured L to R: Norton Rose Fulbright Australia Chief Executive Partner Alison Deitz, and Deputy Chief Executive Partner Michael Greene at the event on Gadigal Country (Sydney).



Panel session on reconciliation through cultural exchange. Pictured L to R: Norton Rose Fulbright Australia National Pro Bono Partner Chris Owen and Associate Trilby Donald, and Jaramer Legal Principals Bevan Mailman and Brian Bero.



Norton Rose Fulbright Australia Head of Social Impact & Sustainability Bronwyn Winley and National Pro Bono Partner Chris Owen unveil the Acknowledgement of Country sculpture in our office on Gadigal Country (Sydney).

An aerial photograph of a vast green field with a large flock of sheep. The sheep are arranged in a circular pattern, with many of them facing towards a central point. The field is divided into sections by dark, possibly muddy or water-filled, paths that radiate from the center. The overall scene is a top-down view of a rural landscape.

Respect

Overcoming racism and race relations: All Australians understand and value Aboriginal and Torres Strait Islander cultures, rights and experiences, which results in strong relationships based on trust and respect and that are free of racism.

Respect

First Nations Voices: Reading Challenge

We are committed to building strong relationships based on trust and respect. Trust and respect are built through engaging in learning opportunities to understand and appreciate culture, history and achievements. To bring this to life, every NAIDOC Week we seek ways to raise First Nations voices to our people and our clients.

In 2021 with the theme being "Heal Country!" we aimed to focus on the first steps of healing, which involve listening, supporting and uplifting. Our main event for NAIDOC week was a virtual 'Reading Challenge.' The RAP Working Group curated a reading list showcasing First Nations authors sharing their diverse experience, perspectives and stories. The books featured multiple genres such as fiction and non-fiction, various types of literature including poetry and short story, and were categorised according to target audiences of adult, young adult and children. Everyone was encouraged to share this virtual resource with their colleagues and families to enjoy and to borrow selected titles purchased for our permanent library collection.

Standing Together

In response to the Black Lives Matter movement, Norton Rose Fulbright's Global Executive Committee re-affirmed its commitment to eradicate racial inequality where we find it. We acknowledged that as a firm, we will always stand together against racism and inequality. We recognise that the trauma suffered by victims of racial discrimination, including anti-Black racism, must be met with accountability and a commitment to do more and do better. We acknowledge that we must do this together.

In Australia, we held 'Standing Together' discussions with a panel of guest speakers exploring ways to 'meet in the middle' and to create a place of cultural diversity where people thrive without any preconceived notions of judgement based on anything other than merit, capability, and opportunity.

These panel discussions encouraged deep conversations about race relations social justice. Panel members spoke candidly about racism in Australia and the things that can be done within the workplace to promote harmony and equality. Each panel included a representative from our joint venture legal firm Jaramer Legal to voice their own perspective on current racial inequality issues.

Truth Telling sessions: Indigenous land management & Indigenous water management

We acknowledge the broad environmental, social, economic and cultural benefits of engaging with Indigenous land management. To further explore this topic we run an ongoing series of panel discussions addressing topical issues. In 2021, two of these panels dealt with bushfires, Indigenous land management and carbon farming (to celebrate NAIDOC Week and the 2021 theme of 'Heal Country!'), and a third panel addressed First Nations land and water management for water rights, access and reform (responding to National Water Week's 2021 theme of 'Caring for Water and Country').

Across these panel discussions, we were very fortunate to have a raft of special guest speakers, including First Nations academics and partners, authors and business leaders together with Partners from our firm.

These panel discussions brought together our commitment to Truth Telling about First Nations history, culture and perspectives, and our ongoing commitment to environmental sustainability. The panellists shared knowledge and insights on the developments in relevant legal areas, as well as the unique perspectives of First Nations Australians with respect to their relationship to country and the corresponding laws. This perspective is pivotal to our ongoing work with these laws, to ensure that we act appropriately and responsibly in our various roles and matters and beyond purely legal obligations. We look forward to continuing this holistic learning process into the future.

The panel discussions also functioned to continue our Firm's commitment to engaging our people in cultural awareness training which is an important component of our reconciliation program. It offers our partners and staff the opportunity to learn about the complex nature of Aboriginal and Torres Strait Islander cultures and current and historical interactions with non-Indigenous people and communities.

