

The background of the entire page is a vibrant Indigenous Australian artwork. It features a complex pattern of concentric circles, wavy lines, and a central star-like motif. The colors are primarily earthy tones like ochre, red, and black, with some brighter colors like yellow and green. The style is reminiscent of traditional dot painting and woodcut art.

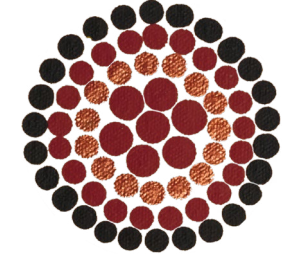
gadens

Gadens Innovate Reconciliation Action Plan

July 2026 – July 2028



Welcome



Reconciliation remains a core focus of our commitment to inclusion, equity and social responsibility; it is central to who we are, and is a shared responsibility embedded in how we work, lead and act. So much so, that we have embedded it into our OneGadens strategy.

We recognise the unique place of Aboriginal and Torres Strait Islander peoples as the First Peoples of this country and acknowledge the continuing strength of their cultures, knowledge systems and connections to Country.

We recognise the significant role that laws, policies and institutions have played in the dispossession, exclusion and ongoing disadvantage experienced by First Nations people. As legal practitioners, we hold a particular responsibility — and a meaningful opportunity — to contribute to justice, equity, self-determination and prosperity.

Through our legal services, pro bono practice, community partnerships and advocacy work, we are committed to advancing access to justice, supporting truth-telling and contributing to equitable outcomes. We will continue to listen to and learn from First Nations people, strengthen culturally informed approaches to our work, and use our expertise to support self-determination and positive social impact.

Our Reflect Reconciliation Action Plan (**RAP**) established a strong foundation for our reconciliation journey. Through this work, we strengthened cultural awareness across the Firm, expanded our engagement with First Nations businesses and organisations, supported First Nations-led initiatives and partnerships, celebrated important cultural events and created opportunities for our people to deepen their understanding of First Nations histories and cultures. These actions reinforced our belief that reconciliation is not a discrete part of our work but a shared responsibility that requires ongoing commitment and action.

As we embark on our Innovate RAP, we are focused on deepening relationships, strengthening accountability and embedding reconciliation more meaningfully across our Firm. We are committed to listening, learning and working alongside First Nations people, ensuring our actions are informed by their perspectives, priorities and aspirations.

Meaningful reconciliation takes sustained effort, humility and a willingness to challenge ourselves to do more. While we are proud of the progress we have made, we are clear that much work remains on this journey. Through this Innovate RAP, we reaffirm our commitment to contributing to a more just, equitable and reconciled Australia.

We thank the many First Nations leaders, organisations, community partners and advisors who have supported our reconciliation journey to date. We acknowledge and deeply value the dedication of our First Nations Engagement Group (**FNEG**) and our people across the Firm, whose passion, leadership and commitment continue to drive meaningful action and help bring our reconciliation ambitions to life. We respect and value the views shared by members of the First Nations Employees Advisory Group (**FNEAG**) and FNEG at Gadens.

Together, we will continue to learn, act and advocate for positive change as we work towards a more just and inclusive Australia.

