

**Baker
McKenzie.**



Reconciliation Action Plan (RAP)


SECOND INNOVATE RAP
NOVEMBER 2024 - NOVEMBER 2026





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RAP Theme

The theme that emerged through the process of developing this RAP was Learning & Connection.

Through a process of reflection and listening, we have seen that the more people learn through formal and informal education opportunities the greater their engagement, interest and allyship.

The most impactful and authentic engagement has come when our people have had the privilege of hearing First Nations people generously share their deeply personal stories, knowledge and lived experiences, driving connection and creating bonds between First Nations and non-Indigenous people.

Continuous learning and building connection are essential to fostering respect, understanding and appreciation, which has the potential to be a powerful trigger for positive change within and beyond our workplace.



"Connecting to Country" by Debra Beale
(Boonwurrung/Palawa/Yorta Yorta/Gamilaroi/Wonnarua/Wiradjuri)

Acknowledgement of Country

Baker McKenzie acknowledges the Traditional Custodians of the lands on which we work and operate across Australia, and their continuing connection to land, waters and community. At Baker McKenzie we value and celebrate First Nations cultures and pay respect to Elders, past, present and emerging.



Baker McKenzie Sydney, Gadigal Acknowledgement of Country plaque featuring artwork by Gadigal artist, Konstantina (2022)



RAP Artwork

It has been a privilege and pleasure to work with [Debra Beale](#) (*Boonwurrung/Palawa/Yorta Yorta/Gamilaroi/Wonnarua/Wiradjuri*) who shared her artwork, stories and insights with us as we connected and developed this RAP.

About the Artist

“ My name is **Debra Beale**. I am a Sydney-based Designer Maker. My main focus is in Textiles, Art and Design. My artwork tells a narrative of First Nations cultural practices focusing on cultural heritage, family and community. It is a combination of Women’s Business, with a process of acknowledging the past and moving forward to the future.

I was born on Gadigal Country. My connection to Gadigal Country is a deep spiritual connection. My birth rights connect me through salt water & fresh water. My lineage connects me to fresh water and sea waters through my mother’s bloodlines from the Boonwurrung, Palawa and Yorta Yorta Nations. My connection also flows through the Wonnarua and Gamilaraay Nations through my father’s lineage.

I currently live in the lower Blue Mountains, Penrith Region. My studio located in Warrimoo, formally known as ‘Karabah’ (Where Eagles Land), Australian Blue Mountains, Darug Nation. It is a place I can connect to my inner deep self.

The eagle is my totem from both my tribes (Wonnarua and Boonwurrung Nations). I spent my childhood and adult days on Wiradjuri and Gadigal Nations.

I am passionate about bringing my First Nations art and culture to life using contemporary media and traditional themes through mediums such as fashion, sterling silver jewellery, Australian bush jewellery, paintings, sculpture, public sculpture installations, photography, ceramics, pottery, commercial textiles, soft furnishings, eco dyeing, eco printing, murals, mixed media artworks and digital art.

My artwork draws attention to the local environment, which depicts a narrative of song, dance, art and rituals. This is evident with earthy colours which are embedded into all my work. My process of gathering natural materials from the earth to use as my art tools has always been a form of meditation for me. My process of art making allows me to develop my work further into contemporary digital art forms.”

About the Artwork

"Connecting to Country" by Debra Beale (Boonwurrung/Palawa/Yorta Yorta/Gamilaroi/Wonnarua/Wiradjuri)

“ My artwork tells a story of First Nations people living in ancient Australia for more than 60,000 years.”

The artwork 'Connecting To Country', reawakens the First Nations Culture in our communities. The Great Dividing Range is the main watershed on the east coast of Australia. They are a series of plateaus and low mountain ranges that run parallel to the coast of Queensland, New South Wales, and Victoria connecting all First Nations peoples and their culture and cultural practises. The water system is a priority to saving lives and our planet. Without water the Country dies and we die too.

'Connecting To Country' has embedded places and each place is valued by First Nations peoples holding many sacred and personal stories that connect people and their homelands. Stories are kept alive in our mind, body and soul, and play an important role in shaping our communities, identity, and relationships.

The artwork speaks of reclaiming our First Nations identity and keeping our cultural safe places for our people to heal and find their own journey. It speaks of self-determination, building strengths and empowering our young men, women and children through story telling.

Connection to land, sea and sky is a spiritual connection. My artwork expresses First Nations peoples living a sustainable life. We are environmentalists. Sustainability is part of our culture. We believe that not looking after resources, we would starve. The artwork has embedded stories of bush and sea foods. Our people know when and how to harvest and we only took what we needed. Nothing was wasted. Practising culture speaks of the importance of cultural ceremonies. They were held to protect and secure food and food sources. All this cultural knowledge is passed down to our next generation and will live on forever. We believe it will also contribute to saving our planet.

We draw strength from Elders and their knowledge and experience, in everything from land management and cultural knowledge, to justice and human rights. Across multiple sectors like law, health, education, the arts, politics and everything in between, they have set the many courses we follow.

Baker McKenzie is a global law firm that has three offices operating in Australia for over 60 years. These offices are located in Sydney, home of the Gadigal people and my birthplace. Melbourne, home of mother's people, Boonwurrung in the Kulin Nation. Baker McKenzie are also located in Brisbane, home of the Turrbal and Jagera peoples and many of my blood relatives. You could say Baker McKenzie are embedded in the land now connecting First Nations peoples to modern day law. First Nations lore is learned from childhood, lore dictates the rules on how to interact with the land, kinship, and community.

The Great Dividing Range connects to the engraved valleys of the Blue Mountains where I live. These places have lore

and many places follow the traditional First Nations trails. These trails are also connected to Brisbane, Sydney and Melbourne areas. These areas also had lore of land, kinship, and community.

These places of significance are landmarks. First Nations people used these places for camping, gathering and ceremony. Still today they remain places of cultural importance.

'Connecting to Country' gives a sense of connecting the people to the land, sea and sky through respecting and honouring the animals, the environment and the spiritual creative beings. This is celebrated through gatherings bringing to life the history of the past and the now to safeguard cultural knowledge for our future generations.

Each language group documents their own stories of Country, such as song and dance and art, to pass knowledge to the next generations. They give an authentic insight of Country, language and stories. The artwork is a cultural knowledge exchange for learning and understanding First Nations traditional knowledge and the relationships between the people, the lore, land and animals. This includes cultural knowledge exchange to First Nations and Non-First Nations peoples from around the globe.

'Connecting to Country' is an endeavour to collaborate with First Nations people, Baker McKenzie, and non-First Nations people to keep Lore (Law) and the natural order of things in Western and traditional First Nations cultures and cultural practices. Sharing and respecting both (lores, laws)."