Artist in residence: Frances Belle Parker

In October 2021, we celebrated National Water Week by hosting a webinar on First Nations land and water management: water rights, access and reform. We welcomed our inaugural virtual 'artist-in-residence' Yaegl woman Frances Belle Parker for this webinar. Ms Parker provided each speaker with a beautiful artwork background, inspired by Biiirrinba (the Clarence River) and Yaegl land located on the mid North Coast of New South Wales. As a guest panellist she shared the stories of her artworks and the life-giving vein of the Yaegl people and their connection to land and sky, explaining the Indigenous connection to land, community and Ancestors featured in each artwork.

Ms Parker has been an artist for over 20 years and won the Blake Prize in 2000 making her the youngest winner and the first Indigenous recipient in the prize's history.



'Angwirri' © 2021 Frances Belle Parker
Yaegl Artist
Angwirri (pronounced Ung-wer-ri) means to begin to talk in Yaygirr language from MacLean, NSW

Artist statement:

"The colours are inspired by the vast array of colours present in the Australian landscape and coastline. The brown, linear design symbolises a mapping of country / coastline. The circle markings depict the 250+ Aboriginal Language groups present in Australia and the linear marks represent the 200 nationalities that call Australia home. By creating this work, it gave myself the opportunity to help tell a story that not only represents who we are as a nation but also to give people a wider understanding of Aboriginal Culture and how valuable it really is to our identity as a nation. Our sense of belonging to the land is something that is intrinsically embedded into our being, and as First Nations people we are responsible for sharing the truth of our history"



We recognise and respect Aboriginal and Torres Strait Islander people as Australia's First Peoples and Traditional Custodians of the land on which our Australian people meet in offices and online and the land where we do business. We show our respect by helping our partners and our people to understand the significance of First Nations protocols and ensuring a proud inclusion of an Acknowledgement of Country at all major internal and external events. We encourage our people to engage in cultural learning opportunities to increase their understanding and appreciation of First Nations cultures, histories and achievements. We seek to create a culturally welcoming workplace that demonstrates our commitment to reconciliation and provide opportunities for First Nations people to engage with their culture and communities.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	• Develop, implement and communicate a cultural learning strategy for our staff.	July 2023, 2024 & 2025	Chief People Officer
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors, including Jaramer Legal, on the development of our cultural learning strategy.	July 2023	RAP WG Chair
	• All RAP WG members, HR Managers, senior leaders and new staff to undertake formal and structured cultural learning.	July 2023, 2024 & 2025	RAP WG Chair
	• Online: Ensure at least 300 people participate in formal cultural awareness training as part of their annual Continuing Professional Development during this RAP period.	July 2023, 2024 & 2025	Chief People Officer
	• Face-to-face learning: Secure opportunities for Senior Leaders in our organisation to further grow the cultural competency of the firm. A minimum of 50 people to participate during this RAP period.	July 2023, 2024 & 2025	Chief People Officer
	• Cultural immersion on-country learning: Continue to second our people to First Nations organisations through partnerships with community organisations and clients targeting four people annually.	July 2023, 2024 & 2025	RAP WG Chair
2. Continue to elevate Aboriginal & Torres Strait Islander voices and perspectives internally and externally through Truth Telling sessions	• Organise three annual forums to explore First Nations peoples perspectives on the focus areas of our RAP: Truth Telling, environmental sustainability (land and water Management) and justice for First Nations peoples.	July, September, December 2023, 2024 & 2025	Head of Social Impact & Sustainability
	• Promote these forums to a global audience and make them accessible as an ongoing resource via our website to promote learning and understanding.	July, September, December 2023, 2024 & 2025	Head of Social Impact & Sustainability