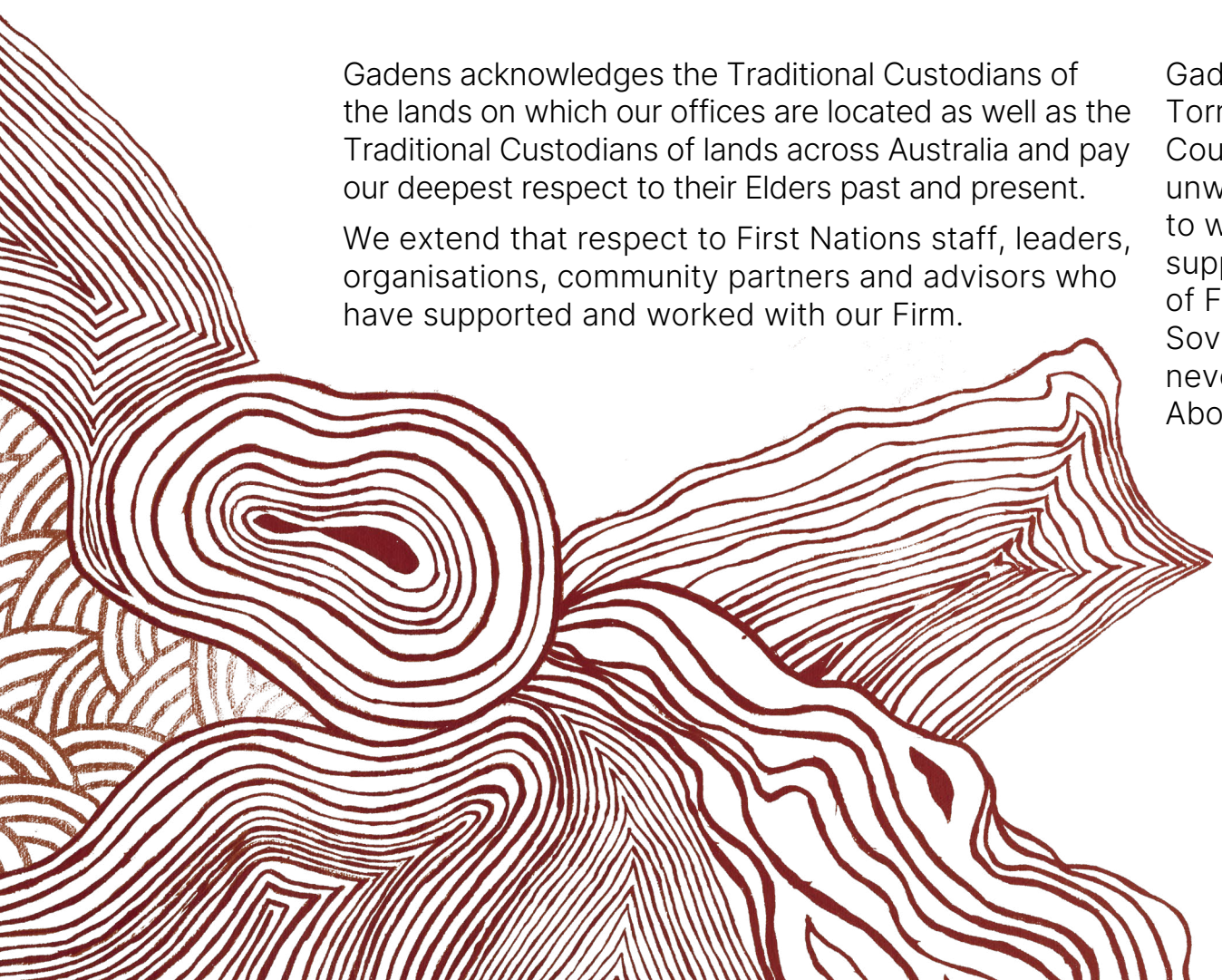


Mark Pistilli
Chief Executive Officer
and Managing Partner



Jeremy Smith
Chairman

Acknowledgement of Country



Gadens acknowledges the Traditional Custodians of the lands on which our offices are located as well as the Traditional Custodians of lands across Australia and pay our deepest respect to their Elders past and present.

We extend that respect to First Nations staff, leaders, organisations, community partners and advisors who have supported and worked with our Firm.

Gadens respectfully recognises Aboriginal and Torres Strait Islander peoples' ongoing connection to Country and their culture, and we thank them for their unwavering care of these lands. We are committed to working alongside First Nations communities in support of reconciliation and meaningful recognition of First Nations histories, cultures and peoples. Sovereignty of the lands across Australia was never ceded, and it always was, and always will be, Aboriginal and Torres Strait Islander land.

Statement from CEO of Reconciliation Australia

First Innovate RAP

Reconciliation Australia commends Gadens on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (**RAP**).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Gadens to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Gadens will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Gadens is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Gadens readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Gadens on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

The artwork

The Torch

The Torch is a First Peoples-led not-for-profit arts organisation that provides art, cultural and arts industry support to First Nations people who are currently incarcerated or have recently been released from prison in Victoria. Through its statewide Indigenous Arts in Prisons and Community Program, The Torch supports participants to strengthen cultural identity, reconnect with culture and community, develop artistic skills, and build pathways to economic independence through the arts. The organisation assists artists to exhibit and sell their work, undertake commissions and licensing opportunities, and engage with the broader arts industry, with 100% of artwork sale proceeds going directly to the artists.

The significance of The Torch's work extends beyond artistic development. The organisation aims to address the over-representation of Aboriginal and Torres Strait Islander peoples in the justice system by using culture and creative expression as tools for healing, rehabilitation and self-determination. By supporting participants to reconnect with Country, community and cultural practice, The Torch helps foster confidence, resilience and opportunities beyond incarceration.

Its work demonstrates the important role that culture plays in strengthening social and emotional wellbeing, creating economic opportunities, and reducing recidivism while also empowering First Nations people to share their stories and cultural knowledge through art.

Gadens is proud to partner with The Torch again through the licensing and acquisition of a First Nations artwork for our Innovate RAP. We are grateful to support First Nations artists and The Torch's work and mission of creating pathways for healing, cultural connection and economic empowerment.



For our Innovate RAP, we have purchased and licensed the below artwork:



P.J (Taungurung)
People and the Land, 2026
Acrylic on canvas, 60 × 42 cm
Story: **Different people coming together on Country**

Our First Nations Engagement Group

Gadens' commitment to reconciliation has strong support from our Executive team, and in particular, the Firm's Chief Executive Officer and Managing Partner Mark Pistilli and Chair Jeremy Smith. Our RAP is championed and driven by the FNEG, which is made up of representatives from across the Firm representing the different geographies where we operate:

Andrea Towson, Partner

Cassandra Bell, Associate

Cassandra Krylov, Head of Sustainable Business (Co-Chair)

Joel Harriss, Associate

Laura Kilpatrick, Graduate

Lauren van Oosten, Conveyancing Paralegal

Patrick Holland, Partner

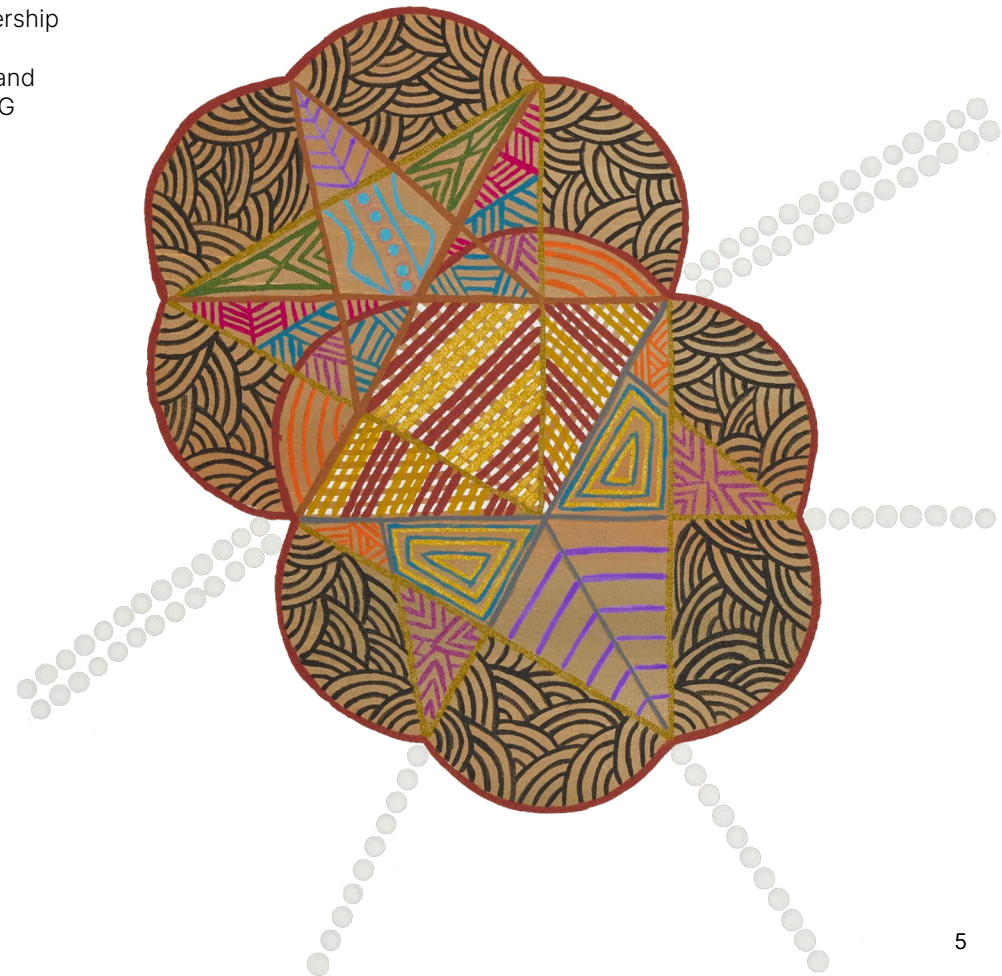
Phoebe Brosnan, Special Counsel (Parental Leave)