Vision for Reconciliation

As a law firm, our vision for reconciliation is an Australia where the legal system equally and equitably serves First Nations peoples, and barriers to accessing legal support are eliminated. We aspire to see an Australia where First Nations peoples thrive and are treated with respect in an environment free of racism, where truth-telling, learning and connection enable all Australians to have a deeper understanding of the complex histories of our nation.

Baker McKenzie will take action to contribute to positive change in our sphere of influence to work towards this broader vision for reconciliation. Collaborating with First Nations stakeholders will be critical to making meaningful progress.

Building on our prior Reconciliation Action Plans, we will strive to realise this vision by:

- exploring new avenues for providing pro bono legal services to First Nations peoples
- increasing representation of First Nations peoples and perspectives through employment opportunities and collaboration
- continuing and extending procurement from First Nations suppliers
- expanding opportunities for First Nations community engagement
- further developing our inclusive culture and a culturally safe workplace
- celebrating and promoting awareness of First Nations cultures, knowledge and success
- inspiring our people through engaging learning and connection opportunities

Importantly, we are motivated to approach this RAP through a lens of positive engagement and a desire to activate good intentions into meaningful action. We look forward to everyone at the firm continuing to learn and building stronger connections with First Nations peoples.

As a law firm, our vision for reconciliation is an Australia where the legal system equally and equitably serves First Nations peoples, and barriers to accessing legal support are eliminated.



Our Business

Baker McKenzie is a global law firm and has been operating in Australia for 60 years, with offices in Sydney, Melbourne and Brisbane.

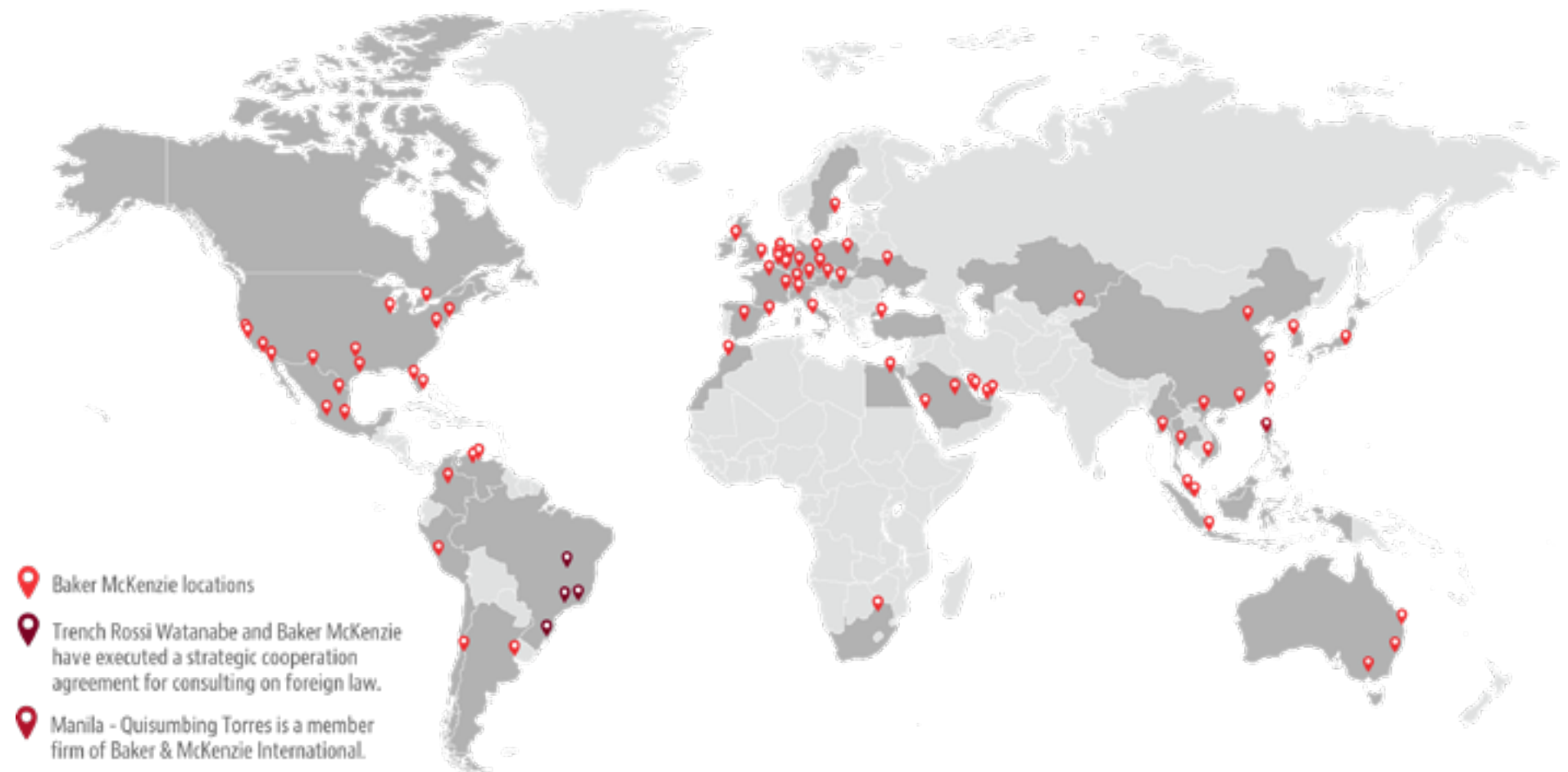
In Australia, Baker McKenzie employs almost 500 people as lawyers or business professionals, and 13,000+ people globally. At present there are three people in our Australian workforce that self-identify as Aboriginal and/or Torres Strait Islander people. We will continue to work towards increasing workplace representation – we recognise this is key to making progress.

We collaborate with colleagues and clients across Australia and globally, on legal matters (including a strong pro bono practice) and corporate social responsibility efforts. In the context of this RAP, our sphere of influence includes everyone at Baker McKenzie, our clients, the legal sector, the communities we work within and other organisations and individuals we connect with, such as suppliers, community partners and visitors to our offices.

At Baker McKenzie we believe business must take a central role in fostering and championing sustainability. We are proud to leverage our talent, innovation and relationships to make a positive and sustainable societal impact for our clients, our people and the world. We are global citizens and recognize that the rule of law is an essential foundation for economic growth and development.

Our Firm is therefore committed to the UN Global Compact, Sustainable Development Goals and the UNGC's Ten Principles on human and labour rights, the environment and anti-corruption.

In Australia, Baker McKenzie will leverage this philosophy and strive to make an impact across our sphere of influence, so together we can work towards reconciliation.



Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Baker McKenzie on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Baker McKenzie continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Baker McKenzie

will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Baker McKenzie using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Baker McKenzie to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Baker McKenzie will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Baker McKenzie's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Baker McKenzie on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our RAP

Statement from Anne-Marie Allgrove (National Managing Partner & RAP Champion).