Action	Deliverable	Timeline	Responsibility
3. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	• Build understanding of the purpose and appropriate use of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through regular communications and intranet updates.	July 2023	Communications Manager
	• Display Acknowledgement of Country sculptures in each of our offices.	July 2023	Head of Social Impact & Sustainability
	• Continuously review and promote the cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	July 2023	RAP WG Chair
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at three significant events each year, such as:	July 2023, 2024 & 2025	RAP WG Chair
	– Office events		
	– Our annual National Reconciliation Week event		
	– Our annual NAIDOC Week event		
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2023, 2024 & 2025	Chief Marketing Officer
	• Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events. Work with events team and Team Leaders to ensure this occurs.	July 2023, 2024 & 2025	Chief Marketing Officer
	• Create a digital Acknowledgement of Country for display by people working remotely and educate everyone on how to acknowledge the country they are working from (when working remotely).	September 2022	Communications Manager
• Continue to work with the La Perouse Aboriginal Community to ensure staff and visitors to our Sydney offices understand the Dreaming stories associated with our Girawaa seminar room and Buriburi board room. Replicate this initiative across other offices.	September 2022	Head of Social Impact & Sustainability	
• Share our Acknowledgement protocols with our global colleagues to promote best practice for respecting First Nations groups in Australia (and globally as appropriate) and continue to work with and learn from our global offices, in particular our Canadian offices, to promote broader understanding of, and respect for, First Nations people globally.	September 2022	Global Sustainability Leads	
4. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	• Review HR policies and procedures to promote inclusion by removing barriers to staff participating in NAIDOC Week.	July 2023, 2024 & 2025	Chief People Officer
	• Recognise and host NAIDOC Week events where we are located across Australia.	First week in July 2023, 2024 & 2025	RAP WG Chair and HR representatives
	• RAP WG to participate in external NAIDOC Week events.	First week in July 2023, 2024 & 2025	RAP WG Chair and HR representatives
	• Support all of our people to participate in NAIDOC Week events in their local areas by identifying and sharing local events for Brisbane, Canberra, Melbourne, Perth, Sydney.	Annually in first week in July 2023, 2024 & 2025	Heads of Office in each state
	• In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year, to celebrate Aboriginal and Torres Strait Islander cultures.	July 2023, 2024 & 2025	Head of Social Impact & Sustainability



An aerial photograph of a salt flat, showing several large, rectangular pools of water in various colors: deep blue, light blue, purple, and green. The pools are separated by thin, light-colored earthen paths. The overall scene is a complex, geometric pattern of water and earth.

Opportunities

Equality and equity: Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

Opportunities

Pro bono practice

In 2021, we welcomed our first dedicated national pro bono partner, Chris Owen, to lead our pro bono practice. The practice has three focus areas and three cross-cutting themes.

Our focus areas are to target clients / projects that:

- benefit the environment or increase the sustainable use of resources.
- assist individuals suffering with poor mental health or living with disabilities.
- protect international human rights, particularly through projects that (i) support refugees, (ii) reduce modern slavery and child exploitation, (ii) help prevent financial abuse and (iv) promote human rights through sport.

Our cross-cutting themes are to:

- actively seek out projects benefiting First Nations communities.
- use strategic litigation to seek to deliver wide-reaching positive social change.
- embrace the use of legal innovation and digital solutions to improve the efficiency and reach of pro bono services.

Supporting First Nations' communities and projects is therefore a core part of our practice. We commit to spend more than 10% of our total annual pro bono hours to support Aboriginal and Torres Strait Islander peoples and organisations, including in these areas:

- community empowerment, by delivering legal support to ensure communities can progress with their self-identified actions and priorities – this work includes assisting with the incorporation, governance and strategic issues of First Nations not-for-profits throughout the lifecycle of their organisation to deliver maximum support and impact.
- being a 'first responder' for community legal needs, providing timely solutions to requests for advice on minor matters.
- partnering to develop innovative solutions for communities to complex legal issues (including for example, utilising our other client relationships to deliver our First Nations pro bono clients an enhanced professional services offering such as with our insurance clients on legal insurance advice projects).

Traditional Owner

There is a very enriching crossover between our RAP initiatives and our pro bono practice. We have a proud history of assisting Traditional Owner-led organisations navigate through complex areas of law.

Gavin Scott, our RAP Working Group Chair reflects on his experience bringing together a team of legal experts to support the creation of a new corporate entity in Queensland.

"One memorable case involved assisting a Traditional Owner group set up a not-for-profit enterprise that could work alongside their Traditional Owner corporate entity to focus on the delivery of community benefit initiatives and to leverage both native title compensation already held and other available programs. We brought together our corporate and tax teams who worked seamlessly with our client to take them on the complicated journey of constitutions, directors duties, ACNC registration requirements and mandatory policies required for good governance.

The end result saw the incorporated entity hit the ground running in their community, able to immediately deliver real benefits in the areas of community development and business initiatives.