Rebecca McRae, Paralegal

Sarah Toohey, Partner

Sharna White, Senior Associate (First Nations Co-Chair)

FNEG is supported by Gadens' FNEAG. Membership of the FNEAG is voluntary; First Nations staff meet to discuss their views on the Firm's RAP and initiatives, which are then shared with the FNEG for consideration.



Co-Chair statement

This Innovate RAP marks the next stage of Gadens' reconciliation journey, building on the foundations of our Reflect RAP and the relationships, learning and shared commitment that have grown through it.

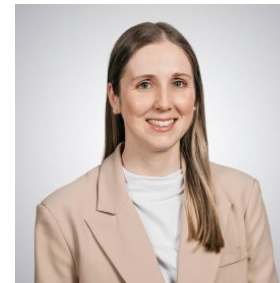
Over recent years, we have taken important steps to increase our people's understanding of First Nations histories and cultures, strengthen relationships with First Nations individuals and organisations, and create opportunities for our people to engage meaningfully with reconciliation. Through these efforts, we have seen growing commitment across our Firm and a recognition that reconciliation is not the responsibility of a select few, but a shared responsibility that belongs to all of us.

As an independent Australian law firm, we recognise the unique role we can play in advancing reconciliation. We acknowledge the impact that laws, legal institutions and systems have had, and continue to have, on the lives of Aboriginal and Torres Strait Islander peoples. We also acknowledge the opportunity and responsibility we have as a law firm to contribute to access to justice, truth-telling, self-determination and equitable outcomes – through our legal services, pro bono practice, advocacy, community partnerships, employment pathways and procurement. Strengthening our cultural capability and listening to and learning from First Nations people remains central to this work.

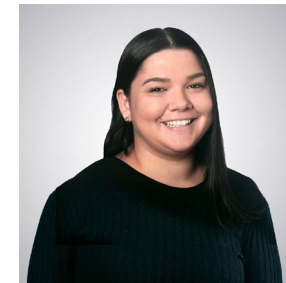
This Innovate RAP represents our commitment to moving beyond awareness and intention toward deeper action, accountability and impact. Over the next two years, we will focus on embedding reconciliation more meaningfully into our business practices, decision-making and culture. We will continue to build respectful and mutually beneficial relationships with First Nations people and organisations, creating meaningful opportunities for our people to listen, learn and work alongside them.

We know that meaningful reconciliation requires ongoing learning, humility and a willingness to challenge ourselves to do better. While we are proud of the progress we have made, we remain conscious that reconciliation is an ongoing journey and not a destination. We are committed to listening to and being guided by First Nations voices, being transparent about our progress and learning from both our achievements and our shortcomings as we continue this work.

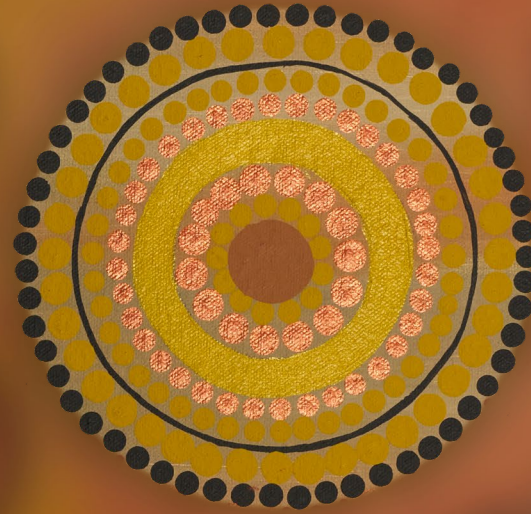
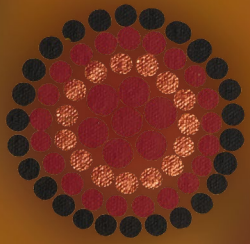
We thank the members of the FNEG, FNEAG and all our people who have contributed to the development of this RAP and to our reconciliation journey to date.



Cassandra Krylov
Co-Chair,
FNEG



Sharna White
First Nations Co-Chair,
FNEG



Our vision for reconciliation is an Australia where First Nations people are empowered, and where there is authentic engagement with First Nations people contributing to a more just and inclusive Australia.

Gadens' reflections on reconciliation

Reconciliation is an ongoing journey. This Innovate RAP marks the next stage in Gadens' commitment to working respectfully, purposefully and in genuine partnership with Aboriginal and Torres Strait Islander people.

We can contribute to our vision to foster empowerment and authentic engagement with First Nations people through the following:

- a. equal access to fair outcomes through advocacy and self-determination;
- b. sustainable education and employment opportunities; and
- c. representation and support in leadership roles within law and corporate Australia, ensuring a sense of belonging.