We are delighted to move forward in our reconciliation journey and introduce our second Innovate RAP.

Having successfully implemented our inaugural Reflect RAP (2019) and our first Innovate RAP (2022 – 2024), we took the opportunity to assess our progress, challenges and learnings. It is important for us to understand areas in which we have only just made a start towards meaningful change and other areas in which we are proud to have implemented initiatives that have been successful in moving the dial on our reconciliation efforts. This RAP is not only a plan for the future, but captures highlights and learnings with a focus on embedding, extending and solidifying the work we have started.

This RAP intends to continue our endeavours to make a meaningful contribution towards removing barriers that impact First Nations peoples, with a particular focus on improving employment, economic and social outcomes. Further, providing pro bono legal services to First Nations individuals and organisations remains a steady cornerstone of our reconciliation efforts. Listening to, supporting and learning from First Nations peoples and communities underpins our approach to this RAP.

Effective leadership is critical on the path towards reconciliation and our management team have been steadfast in supporting our RAP journey. Since 2019, Baker McKenzie has supported the Uluru Statement from the Heart and, in 2023, publicly supported a constitutionally enshrined Voice to Parliament. The firm remains committed to reconciliation. We recognise that now, more than ever, there is a lot of work to do.

Through listening to First Nations individuals and organisations, an effective way to move forward and support tangible outcomes has

emerged as refocusing on supporting local communities, programs and First Nations organisations on the ground striving to make a positive impact. We look forward to making this a key part of our RAP as we implement over the next 2 years.

We are very grateful for our relationships with First Nations clients, suppliers, community partners and networks that have provided us with guidance and enabled us to connect with First Nations individuals and communities outside our firm. Learning from and connecting with First Nations voices and perspectives is critical to making meaningful change.

Thank you to everyone who has contributed to and supported our reconciliation journey so far. We are very fortunate to have a number of First Nations employees who have taken the opportunity to be active in First Nations engagement at Baker McKenzie, enthusiastically contributing time, ideas and perspectives – we are grateful and sincerely thank you all. Special thanks to the RAP Working Group and Indigenous Engagement Committee for helping us make progress on our journey to date.

Finally, we are grateful to Debra Beale (Boonwurrung/Palawa/Yorta Yorta/Gamilaroi/Wonnarua/Wiradjuri) for sharing her artwork, storytelling and insights that form an important part of this RAP, and to the team at Reconciliation Australia for their guidance.

We look forward to continuing our commitment to ongoing progress, advancing reconciliation and making a positive impact.



Anne-Marie Allgrove
National Managing Partner
RAP Champion



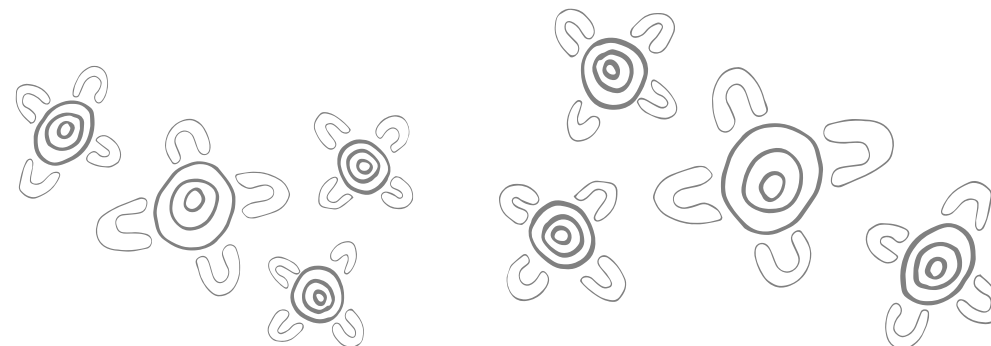
RAP Governance

Since commencing our RAP journey, we have had a RAP Working Group (RWG) in place. This is an important governance committee that drives RAP development and implementation. Through our RWG we continue to build accountability and evolve First Nations engagement. We recognise the importance of reflection and evaluation, continually integrating learnings. During our last RAP we developed and applied a RWG Terms of Reference. These Terms of Reference will continue to be applied.

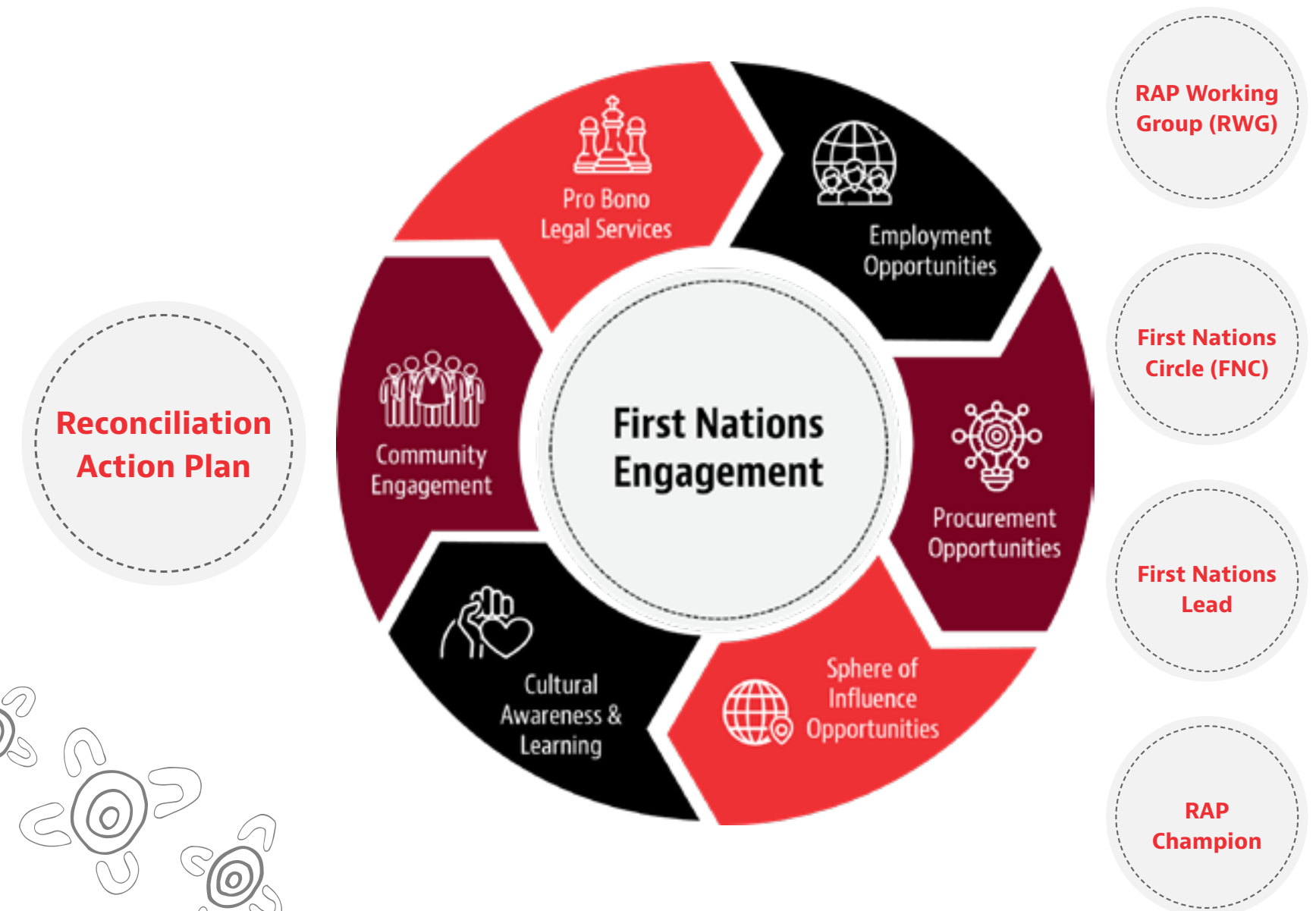
Our RWG is made up of people in key roles within the firm that are integral to the delivery of our RAP and, through our Terms of Reference, have the ability to bring in expertise as required. Importantly, our RWG is committed to maintaining First Nations representation.