This was a complex project and I was proud that people from across our organisation came together to commit their time and expertise to making a real difference to this community. For me, this really demonstrated how we embed our reconciliation commitments into taking impactful actions.

The impact was acknowledged by the client on conclusion of the project who said "It is hard to find the words that are fitting to show appreciation for the work that was done to achieve this status for (us). This will change the lives of many people for the programs we wish to undertake with some of the most vulnerable people across the areas we stated in our documentation. Thanks never seems enough but know that we will repay you by achieving the outcomes for people that they thought they would never achieve in their lifetime."



Jessica Markabawi pictured with artwork 'Of Country' © 2018 Simone Thomson Wurundjeri/Yorta-Yorta.

This is a representation of the clans on country. In the old days, visiting tribes would have to seek permission before crossing borders into neighbouring territory, whether to pass, visit or for ceremony. Often, a gift would be given after boundaries were set. Boundaries could be trees or waterways or landmarks in the earth such as mountains and flatlands. The ochre depicts the earth, the white and gold signify tracks of the homelands and the circles within are meeting points.

Jaramer Legal Secondment

In 2021, Jessica Markabawi had the opportunity for a secondment at Jaramer Legal as her third rotation of the graduate program at Norton Rose Fulbright. Jessica had a strong interest in working with First Nations businesses and in native title, and was attracted to Norton Rose Fulbright's graduate program for the opportunity to get involved with its joint venture with Jaramer Legal.

Jessica shares her experience:

"During my secondment I was privileged enough to work alongside Jaramer's principals, Bevan Mailman and Brian Bero who generously guided me and helped me make the most of every learning opportunity. As a newly admitted lawyer, I found their guidance on both the law and working with First Nations people extremely valuable. They always tried to make sure I was engaged in a wide variety of matters, including the opportunity to work alongside Brian and Australia's first Indigenous senior counsel, Tony McAvooy SC, on a native title matter.

I also assisted and led a number of other matters involving corporate restructuring, company administration, transactional work and the implementation of Treaty in various states and territories around Australia. I particularly enjoyed working with First Nations business leaders and start up charities with objectives such as advancing the arts and assisting recently released offenders to get back on their feet and reduce offending behaviour. It was very inspirational learning about how many of these individuals envisioned their businesses as vehicles through which they could give back to their communities. My experience with Jaramer allowed me to see first-hand the unparalleled contributions that First Nations businesses can bring to the table."

Sharing legal updates with our sphere of influence

As lawyers we are uniquely placed to advocate for change, improve access to justice and deliver outcomes for First Nations communities.

We also get to share our knowledge of the law with our sphere of influence. We regularly publish legal updates on important law and policy decisions that impact First Nations communities. You can access some of these updates at these links:

- [Truth Telling with PIAC](#)
- [Natural Resources Forum: Traditional Owner Engagement](#)
- [Panel discussion 1: Bushfires, Indigenous land management and carbon farming](#)
- [Panel discussion 2: Bushfires, Indigenous land management and carbon farming](#)
- [Panel discussion 3: First Nations water rights](#)
- [Way Forward, Juukan Gorge Final Report](#)
- [Long-awaited procedural amendments to native title legislation made](#)
- [The value of providing corporate and commercial legal services for First Nations business](#)



As a global law firm, Norton Rose Fulbright is in a unique position to offer First Nations peoples a broad range of quality opportunities. This includes through employment pathways to legal or professional careers across our business, and through the provision of pro bono legal services and support for economic development projects. In 2021, we appointed the firm's first dedicated national pro bono partner and embedded support for First Nations communities and projects as a core part of our pro bono practice. We look to identify and expand on the opportunities for First Nations businesses to supply our organisation with goods and services in Australia. We are committed to the provision of these opportunities as we strive to make meaningful contributions to reconciliation with First Nations people.