As a law firm, Gadens has a responsibility to advocate for self-determination and improve access to fair and just legal outcomes for people and communities who face barriers to justice. Building our cultural capacity and deepening our understanding of the experiences of First Nations people strengthens our ability to support and advocate alongside them, including empowering self-advocacy in culturally appropriate ways.

Reconciliation extends beyond engagement with First Nations people. It is a shared call for active participation, accountability and commitment from everyone. At Gadens, we are committed to meaningful involvement from our people as we advance our reconciliation journey through this Innovate RAP, supporting them to engage authentically and contribute to reconciliation with purpose.



Our business: Who we are

Gadens is a leading independent Australian law firm operating from offices in Adelaide, Brisbane, Canberra, Melbourne, Perth and Sydney with currently around 750 staff nationally. We have a clear purpose: to help people succeed in a complex world. That purpose shapes how we think, how we work and how we partner with our clients and the communities in which we live and work.

We are focused on being widely regarded as a firm that champions Australian business, policy and community. We lead with integrity, listen deeply, and innovate to create outcomes our people, clients and communities can be proud of.

Our values guide how we work — with one another, with clients, and with the communities we serve. We are committed to fostering a culturally safe, inclusive and respectful environment, where reconciliation is embedded in our behaviours, decisions and relationships. We recognise the importance of long-term, trust-based partnerships with Aboriginal and Torres Strait Islander people, and we strive to contribute in a way that supports self-determination, sustainable futures and positive community impact.

We are proud of our culture, where responsible practice, sustainability and community engagement are lived every day — and where reconciliation is an ongoing journey we undertake with purpose and accountability.

Currently 3 staff members have self-identified as Aboriginal and/or Torres Strait Islander people. We will work within this RAP to ensure staff are comfortable and supported in identifying. We are committed to increasing First Nations representation, as well as fostering an environment that encourages and celebrates inclusion and diversity, instilling pride in our Firm and our values. We strive to represent the diversity of our people, clients and the communities in which we work and live.

Gadens is led by our Chief Executive Officer and Managing Partner, Mark Pistilli, together with our Board and Management Team. Mark is our Senior RAP Champion, responsible for championing the RAP internally and keeping our people focused and motivated. We are also considering other people across the Firm who can assist with championing our RAP and who will work closely with our FNEG as additional RAP champions.

As of 1 July 2024, Gadens' Adelaide, Brisbane, Melbourne and Sydney offices came together under one ownership structure, having previously operated as two separate partnerships and legal entities. As of 1 October 2024, Gadens merged with a Canberra based law firm, which is now part of Gadens national structure. On 1 December 2025, Gadens commenced operating a Perth office.



This map identifies the Traditional Owners of the lands on which Gadens offices are located. We have compiled this map with as much precision as possible, however, we acknowledge that there are enduring nuances, overlapping boundaries, and areas of respectful disagreement in relation to the identification of Country. This work and the research that has underpinned it has been prepared with the utmost respect for the Traditional Custodians of the lands on which we live and work and their continuing connection to those lands and waterways. Our intent is to align with shared and widely recognised understandings and we sincerely welcome ongoing learning, dialogue, and opportunities to increase the precision of our work.

Our reconciliation journey and our RAP

Developing our RAP

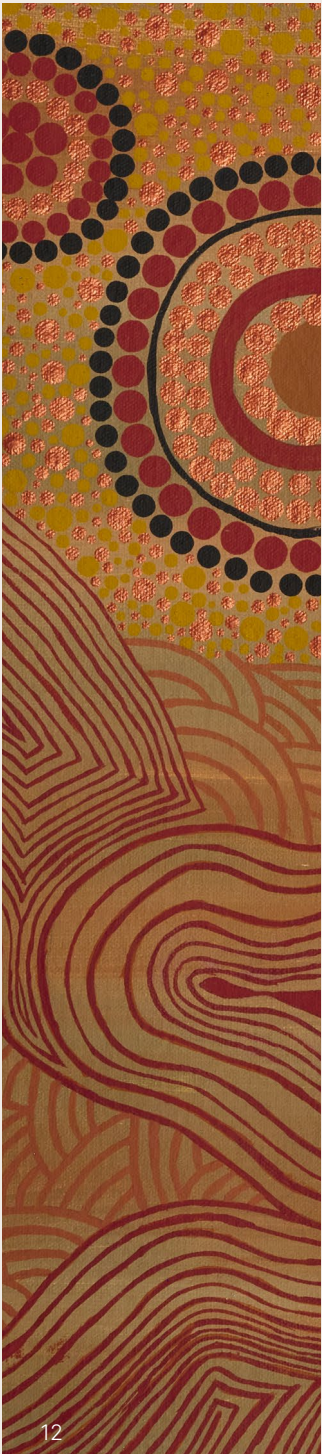
Gadens has long supported reconciliation with First Nations people. While our individual state offices have had different reconciliation journeys, we are now a national law firm, whose collective journey has just begun.

Our reconciliation journey and progressing through our RAPs

2006	2012	2013	January 2015	2018	July 2019	2021	June 2021	October 2021
Launched an Indigenous Law Student Cadetship Program. By 2010, Gadens had 6 Indigenous Cadets working throughout the Brisbane office.	Joined CareerTrackers program in Brisbane providing First Nations law students with internships throughout their degrees.	Gadens hosted the first RAP Learning circle with Reconciliation Australia in Brisbane.	Gadens became a signatory to the CareerTrackers 10×10 Initiative, committing Gadens to a ten-year partnership with CareerTrackers.	Brisbane office established a committee to develop its first RAP.	Brisbane office launched its First Reflect RAP and formed a dedicated RAP Working Group.	Melbourne and Sydney offices established a RAP Working Group to develop their first RAP.	Melbourne and Sydney offices established an Acknowledgement of Country Protocol.	Brisbane office hosted its first Indigenous Business Month Markets with GPT.