Members of our RWG include:

- The persons who hold the following positions (as they may be described from time to time) at the Firm.
 - RAP Champion – currently our National Managing Partner
 - First Nations Lead
 - Head of Talent Management
 - Head of Operations
 - Head of Pro Bono
 - Inclusion, Diversity & Equity Lead
 - Chairperson of the Inclusion, Diversity & Equity Committee
 - Communications Lead
 - First Nations Circle Coordinator
 - Pitch & Pursuits Manager
- First Nations partners and/or employees who wish to join the RWG. At present, two First Nations employees are members of our RWG.
- Other partners or employees of the Firm nominated by the National Managing Partner upon the recommendation of the RWG. At present, one Partner of the firm is an additional member of the RWG, and holds the position of RWG Chairperson.



First Nations Engagement Overview





Strategic First Nations Engagement – Yarn & Workshop

As part of the process of developing this RAP, our RWG and other key internal stakeholders participated in a yarning circle and workshop facilitated by the founder of Corporate Culcha, Paul Dodd, who identifies as a *Bundjalung* man with traditional kinship ties to *Wirri and Birriah* First Nations.

This dedicated space created an opportunity to reflect, refocus and re-energise our approach, as well as strengthen and evolve our thinking around First Nations engagement. First Nations representation and contribution to this session was integral in highlighting lived experiences and perspectives in our strategy and planning.

The insights and learnings from this session, and over the course of our prior RAPs, have informed many elements of our forward planning.

We have been partnering with Corporate Culcha since 2022 on cultural learning initiatives. Paul Dodd has worked with groups across our firm, from sessions with senior leaders to focus groups with key stakeholders. We also rolled out the Corporate Culcha e-learning module over 2023-2024, which was available to everyone across the firm. Over the course of our last RAP, more than 50% of our people participated in these structured cultural learning programs.



“Working with Baker McKenzie over the last few years as a cultural capability practitioner has been invigorating and very satisfying. I have closely observed, that as a firm they have been building their cultural capabilities to participate in the reconciliation space with confidence, authenticity and respect, with a deep desire to improve cultural awareness and make progress on their RAP goals. I look forward to seeing what they can achieve through this RAP.”

- **Paul Dodd**, Corporate Culcha

Baker McKenzie's First Nations Circle – internal engagement group

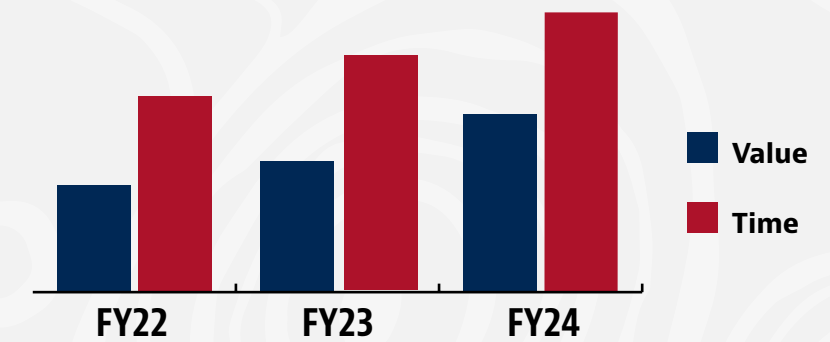
As part of this RAP, and aligned with the theme of learning and connection, we continue to recognise the critical role awareness and education plays in reconciliation. To encourage greater engagement, awareness and education, this RAP includes a repositioning of our Baker Indigenous Engagement Committee to the First Nations Circle (FNC). The FNC takes inspiration from the First Nations concept of yarning circles and will be a key element of how we encourage broader engagement within Baker McKenzie and, in turn, more widely. Importantly, the FNC Coordinator will sit on the RAP Working Group to ensure accountability and alignment. The FNC will be open to anyone across the firm who wishes to join. The aims of the FNC are:

- to provide a forum for First Nations people and supporters within Baker McKenzie to share and learn
- to promote understanding of reconciliation more broadly in Baker McKenzie
- to empower and mobilise FNC members to encourage allyship amongst colleagues within Baker McKenzie and in their own sphere of influence
- to support the Reconciliation Action Plan Working Group in achieving the objectives of our RAP



Pro Bono Legal Services

As a law firm, delivering pro bono legal services remains one of the most impactful ways we can directly contribute to reconciliation. We have worked with many First Nations clients on matters ranging from property and taxation matters related to Local Aboriginal Land Councils, to intellectual property, covering practice areas such as Corporate, Property, Taxation, Intellectual Property, Employment and Disputes. The value (\$) and time (hours) dedicated to delivering pro bono legal services to First Nations clients increased year-on-year over our last Innovate RAP (FY22 - FY24) and we will strive to continue that trajectory. Over this three year period, we are proud to have provided over 2,000 hours of pro bono legal services, valued at over \$1.2M, to First Nations clients.



In recent years we have developed a connection with [Coota Girls Aboriginal Corporation](#) as a pro bono client, but also through informal cultural awareness and truth-telling initiatives. Coota Girls have created a powerful short film, *Walking our Songlines*, which we screened in NAIDOC Week 2023 providing our people with the opportunity to hear the stories of Coota Girls survivors and their descendants, and in turn learn about lived experiences.

Community Engagement – Charity Partnership with ID. Know Yourself

[ID. Know Yourself](#) (IDKY) is an Aboriginal-led, grassroots organisation that supports Aboriginal children living in out-of-home care and within the child protection system and advocates for social change to break the cycle and create better outcomes for young people.