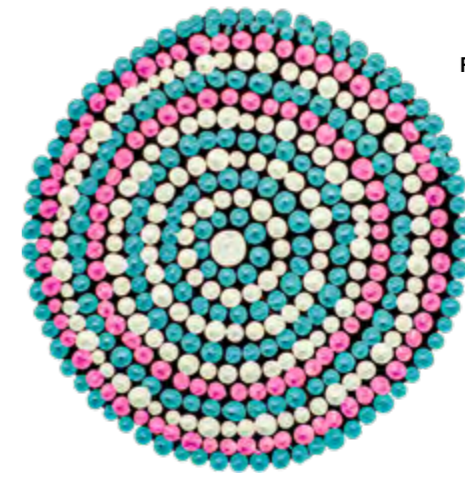
Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	<ul style="list-style-type: none"> Increase employment of Aboriginal and Torres Strait Islander peoples to 1% by 2025 and work towards population parity of 3% to reflect the community. 	July 2023, 2024, 2025	Chief People Officer
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy. 	July 2023, 2024, 2025	Chief People Officer
	<ul style="list-style-type: none"> Develop an Employment Strategy & Action Plan to articulate how we will build longer-term strategies, both internally and externally to promote and support the employment of Aboriginal and Torres Strait Islander peoples across all of our offices and across all types of roles within our firm and deliverables to ensure that this vision continues to be elevated as a priority. This plan will include actions to: <ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander advice and input into all aspects of the employment experience, through consultation to ensure we are following leading practice. Develop a process for capturing feedback from the various cohorts to inform the plan ongoing. Improve the employment pathways and opportunities for Aboriginal & Torres Strait Islander peoples – from students, through to junior entry roles and experienced hires. Support Aboriginal and Torres Strait Islander employees to take on management and senior level positions. Create a priority selection process for Summer Clerkships for candidates that identify as Aboriginal &/ or Torres Strait Islander and meet basic role requirements. Provide each candidate with education on potential career pathways and support to achieve these. 	September 2023, 2024, 2025	Chief People Officer
	<ul style="list-style-type: none"> Continue our partnership with Career Trackers and recruit three Career Trackers interns across both legal and Business Services in 2022 / 23 across Sydney, Brisbane and Melbourne. 	September 2023, 2024, 2025	National Advisor – Early Talent HR Manager
	<ul style="list-style-type: none"> Meet with law school representative bodies and explore how to better support Aboriginal and Torres Strait Islander law students directly through universities. 	September 2023, 2024, 2025	National Advisor – Early Talent HR Manager
	<ul style="list-style-type: none"> Create meaningful partnerships with at least one not-for-profit in support of Aboriginal & Torres Strait Islander students. 	July 2023	HR Manager
	<ul style="list-style-type: none"> Advertise job vacancies to more effectively reach Aboriginal and Torres Strait Islander candidates. 	September 2023	Senior Manager Talent Engagement
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to continuously identify and remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	September 2023, 2024 and 2025	Chief People Officer

Action	Deliverable	Timeline	Responsibility
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	<ul style="list-style-type: none"> Develop and implement Aboriginal and Torres Strait Islander procurement guidelines aligned to a Responsible Procurement strategy in consultation with key internal stakeholders. 	July 2023	Head of Social Impact & Sustainability
	<ul style="list-style-type: none"> Set internal target for procurement of goods and services in consultation with key internal stakeholders. 	September 2022	Head of Social Impact & Sustainability
	<ul style="list-style-type: none"> Continue Supply Nation membership and work with Supply Nation to increase our procurement of goods and services from Supply Nation registered businesses across a range of service areas. 	July 2023	Head of Corporate Services & Facilities
	<ul style="list-style-type: none"> Review and update procurement practices to identify and remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	September 2024	Head of Corporate Services & Facilities
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff through regular updates. 	July 2023	Head of Social Impact & Sustainability
	<ul style="list-style-type: none"> Provide training for relevant staff in contracting First Nations businesses through Supply Nation or an equivalent organisation. Explore rolling this training out to other procurement teams. 	March 2023, 2024, August 2022, 2023 & 2024	RAP WG Chair
	<ul style="list-style-type: none"> Maintain commercial relationships with at least three Aboriginal and Torres Strait Islander businesses. 	September 2022	Head of Corporate Services & Facilities
3. Increase access to social justice for Aboriginal and Torres Strait Islander peoples through our pro bono work and Impact program	<ul style="list-style-type: none"> Continue to deliver more than 10% of our total annual pro bono hours to Aboriginal and Torres Strait Islander peoples and organisations including providing support in the following areas: <ul style="list-style-type: none"> Community empowerment and prioritising support for legal projects which drive economic development pathways for First Nations peoples Being a 'first responder' for community legal needs Partner to develop innovative solutions for communities to complex or systemic legal issues 	July 2023, 2024 & 2025	National Pro Bono Partner
	<ul style="list-style-type: none"> Leverage our existing pro bono relationships with Aboriginal and Torres Strait Islander communities and businesses to ensure we are delivering legal services and outcomes across our broad range of practice areas and key industry strengths. 	July 2023, 2024 & 2025	National Pro Bono Partner
	<ul style="list-style-type: none"> Identify, approach and deliver tailored legal workshops and/or training to First Nations organisations on legal topics relevant to their objectives, including in relation to systemic legal issues to build capacity and share commercial and legal expertise. 	July 2023, 2024 & 2025	National Pro Bono Partner
	<ul style="list-style-type: none"> Actively champion First Nations voices by communicating their perspective on our successful pro bono collaborations and outcomes both internally to our staff and partners and externally through our website and social media, to both raise awareness and engage and inspire our networks to take similar action. 	July 2023, 2024 & 2025	National Pro Bono Partner
	<ul style="list-style-type: none"> Support charities that positively impact the lives of Aboriginal and Torres Strait Islander people and communities through our Impact program, including through workplace giving, fundraising and volunteering (non-legal). 	July 2023	Head of Social Impact & Sustainability