	February 2022	October 2022	November / December 2022	March 2023	November 2023	July 2024	October 2024	2025	December 2025
	Melbourne and Sydney offices launched their first Reflect RAP.	Melbourne and Sydney offices held their first Cultural Awareness and Capability training with Blackcard.	Melbourne and Sydney offices joined CareerTrackers program and hosted their first intern in Sydney.	Gadens became a founding partner of Queensland Art Gallery and Gallery of Modern Art's (QAGOMA) Reconciliation Circle.	Brisbane office launched its Innovate RAP.	Gadens brought together it's association of offices, with offices in Adelaide, Brisbane, Melbourne and Sydney under one national structure.	Gadens merged with Trinity Law establishing a Gadens office in Canberra.	Gadens formed its national FNEG and FNEAG.	Gadens opened an office in Perth.



Highlights from our reconciliation journey to date

Engaging with First Nations law students

In 2006, our Brisbane office launched an Indigenous Law Student Cadet Program that provided opportunities for law students to experience working in a commercial law firm. Many of those cadets are now senior practitioners, including a partner/owner of a First Nations owned law firm.

Around 2012, Gadens joined the CareerTrackers program which provides law students with internships and career advice during their studies and in January 2015, we consolidated that commitment by becoming a signatory to the 10×10 Initiative, whereby ten businesses committed to creating 3,500 internships over a 10-year period.

Acknowledging Traditional Owners

In 2020–2021, Gadens acknowledged First Nations peoples in its email signature blocks and adopted protocols for Acknowledgement of Country at meetings and events.

We consulted with local Elders on appropriate wording for an Acknowledgement of Country plaque in our reception areas and our Brisbane office commissioned a video highlighting the local area in which the office is located. Our meeting rooms in our Sydney office are named after clans of the Eora Nation, and we worked with the Metropolitan Local Aboriginal Land Council to ensure that these were culturally appropriate. Gadens continues to engage with Traditional Owners to provide a Welcome to Country at significant events, as well as acknowledging the customs and cultures of different First Nations communities around Australia.

Supporting Indigenous owned businesses

In October 2021, our Brisbane office held its first Indigenous Business Month Markets in partnership with GPT and Indigenous-owned businesses. The Indigenous Business Markets were set up outside our Brisbane office building and provided an opportunity for Indigenous-owned businesses to showcase their business and connect with different corporations in Brisbane. This market continued to run in subsequent years.

Cultural awareness and contemporary issues

Since our Brisbane/Adelaide offices formalised their commitment to Reconciliation with a Reflect RAP in 2019 and Melbourne/Sydney offices launched their Reflect RAP in 2022, we have engaged our people through a range of resources on historical and cultural issues, including the 'Know Your Country' initiative to raise awareness of the different groups of Aboriginal and Torres Strait Islander people around Australia and their connection to specific areas.

Our senior leaders and people have undertaken cultural awareness training provided by various providers, including Blackcard and The Bulwul Njindiwan Group, providing important insights and understanding on the historical and contemporary issues faced by First Nations people.

In 2023, Gadens introduced a policy that allows all our people to choose whether they work on 26 January, and if they work, to take a substitute public holiday on another day.

Gadens has also invited First Nations individuals and organisations into our offices to share their thoughts and stories on specific topics on various occasions, including for National Reconciliation Week and NAIDOC Week.

Advocacy

During 2022 and 2023, Gadens allocated substantial resources to deliver educational materials and seminars for our people, clients, and stakeholders regarding the Referendum proposing a constitutionally enshrined First Nations' Voice to Parliament. As a law firm, we regarded our primary responsibility as providing education and leveraging legal expertise to clarify the Referendum and articulate the question presented to the Australian public.

Community outreach

In July 2023, one of our lawyers went on the Firm's first outreach trip to Western Australia with Arts Law Centre of Australia to provide legal advice on a range of matters to First Nations artists and art centres. Since then, Gadens people have attended three trips with the Arts Law Centre of Australia visiting First Nations art centres in Western Australia and the Northern Territory.

In June 2026, three of our lawyers went on an outreach trip to the Kimberley region in Western Australia with Arnhem and Northern Kimberley Artists Aboriginal Corporation (**ANKA**) and in partnership with the Arts Law Centre of Australia.

Key challenges and learnings of our reconciliation journey

Gadens' individual state offices have navigated different challenges prior to coming together as a National Firm. Key challenges and learnings from our reconciliation journeys include the below.

Our people have varying degrees of understanding when it comes to reconciliation and the histories and issues currently faced by Aboriginal and Torres Strait Islander people and communities. We have learnt that we need to meet our people where they are at and bring them along on this journey. Implementing cultural awareness training across the Firm and providing a wide range of resources in different formats – including articles and events – to our people has been a key step in addressing this.

We have learnt the importance of acting with care, cultural respect and accountability, while continuing to take meaningful action. Progress requires listening, learning and applying those learnings over time. As a National Firm, we established the FNEAG to ensure our First Nations people have a voice and provide feedback on our RAP and related initiatives.

Although Gadens currently has 3 known First Nations people, recruiting First Nations people remains a challenge. We have invested significant resources into tailoring our recruitment approach and creating opportunities to engage with First Nations law students during their university studies through CareerTrackers.



Our partnerships, current activities

We are proud of our long-standing partnerships with several First Nations organisations that empower First Nations people as they build their own businesses and tell their own stories.

We also encourage firmwide participation in National Reconciliation Week and NAIDOC Week celebrations.

Legal partnerships

Gadens supports a range of community assistance initiatives that foster engagement with our local communities. As a signatory to the Australian Pro Bono Centre's National Pro Bono Target, we support the goal of 35 hours of pro bono work per lawyer each year. We actively encourage all members of the Firm, at every level, to participate in pro bono activities and community projects. Our RAP reinforces this commitment and underscores our dedication to empowering First Nations people and communities and advancing their rights.