IDKY and Baker McKenzie have been connected since 2019, originally as a pro bono client and from 1 July 2023 as a dedicated charity partner. The charity partnership with IDKY is an important aspect of our broader community engagement program and we are very inspired by the work the team at IDKY do, led by founder Isaiah Dawe, proud Butchulla and Garawa Saltwater man. Isaiah has also very generously shared his experiences, knowledge and insights with us at events to improve our understanding, raise awareness and inspire action. It has been a privilege to see IDKY grow and evolve into the organisation it is today. Baker McKenzie has been able to sponsor a range of programs for the young people at IDKY and we look forward to continuing and strengthening the partnership.



Source: idknowyourself.org.au

“ Since ID Know Yourself was established we have built a connection with the team at Baker McKenzie who have provided pro bono legal assistance and, more recently, have supported programs for our young people through the charity partnership.



The programs and activities supported by Baker McKenzie benefit our youth mentees by enhancing cultural knowledge, boosting confidence in a group of peers, developing social interaction skills, allowing exploration of new interests and, importantly, provide continuity of support from their IDKY Aboriginal Youth Mentor.

We have plans for ID Know Yourself to continue to grow and have a vision of breaking the cycle, seeing our youth thrive and reducing the over representation of First Nations children in the out-of-home care and child protection systems.

We look forward to continued partnership with Baker McKenzie to work towards our vision.”

– **Isaiah Dawe**, ID Know Yourself

Baker McKenzie's Reconciliation Journey

Pre-RAP period

Pro bono legal services consistently delivered to First Nations individuals and organisations.

Gawura Morning Reading Volunteering program part of Community Service offering.

2018

Inaugural intake of **CareerTrackers** interns, with ongoing annual intake since 2018.

March 2019

Baker McKenzie, along with other leading law firms, issued a joint public response in support of the **Uluru Statement from the Heart** and its call for the establishment of a First Nations Voice to Parliament enshrined in the constitution.



April 2023 – October 2023

The firm released a public position in support of the **Voice to Parliament** and delivered education and awareness initiatives related to the Voice to Parliament, both within our firm and sphere of influence.



October 2022 & March 2023

Formal cultural learning – In-person cultural awareness sessions for senior people and key roles facilitated by *Corporate Culcha*.



April 2022 – April 2024

Innovate RAP



September 2021

Introduction of new dedicated role, **First Nations Lead**, to drive First Nations engagement at the firm.



May 2019

Launch of inaugural **Reflect RAP**.



Mid 2023 – ongoing

Formal relationship with First Nations student organisations / peak bodies – **Ngalaya Indigenous Corporation and UNSW First Nations Business Society**.



Mid 2023

Highlights and learnings from our reconciliation journey published in this [Reflective Statement](#)



July 2023 – ongoing

Formal cultural learning – Launch of cultural awareness e-learning program available to all our people (through *Corporate Culcha*).



July 2023

Launch of 3 year **charity partnership** with *ID. Know Yourself*, part of our broader Community Engagement program.



Mid 2024

Innovate RAP highlights and learnings published in our [end-of-RAP snapshot](#)



May 2024

First Nations Engagement – *reflection and strategy session* for key stakeholders facilitated by *Corporate Culcha*.



November 2023

Proposal for **second Innovate RAP approved** by Baker McKenzie's Management Committee



Present

Baker Indigenous Engagement Committee evolves into the 'First Nations Circle' to broaden and re-energise engagement.



Present

Launch of our second Innovate RAP (2024 – 2026)

Looking Ahead: Key Focus Areas



Listening. Learning. Sharing.



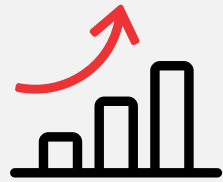
Celebrating First Nations
successes, cultures and achievements



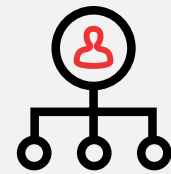
Building relationships and providing
opportunities for connection to foster respect
and understanding



Boosting internal engagement



Extending procurement efforts with an
emphasis on developing relationships and
increasing ongoing sustainable spend



Improving workplace representation
and early career engagement



Continuing strong pro bono
legal support of First Nations peoples



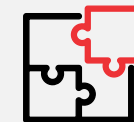
Seeking out opportunities across
our sphere of influence



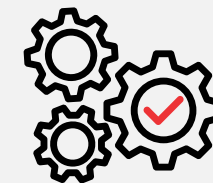
Moving beyond cultural awareness
along the continuum towards cultural safety
and cultural sustainability



**Opportunities for personal
connection**, including through
immersive cultural experiences



Learning initiatives
(including addressing truth-telling
and anti-racism)



Supporting local First Nations
communities, programs and/or organisations
who are striving to make a positive impact
at a grass roots level

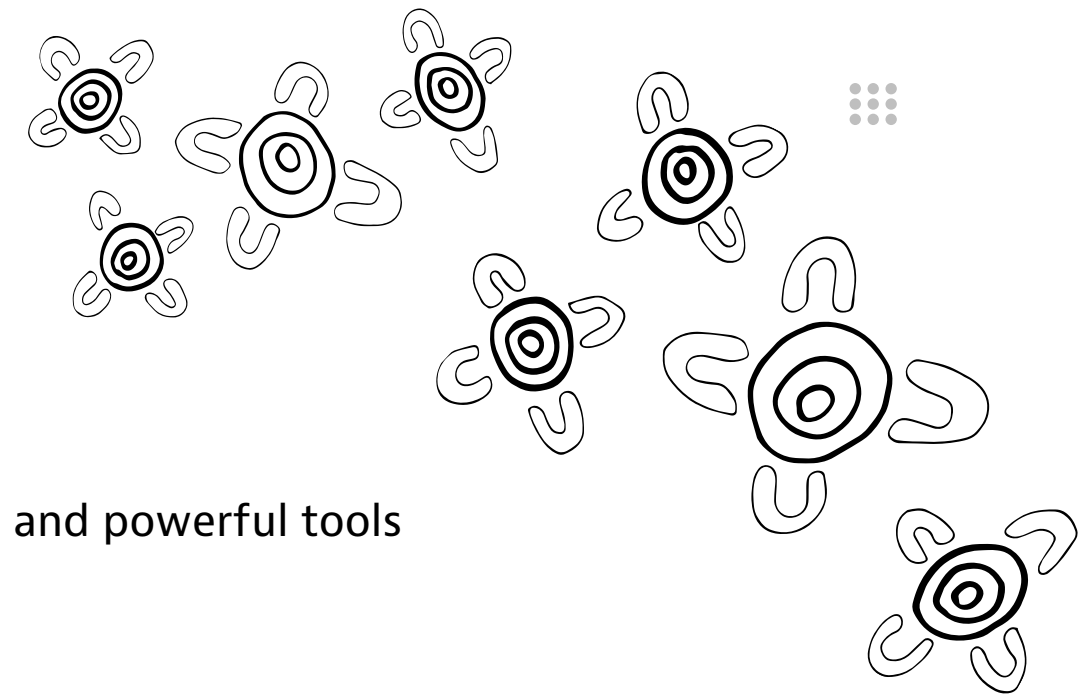
RAP Deliverables

Relationships

Relationships with First Nations stakeholders are key to learning and connection, the themes of our RAP, and powerful tools in making a positive impact.