An aerial photograph of a coastal landscape. The terrain is a mix of vibrant green and brownish-grey, suggesting a mix of vegetation and bare earth or sand. The patterns are irregular and wavy, following the contours of the land. The word "Governance" is overlaid in white text on the left side.

Governance

*An effective governance
framework for the RAP delivery*

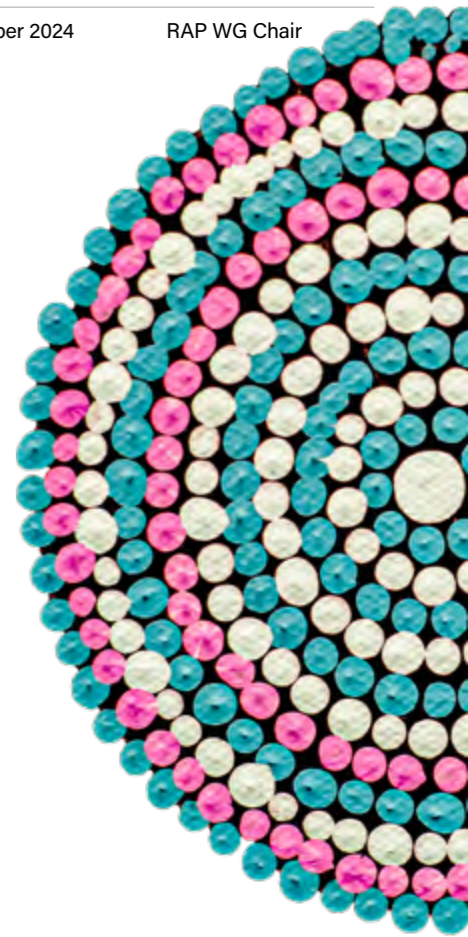


We recognise that to successfully reach our aspirations, accountability will be critical. For this reason we have dedicated senior members of our partnership and management team to have direct responsibility for the implementation of specific commitments under our RAP. We believe this governance framework will bring the outcomes we seek, enable clear and transparent reporting against goals, and embed our commitment to reconciliation through all levels of our firm.

Governance

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP WG to drive RAP governance	• Maintain Aboriginal and Torres Strait Islander representation on the RAP WG.	February, July, August, November 2023, 2024 & 2025	RAP WG Chair
	• Apply Terms of Reference for the RAP WG and review annually.	July 2023, 2024 & 2025	RAP WG Chair
	• Refresh and recruit new members for the RAP WG annually to ensure a process of continuous renewal.	July 2023, 2024 & 2025	RAP WG Chair
	• The RAP WG to meet at least four times per year to drive and monitor RAP implementation.	February, July, August, November 2023, 2024 & 2025	RAP WG Chair
2. Provide appropriate support for effective implementation of RAP commitments	• Embed resource needs for RAP implementation.	September 2023	RAP WG Chair
	• Proactively engage senior management in RAP initiatives.	September 2023	RAP WG Chair
	• Provide reconciliation commitments for consideration for annual business plans.	July 2023	RAP WG Chair
	• Create and maintain an internal RAP Champion network from senior management.	July 2023	RAP WG Chair
	• Include a RAP update as a standing agenda item at senior leadership team meetings.	February, July, August, November 2023, 2024 & 2025	RAP WG Chair
	• Develop a communications plan to support delivery of RAP commitments.	September 2023	Communications Manager
	• Embed appropriate systems and capability to track, measure and report on RAP commitments.	September 2023	Head of Social Impact & Sustainability
	• Provide regular updates to management and our people on RAP progress through quarterly reporting.	February, July, August, November 2023, 2024 & 2025	Head of Social Impact & Sustainability