Through our pro bono program, we have assisted several First Nations people to gain access to justice. We also have major partnerships with community legal centres, including:

Arts Law Centre of Australia (Arts Law)

Arts Law is an independent national community legal centre that provides services to artists and arts organisations. Gadens assists with its document review service, telephone legal advice service, undertaking pro bono referrals, and providing assistance in reviewing and updating employment agreements and legal templates through their Artists in the Black program, which supports Aboriginal and Torres Strait Islander artists and arts organisations. In addition to the above:

- Gadens signed an Adopt a Lawyer Agreement with Arts Law and ANKA to provide pro bono legal services to ANKA for a three (3) year period, which commenced in September 2023.
- Gadens people have attended three outreach trips with Arts Law to Western Australia and Northern Territory and one outreach trip with ANKA and in partnership with Arts Law to Western Australia, visiting art centres and providing legal advice on a range of matters to First Nations artists and First Nations art and culture centres.

Aboriginal and Torres Strait Islander Corporation Family Violence Prevention and Legal Service (Victoria) (Djirra)

Djirra is an Aboriginal Controlled Community Organisation that offers a range of services designed by and for Aboriginal women, including an Aboriginal Family Violence Legal Service, policy and advocacy work and cultural and wellbeing workshops. Gadens has assisted by sending a senior lawyer on secondment, as well as providing various training sessions, assisting with providing pro bono resourcing for various legal tasks and projects, and assisting with referral matters for clients of Djirra

Victorian Aboriginal Legal Service (VALS)

VALS is a community legal centre that supports First Nations people. Gadens has assisted by sending a senior lawyer on secondment and providing continued pro bono resourcing for various projects, including assisting with referral matters for clients of VALS.



Community partnerships

In addition to our legal partnerships, Gadens currently holds partnerships with the following organisations:

CareerTrackers

CareerTrackers is a national organisation that supports and links First Nations university students with employers for internships. Gadens has been a partner of CareerTrackers for more than 10 years. As a National Firm, Gadens is now hosting interns in our Melbourne, Sydney and Brisbane offices. This partnership is an important one for the Firm, as it allows us to engage with First Nations university students and build relationships with them throughout their time at university.

Queensland Art Gallery | Gallery of Modern Art (QAGOMA)

QAGOMA comprises of two art galleries located on Kurilpa Point in Brisbane. Gadens has been involved in and has sponsored QAGOMA events over several years, which showcase First Nations art and culture. Gadens is a founding member of QAGOMA's Reconciliation Circle, which brings together a network of industry leaders committed to meaningful contribution to Australia's reconciliation journey.

The Bulwul Njindiwan Group (TBNG)

TBNG is a management consultancy group, which is committed to improving economic and social outcomes for First Nations businesses and communities. Gadens and TBNG have a collaborative relationship, whereby we have worked together to arrange events, run cultural awareness training and share each other's networks to build connections.

Gadens also prioritises First Nations suppliers wherever possible. Identifying, engaging and using First Nations suppliers and businesses is a focus of our supplier and procurement policy review.

The future for our partnerships

As we progress to our National Innovate RAP, we will continue listening and working alongside First Nations communities to support improved advocacy and self-determination, with a focus on securing better outcomes for these communities. Connecting and strengthening existing relationships with organisations focused on creating a better future for all Australians is central to our reconciliation journey.

Gadens recognises the importance of creating opportunities for First Nations people within our organisation, and of building meaningful, mutually beneficial relationships as we continue our reconciliation journey. This extends to the legal work and recruitment we undertake as we continue to grow as a national firm.

Relationships, Respect, Opportunities and Governance

Relationships

Building strong, respectful relationships with First Nations people and communities is central to who we are as an Australian law firm and one of the key pillars of our Firm's strategy is Community and Social Impact. First Nations people are a focus of our pro bono program, alongside those impacted by climate-related disasters, victim-survivors of financial abuse, asylum seekers and refugees, people experiencing homelessness, people with disability and other marginalised communities. Connecting with First Nations people through our reconciliation work is a core part of our pro bono and sustainable business practices, and a key element of our Diversity and Inclusion Strategy. These relationships strengthen our culture, inform our legal work, and enable us to contribute meaningfully through pro bono services, partnerships and reconciliation initiatives. As a firm that already serves First Nations clients, deepening these relationships helps us better understand the issues facing our people and our clients, which allows us to make a meaningful contribution through the work we do.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	October 2026	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2027	Lead: Head of Sustainable Business Support: Chief Operating Officer
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our people.	April 2027 April 2028	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: Marketing and Communications Coordinator
	FNEG members to participate in an external NRW event.	27 May - 3 June Annually	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	Encourage and support our people and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2027 27 May - 3 June 2028	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: Chief Executive Officer and Managing Partner
	Organise at least one NRW event each year.	27 May - 3 June 2027 27 May - 3 June 2028	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: Facilities Clerk
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2027 May 2028	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
Promote reconciliation through our sphere of influence.	Develop and implement a people engagement strategy to raise awareness of reconciliation across our workforce.	June 2027	Lead: Talent Development Manager Support: Head of Sustainable Business
	Communicate our commitment to reconciliation publicly.	July 2026	Lead: Chief Executive Officer and Managing Partner Support: Head of Sustainable Business
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2027	Lead: Chief Executive Officer and Managing Partner Support: Chief Client Officer
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	September 2027	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
	Organise at least one event each year that we invite clients and key stakeholders to attend that is reconciliation focused or raises awareness of a project or partnership that Gadens has with a First Nations organisation.	May 2027 May 2028	Lead: Head of Sustainable Business Support: Events and Partnerships Manager