Through this second Innovate RAP our overarching goals for this 'Relationships' pillar are:

- Build on the relationships with First Nations stakeholders developed so far and seek out new relationships to work towards connections and partnerships that cultivate meaningful outcomes and make genuine progress towards reconciliation.
- Focus on listening to and learning from First Nations stakeholders through strong, positive relationships to help guide our reconciliation planning and actions.
- Create opportunities for everyone at the firm, and in our broader sphere of influence, to connect with First Nations peoples, individuals and/or organisations aiming to build engagement and allyship.



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 develop and/or continuously improve guiding principles for future engagement. 	March 2025, 2026	<ul style="list-style-type: none"> ▪ Chair, RWG ▪ First Nations Lead
	<ul style="list-style-type: none"> ▪ Build trust and understand mutual aspirations with First Nations stakeholders/organisations to develop relationships that collaboratively work towards reconciliation efforts. 	March 2025, 2026	<ul style="list-style-type: none"> ▪ Chair, RWG ▪ First Nations Lead
	<ul style="list-style-type: none"> ▪ Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	May 2025, 2026	<ul style="list-style-type: none"> ▪ Chair, RWG ▪ First Nations Lead



Action	Deliverable	Timeline	Responsibility
2. Develop relationships with community focused Aboriginal and/or Torres Strait Islander organisations.	<ul style="list-style-type: none"> Continue to work with ID Know Yourself (charity partner) and Gawura School (volunteering program) to support their objectives and provide our people with opportunities to connect and engage with community focused First Nations programs. 	January 2025, 2026	<ul style="list-style-type: none"> Community & First Nations Lead
	<ul style="list-style-type: none"> Investigate opportunities to partner with additional community focused organisations as part of the firm's Community and/or First Nations Engagement activities. 	October 2026	<ul style="list-style-type: none"> Community & First Nations Lead
3. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our people. 	May 2025, 2026	<ul style="list-style-type: none"> FNC Coordinator First Nations Lead
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May- 3 June, 2025, 2026	<ul style="list-style-type: none"> Chair, RWG
	<ul style="list-style-type: none"> Encourage and support everyone at the firm to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June, 2025, 2026	<ul style="list-style-type: none"> FNC Coordinator
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May- 3 June, 2025, 2026	<ul style="list-style-type: none"> FNC Coordinator First Nations Lead
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	27 May- 3 June, 2025, 2026	<ul style="list-style-type: none"> First Nations Lead
	<ul style="list-style-type: none"> Publish information on Baker McKenzie's intranet about NRW, including the meaning, background and annual theme. 	27 May- 3 June, 2025, 2026	<ul style="list-style-type: none"> First Nations Lead FNC Coordinator





Action	Deliverable	Timeline	Responsibility
4. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Review and update our engagement strategy to raise awareness of reconciliation across our workforce. 	October 2025, 2026	<ul style="list-style-type: none"> First Nations Lead FNC Coordinator
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	December 2024	<ul style="list-style-type: none"> Communications Lead
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	October 2026	<ul style="list-style-type: none"> Chair, RWG First Nations Lead
	<ul style="list-style-type: none"> Collaborate with RAP organisations and/or other like-minded organisations to develop innovative approaches to advance reconciliation. 	October 2026	<ul style="list-style-type: none"> First Nations Lead
	<ul style="list-style-type: none"> Explore opportunities to hold functions with a First Nations focus for clients and/or other external stakeholders in our sphere of influence. 	October 2026	<ul style="list-style-type: none"> Head of Business Development, Marketing & Communications First Nations Lead
	<ul style="list-style-type: none"> Investigate opportunities to offer our office hosting spaces to local Aboriginal and/or Torres Strait Islander organisations to utilise for external meetings/events. 	April 2025, 2026	<ul style="list-style-type: none"> FNC Coordinator
	<ul style="list-style-type: none"> Continue membership of at least one industry reconciliation network. 	January 2025, 2026	<ul style="list-style-type: none"> First Nations Lead
	<ul style="list-style-type: none"> Publish the RAP on the Baker McKenzie Australia website 	December 2024	<ul style="list-style-type: none"> Communications Lead
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation and the launch of our second Innovate RAP via website and/or social media. 	December 2024	<ul style="list-style-type: none"> Communications Lead
	<ul style="list-style-type: none"> Maintain Acknowledgment of Country on the Baker McKenzie Australia website. 	October 2025, 2026	<ul style="list-style-type: none"> Communications Lead





Action	Deliverable	Timeline	Responsibility
5. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Review HR policies and procedures concerned with anti-discrimination and seek to continuously improve relevant policies and procedures. 	August 2025	<ul style="list-style-type: none"> Head of Talent Management
	<ul style="list-style-type: none"> Review, update, implement and communicate an anti-discrimination policy for our organisation. 	October 2025	<ul style="list-style-type: none"> Head of Talent Management
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy. 	September 2025	<ul style="list-style-type: none"> Head of Talent Management
	<ul style="list-style-type: none"> Deliver Workplace Behaviour training to everyone at the firm, explicitly addressing discrimination, including racism. 	December 2025	<ul style="list-style-type: none"> Head of Talent Management Inclusion, Diversity & Equity Senior Manager
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism, with a focus on anti-racism. 	October 2026	<ul style="list-style-type: none"> Head of Talent Management Inclusion, Diversity & Equity Senior Manager
6. Raise internal awareness of our RAP to embed commitment to reconciliation.	<ul style="list-style-type: none"> Host a launch event for our second Innovate RAP and introduction of the 'First Nations Circle' across all Australian offices. 	December 2024	<ul style="list-style-type: none"> FNC Coordinator First Nations Lead
	<ul style="list-style-type: none"> Publish the RAP on Baker McKenzie's intranet. 	November 2024	<ul style="list-style-type: none"> First Nations Lead
	<ul style="list-style-type: none"> Promote our RAP within our regional and global networks through our Inclusion, Diversity & Equity platforms and Global Newsletters 	February 2025	<ul style="list-style-type: none"> Inclusion, Diversity & Equity Senior Manager
	<ul style="list-style-type: none"> Communicate updates regarding RAP implementation and/or First Nations Engagement at Baker Briefing sessions across all Australian offices. 	March 2025 March 2026	<ul style="list-style-type: none"> Chair, RWG
	<ul style="list-style-type: none"> Include information on Baker McKenzie's RAP and First Nations engagement in induction materials for new starters, and ensure the information is maintained and updated. 	November 2024 November 2025	<ul style="list-style-type: none"> Head of Talent Management

Respect

At Baker McKenzie we respect and celebrate First Nations peoples, cultures and perspectives. We demonstrate respect through the language that we use, the actions that we take, the work that we do and in our commercial, professional and community relationships.