Action	Deliverable	Timeline	Responsibility
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2022, 2023 & 2024	RAP WG Chair
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022, 2023 & 2024	Head of Social Impact & Sustainability
	• Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	July 2023, 2024 & 2025	RAP WG Chair
	• 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.	July 2023, 2024 & 2025	Head of Social Impact & Sustainability
	• Report RAP progress to all staff quarterly.	March, June, September, December 2023, 2024 & 2025	2023 RAP WG Chair
	• Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2023 & 2025	RAP WG Chair
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2025	RAP WG Chair
4. Continue our reconciliation journey by developing our next RAP	• Register via Reconciliation Australia's website to begin developing our next RAP.	November 2024	RAP WG Chair



Reconciliation initiatives

NRFA means Norton Rose Fulbright Australia




**1,000 SEEDLINGS
1,000 STORIES**

Thank you for joining our project to help restore locally important ecosystems.

Planting this sapling, or keeping it in a pot in your home or garden, will help to cultivate a greener and more sustainable Meanjin (Brisbane), supporting wildlife and restoring the area's unique and diverse ecosystems.

Aboriginal and Torres Strait Islander peoples, including the Turrbal and Jagera peoples, call this 'Caring for Country' and have been doing it from time immemorial.

For First Nations people local plants species have long been of practical daily use: for example, as edible fruits or ingredients for making sweet drinks, for making spears and for medicinal purposes such as sap for treating snake bites.



Our 1,000 Seedlings, 1,000 Stories initiative united our people across our Australian offices, providing them with native seedlings to plant as well as a 'Caring for Country' story in celebration of National Reconciliation Week 2022.

Pictured L to R: Daniel Posker (NRFA), Jordan Ardler (artist from La Perouse), Bronwyn Winley (NRFA) and Max Henshaw (NRFA) at the La Perouse Youth Haven.

Jess Luppino, Jawun secondee with Kimberley Land Council.



In 2019 we joined with 17 other leading law firms in support of the Uluru Statement from the Heart. Pictured L to R: Bronwyn Winley and Rosie Evans (NRFA) at the Uluru Statement's 5th Anniversary at the NSW Indigenous Law Centre.



Cooking with Food Ladder to raise awareness of the challenge of fresh food security in remote communities. Pictured L to R: Alison Deitz (Chief Executive Partner NRFA) and Kelly McJannett (Food Ladder CEO and Co-founder).



Members of our RAP WG attended the Clean Slate Without Prejudice boxing session at the National Centre for Indigenous Excellence.



Tribal Warrior cultural cruise. Pictured L to R: Max Henshaw (NRFA), Shane Philips (CEO Tribal Warrior), Tribal Warrior dancers, Trilby Donald (NRFA).



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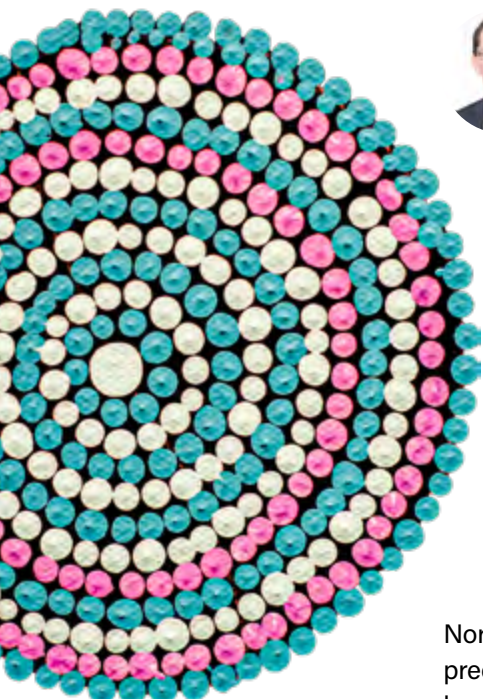
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