Action	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2027	Lead: Chief People Officer Support: People Projects Lead
	Review existing anti-discrimination policy for our Firm and update as required.	January 2027	Lead: Partner (Workplace Advisory and Disputes) Support: Chief People Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2027	Lead: Partner (Workplace Advisory and Disputes) Support: Chief People Officer and Senior Associate (Pro Bono)
	Educate senior leaders on the effects of racism, including tailored cultural awareness training for the Board and Senior Management Team.	March 2027	Lead: Partner (Workplace Advisory and Disputes) Support: Talent Development Manager
Provide pro bono support to Aboriginal and Torres Strait Islander peoples, communities and organisations.	Engage with our Aboriginal and Torres Strait Islander pro bono partners (including Many Rivers, Djirra, Fitzroy Legal Service, Arts Law and VALS) to provide resources to assist in advocacy and social impact leadership work on matters that are of significance to Aboriginal and Torres Strait Islander communities.	January 2027	Lead: Partner (Pro Bono) Support: Senior Associate (Pro Bono)
	Focus on building new relationships with Aboriginal and Torres Strait Islander businesses, including not-for-profit organisations that work with and offer assistance to the community. This extends to community legal centres that work closely with Aboriginal and Torres Strait Islander communities who we may not currently have a relationship with. Discussion of our progress in building these new relationships will be had quarterly.	September 2026 December 2026 March 2027 June 2027 September 2027 December 2027 March 2028 June 2028	Lead: Head of Sustainable Business Support: Partner (Pro Bono)
	Continue to build our relationship with ANKA by arranging ongoing education session with ANKA and its art and culture centres and firm wide sessions with ANKA for our people to gain insight into ANKA and its art and culture centres in the Top End of Australia.	September 2026 September 2027	Lead: Head of Sustainable Business and Senior Associate (Pro Bono)

Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights is essential to our values and strategy. We acknowledge the ongoing injustices Aboriginal and Torres Strait Islander people face and celebrate their cultural heritage. Aboriginal and Torres Strait Islander cultures are integral to Australia's story yet have long lacked visibility in the commercial space. Acknowledging Traditional Custodians and learning about Aboriginal and Torres Strait Islander peoples' experiences is vital to building respectful relationships. Celebrating achievements is essential to promoting positive change. We are committed to promoting Aboriginal and Torres Strait Islander rights, acknowledging their past, present and future, and advancing reconciliation and equality.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our Firm.	September 2027	Lead: Talent Development Manager Support: Head of Sustainable Business
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	October 2027	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
	Develop, implement, and communicate a cultural learning strategy document for our people.	January 2028	Lead: Talent Development Manager Support: Head of Sustainable Business
	Provide opportunities for First Nations Engagement members, HR managers and other key leadership to participate in formal and structured cultural learning.	September 2026 December 2026 March 2027 June 2027 September 2027 December 2027 March 2028 June 2028	Lead: Talent Development Manager Support: Head of Sustainable Business
	Investigate and provide cultural immersion opportunities for FNEG members, HR managers and other key leadership to participate in.	November 2026	Lead: Talent Development Manager Support: Head of Sustainable Business
	Communicate and share our reconciliation journey with clients and key stakeholders who are beginning their own reconciliation journey.	September 2026 December 2026 March 2027 June 2027 September 2027 December 2027 March 2028 June 2028	Lead: Chief Client Officer Support: Head of Sustainable Business and Senior Associate (Pro Bono)
	Provide opportunities for all our people to attend cultural awareness training on a bi-annual basis, which may include a mix of in person, online and informal discussions.	October 2026 March 2027 October 2027 March 2028	Lead: Talent Development Manager Support: Head of Sustainable Business

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Publish updates on Gadens' internal MyGadens page on a quarterly basis, including updates in relation to internal and external events, key dates and the work of the FNEG.	September 2026 December 2026 March 2027 June 2027 September 2027 December 2027 March 2028 June 2028	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase our people's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2026	Lead: Talent Development Manager Support: Head of Sustainable Business
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	January 2027	Lead: Talent Development Manager Support: Head of Sustainable Business
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2027 May 2028	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: Events and Partnerships Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2026	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	FNEG members to participate in an external NAIDOC Week event.	First week in July 2026 First week in July 2027	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
	Review HR policies and procedures to remove barriers to our people participating in NAIDOC Week.	April 2026 April 2027	Lead: Chief People Officer Support: Head of Sustainable Business and Senior Associate (Pro Bono)
	Promote and encourage participation in external NAIDOC events to all our people.	First week in July 2026 First week in July 2027	Lead: Chief Executive Officer and Managing Partner Support: Head of Sustainable Business and Senior Associate (Pro Bono)

Opportunities

Gadens is an employer of choice, and we are committed to offering an inclusive and supportive workplace for all our people. Providing opportunities for Aboriginal and Torres Strait Islander people, organisations and communities to engage with us strengthens this commitment. We seek not only to offer employment, but to create pathways for Aboriginal and Torres Strait Islander people who are studying and want to experience working life at a corporate law firm. We also actively engage Aboriginal and Torres Strait Islander suppliers and organisations to procure services and goods. Gadens seeks to empower Aboriginal and Torres Strait Islander law students through internships and employment during their university studies and beyond, as well as supporting Aboriginal and Torres Strait Islander organisations through partnerships and spotlighting local Aboriginal and Torres Strait Islander businesses during Indigenous Business Month.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2027	Lead: Chief People Officer Support: Head of Sustainable Business
	Continue to engage with CareerTrackers to offer paid internships each year (Winter and Summer) for CareerTrackers interns, across our Adelaide, Brisbane, Canberra, Melbourne, Perth and Sydney offices.	July 2026 and November 2026 July 2027 and November 2027	Lead: Head of Sustainable Business Support: Early Careers Partner
	Engage with our Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2027	Lead: Senior Associate (Pro Bono) Support: Talent Development Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	May 2027	Lead: Early Careers Partner Support: Chief People Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May 2027	Lead: Talent Acquisition Advisor Support: Early Careers Partner
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace, including reviewing and updating induction materials.	July 2027	Lead: People Project Lead Support: Chief People Officer
	Increase the percentage of Aboriginal and Torres Strait Islander people employed in our workforce.	August 2027	Lead: Chief People Officer Support: Head of Sustainable Business

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy as part of our overall procurement strategy.	December 2027	Lead: Head of Sustainable Business Support: Chief Operating Officer
	Investigate Supply Nation membership.	March 2027	Lead: Head of Sustainable Business Support: Chief Operating Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to our people.	April 2027	Lead: Head of Sustainable Business Support: Chief Operating Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	January 2027	Lead: Head of Sustainable Business Support: Chief Operating Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses, and to continue to prioritise the use of these businesses.	January 2027	Lead: Head of Sustainable Business Support: Chief Operating Officer