This was displayed over our last RAP in many ways, a few highlights include: our charity partnership with ID Know Yourself, volunteering program with Gawura school, relationships with pro bono clients and First Nations suppliers, public support for constitutionally enshrined Voice to Parliament, hosting numerous events to raise awareness and celebrate First Nations peoples and cultures, displaying Acknowledgement of Country plaques and rolling out cultural awareness training.

Knowing there is an ongoing need for truth-telling, education and cultural awareness (and beyond that, moving towards cultural sustainability), this RAP prioritises learning opportunities and genuine connection. We are committed to sharing stories and lived experiences, and celebrating First Nations cultures and achievements to highlight resilience, talent and success.



Action	Deliverable	Timeline	Responsibility
7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	March 2025	<ul style="list-style-type: none"> Inclusion, Diversity & Equity Senior Manager
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy and its implementation. 	March 2025	<ul style="list-style-type: none"> Inclusion, Diversity & Equity Senior Manager
	<ul style="list-style-type: none"> Review, refine, implement and communicate a cultural learning strategy document for our people. Ensure strategy addresses truth-telling and anti-racism. 	June 2025	<ul style="list-style-type: none"> Inclusion, Diversity & Equity Senior Manager
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, Talent Management and Operations team members, and other key leaders to participate in formal and structured cultural learning. 	October 2026	<ul style="list-style-type: none"> Inclusion, Diversity & Equity Senior Manager
	<ul style="list-style-type: none"> Provide opportunities to everyone at the firm for informal cultural learning and engagement through initiatives that highlight First Nations cultures, histories, knowledge or rights. Ensure lived experience and personal connection are prioritised when planning initiatives. 	February 2025, 2026	<ul style="list-style-type: none"> FNC Coordinator First Nations Lead



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Ensure the material on the Baker McKenzie First Nations Engagement intranet page is current and regularly updated. 	February 2025, 2026	<ul style="list-style-type: none"> First Nations Lead
	<ul style="list-style-type: none"> Internal First Nations engagement committee to evolve into 'First Nations Circle', including launch event and/or engagement initiative featuring First Nations cultures, histories and/or knowledge. 	October 2025	<ul style="list-style-type: none"> FNC Coordinator
	<ul style="list-style-type: none"> Investigate further opportunities for personal connection, including through immersive cultural experiences. 	October 2026	<ul style="list-style-type: none"> Inclusion, Diversity & Equity Senior Manager
8. Build respect for Aboriginal and Torres Strait Islander peoples through truth-telling initiatives.	<ul style="list-style-type: none"> Engage with local First Nations stakeholders to determine how our organisation can support truth-telling both within our firm and through our sphere of influence. 	October 2025	<ul style="list-style-type: none"> Inclusion, Diversity & Equity Senior Manager
	<ul style="list-style-type: none"> Seek opportunities for our people to expand their knowledge and embrace truth-telling to enable a more fulsome understanding of Australia's histories. 	October 2026	<ul style="list-style-type: none"> Inclusion, Diversity & Equity Senior Manager
9. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase understanding across the firm of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	October 2025, 2026	<ul style="list-style-type: none"> First Nations Lead
	<ul style="list-style-type: none"> Review, update, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	March 2025, 2026	<ul style="list-style-type: none"> First Nations Lead
	<ul style="list-style-type: none"> Engage a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	October 2025, 2026	<ul style="list-style-type: none"> First Nations Lead





Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Continue to make available Acknowledgement of Country or other appropriate protocols to be used at the commencement of important meetings. 	March 2025, 2026	<ul style="list-style-type: none"> Head of Operations
	<ul style="list-style-type: none"> Continue to display Acknowledgement of Country at reception areas in all Baker McKenzie Australian offices. 	November 2024, 2025, 2026	<ul style="list-style-type: none"> Head of Operations
	<ul style="list-style-type: none"> Continue to provide option for our people to include an Acknowledgement of Country in their email signature. 	March 2025, 2026	<ul style="list-style-type: none"> First Nations Lead
<p>10. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2025, 2026	<ul style="list-style-type: none"> Chair, RWG
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to our people participating in NAIDOC Week. 	March 2025	<ul style="list-style-type: none"> Head of Talent Management
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all our people. 	First week in July, 2025, 2026	<ul style="list-style-type: none"> FNC Coordinator
	<ul style="list-style-type: none"> Provide information to everyone at Baker McKenzie about NAIDOC Week, including the meaning of NAIDOC Week and the annual theme. 	First week in July, 2025, 2026	<ul style="list-style-type: none"> FNC Coordinator First Nations Lead
	<ul style="list-style-type: none"> Organise an event or initiative within Baker McKenzie to celebrate NAIDOC Week. 	First week in July 2025, 2026	<ul style="list-style-type: none"> FNC Coordinator First Nations Lead
	<ul style="list-style-type: none"> Encourage everyone at the firm to attend NAIDOC Week events through promotion via First Nations Circle and RAP Working Group. 	First week in July 2025, 2026	<ul style="list-style-type: none"> FNC Coordinator





Opportunities

Through this 'Opportunities' pillar our focus areas are (1) pro bono legal services (2) employment and (3) procurement.

As a law firm, providing pro bono legal services to First Nations individuals and organisations remains a steady cornerstone of our reconciliation efforts, and we will seek to increase the time and value of those services, and look forward to exploring new avenues to provide these services.

We continue to increase our spending with First Nations vendors and improve representation in our supply chain. Whilst there are many areas still to explore, we have made steady progress to date and are aiming to increase spending with First Nations suppliers over this RAP. Over our last RAP we were able to increase the ongoing sustainable spend with First Nations suppliers, and also utilise First Nations suppliers for one-off expenses as opportunities arose, for example engaging a First Nations removal company for office moves in each of our locations.

To date, our most successful employment avenue has been the CareerTrackers internship program. This program has been in place at Baker McKenzie since 2018.

Pleasingly, some of our interns have gone on to become Summer Clerks and then continue their career pathway and join us on a permanent basis as Graduates. We hope to see many more First Nations people continue on a pathway of employment at our firm, however, improving workplace representation of First Nations people remains a challenge. We are continuing to explore new ways to connect with First Nations job seekers and ensuring we provide a culturally safe workplace. Ensuring our recruitment, retention and professional development strategy expands beyond entry level programs will be an essential part of this RAP.