Governance

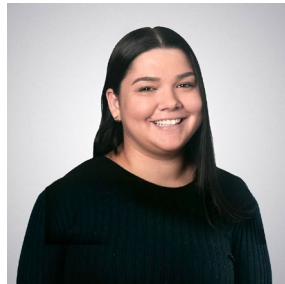
Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the National First Nations Engagement Group (Gadens' RAP Working Group).	September 2026 December 2026 March 2027 June 2027 September 2027 December 2027 March 2028 June 2028	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
	Establish and apply a Terms of Reference for the National First Nations Engagement Group.	July 2026	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
	Meet at least four times per year to drive and monitor RAP implementation.	September 2026 December 2026 March 2027 June 2027 September 2027 December 2027 March 2028 June 2028	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2026	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
	Engage our senior leaders and other people in the delivery of RAP commitments.	September 2026	Lead: Chief Executive Officer and Managing Partner Support: Head of Sustainable Business
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2026	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
	Provide support to a senior leader to effectively champion our RAP internally.	July 2026	Lead: Chief Executive Officer and Managing Partner Support: Head of Sustainable Business and Senior Associate (Pro Bono)

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Lead: Head of Sustainable Business and Senior Associate (Pro Bono)
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
	Report RAP progress to all people and senior leaders on a quarterly basis.	September 2026 December 2026 March 2027 June 2027 September 2027 December 2027 March 2028 June 2028	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
	Publicly report our RAP achievements, challenges and learnings, annually.	1 July, annually	Lead: Chief Executive Officer and Managing Partner Support: Head of Sustainable Business and Senior Associate (Pro Bono)
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2028	Lead: Head of Sustainable Business and Senior Associate (Pro Bono) Support: FNEG
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2028	Lead: Head of Sustainable Business and Senior Associate (Pro Bono)
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2028	Lead: Head of Sustainable Business and Senior Associate (Pro Bono)

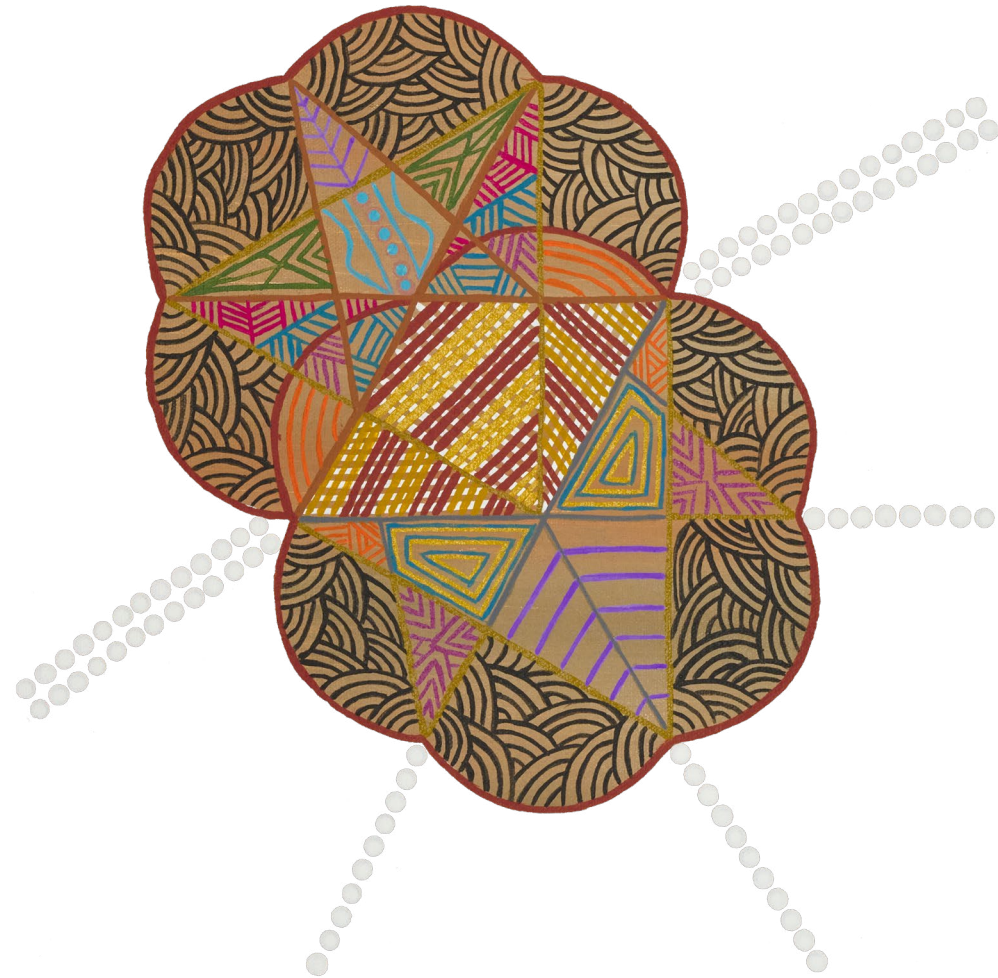
Contact details



Cassandra Krylov
Head of Sustainable Business
+61 3 9612 8236
+61 423 414 191
cassandra.krylov@gadens.com



Sharna White
Senior Associate (Pro Bono)
+61 2 9163 3083
sharna.white@gadens.com



Locations

Adelaide

Tarntanya

Level 1
333 King William Street
Adelaide SA 5000
+61 8 8456 2433

Melbourne

Naarm

Level 13, Collins Arch
447 Collins Street
Melbourne VIC 3000
+61 3 9252 2555

Brisbane

Meanjin

Level 11, ONE ONE ONE
111 Eagle Street
Brisbane QLD 4000
+61 7 3231 1666

Perth

Boorloo

Level 27, Palace Tower
108 St Georges Terrace
Perth WA 6000
+61 8 6317 6500

Canberra

Ngunnawal and Ngambri Country

Level 1
55 Wentworth Avenue
Kingston ACT 2604
+61 2 6163 5050

Sydney

Warrane

Level 29
8 Chifley Square
Sydney NSW 2000
+61 2 9231 4996