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	November 2024	<ul style="list-style-type: none"> Head of Talent Management Inclusion, Diversity & Equity Lead
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or stakeholders to consult on our recruitment, retention and professional development strategy. 	March 2025	<ul style="list-style-type: none"> Head of Talent Management



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Continue to implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, and review and update as required. 	April 2025, 2026	<ul style="list-style-type: none"> Head of Talent Management
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates and review effectiveness of advertisements. 	April 2025 October 2025 April 2026	<ul style="list-style-type: none"> Head of Talent Management
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	October 2025	<ul style="list-style-type: none"> Head of Talent Management
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	October 2026	<ul style="list-style-type: none"> Head of Talent Management Inclusion, Diversity & Equity Lead
<p>12. Engage with Aboriginal and Torres Strait Islander students and/or student bodies to foster career pathways.</p>	<ul style="list-style-type: none"> Provide internships and/or work experience placements to Aboriginal and Torres Strait Islander students. 	October 2026	<ul style="list-style-type: none"> Head of Talent Management
	<ul style="list-style-type: none"> Continue to provide opportunities for Aboriginal and Torres Strait Islander law students via CareerTrackers partnership. 	November 2024, 2025, 2026	<ul style="list-style-type: none"> Head of Talent Management
	<ul style="list-style-type: none"> Explore running an information session/s for First Nations clerk and/or graduate program applicants to assist with understanding the recruitment process and expectations, to provide applicants with the greatest opportunity for success. 	October 2026	<ul style="list-style-type: none"> Head of Talent Management
	<ul style="list-style-type: none"> Host a networking event for Aboriginal and Torres Strait Islander law students. 	October 2026	<ul style="list-style-type: none"> Head of Talent Management
	<ul style="list-style-type: none"> Continue and/or form relationships with groups/ organisations that represent First Nations students, and seek to develop or expand those relationships. 	February 2025, 2026	<ul style="list-style-type: none"> Head of Talent Management



Action	Deliverable	Timeline	Responsibility
13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Review, update and continue to implement an Aboriginal and Torres Strait Islander procurement strategy. 	March 2025, 2026	<ul style="list-style-type: none"> Head of Operations
	<ul style="list-style-type: none"> Investigate new ways to contribute to improving First Nations economic outcomes and implementing a new initiative to support this. 	October 2026	<ul style="list-style-type: none"> Head of Operations RAP Working Group
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	December 2024	<ul style="list-style-type: none"> Head of Operations
	<ul style="list-style-type: none"> Continue to communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to relevant teams across the firm. 	March 2025, 2026	<ul style="list-style-type: none"> Head of Operations
	<ul style="list-style-type: none"> Continue to review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	March 2025, 2026	<ul style="list-style-type: none"> Head of Operations
	<ul style="list-style-type: none"> Maintain and seek to develop new commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	March 2025, 2026	<ul style="list-style-type: none"> Head of Operations
	<ul style="list-style-type: none"> Report procurement data at each RWG meeting, including value/spend (\$) and supplier list. 	February, May, August, November 2025 February, May, August, November 2026	<ul style="list-style-type: none"> Head of Operations
	<ul style="list-style-type: none"> Implement a procurement policy that encourages supplier diversity, specifically addressing (1) procurement from First Nations organisations and (2) obtaining First Nations information from suppliers to build knowledge of supply chain impacts. 	October, 2025	<ul style="list-style-type: none"> Inclusion, Diversity & Equity Lead Head of Operations

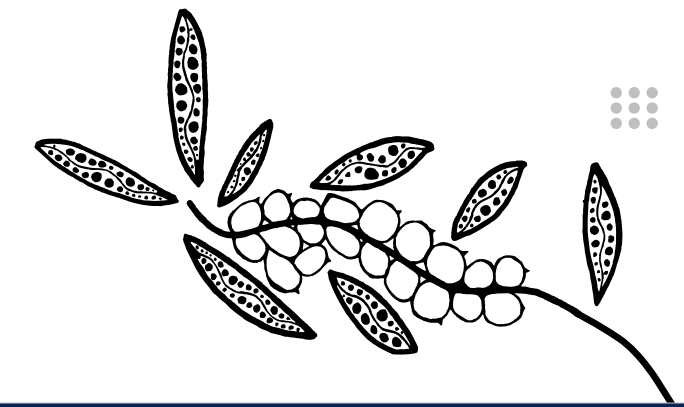




Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none">Aim to increase First Nations procurement spend year-on-year.	October, 2025 October, 2026	<ul style="list-style-type: none">Head of Operations
	<ul style="list-style-type: none">Investigate training relevant people and/or teams within Baker McKenzie about engaging First Nations suppliers to address:<ul style="list-style-type: none">business and transactional essentialsdeveloping a deeper understanding of cultural sensitivities, the potential for positive impact and effects on broader supply chains.	October, 2025	<ul style="list-style-type: none">Head of Operations
14. Provide pro bono legal services for Aboriginal and Torres Strait Islander individuals and/or organisations.	<ul style="list-style-type: none">Continue to provide pro-bono legal services in line with our current provision, activities and delivery.	October 2025, 2026	<ul style="list-style-type: none">Head of Pro Bono
	<ul style="list-style-type: none">Investigate opportunities to expand our current pro bono legal services focused on supporting Aboriginal and Torres Strait Islander communities.	October 2025, 2026	<ul style="list-style-type: none">Head of Pro Bono
	<ul style="list-style-type: none">Provide governance training to directors and leaders of First Nations organisations to provide support and guidance for those organisations to be strong and robust.	October 2026	<ul style="list-style-type: none">Head of Pro Bono



Governance



Action	Deliverable	Timeline	Responsibility
15. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Review RWG membership to ensure Aboriginal and Torres Strait Islander representation on the RWG is maintained. 	November 2024, 2025	<ul style="list-style-type: none"> Chair, RWG
	<ul style="list-style-type: none"> Continue to apply a Terms of Reference for the RWG, review annually and update as needed. 	February 2025, 2026	<ul style="list-style-type: none"> Chair, RWG
	<ul style="list-style-type: none"> Review RWG membership to ensure RWG continues to include key senior leader roles relevant to delivery of RAP commitments. 	November 2024	<ul style="list-style-type: none"> Chair, RWG
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	February, May, August, November 2025 February, May, August, November 2026	<ul style="list-style-type: none"> Chair, RWG
16. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define and commit resource needs for RAP implementation. 	March 2025, 2026	<ul style="list-style-type: none"> First Nations Lead National Managing Partner
	<ul style="list-style-type: none"> Engage our people, including senior leaders, in the delivery of RAP commitments. 	October 2026	<ul style="list-style-type: none"> Chair, RWG RAP Champion
	<ul style="list-style-type: none"> Review and embed systems to track, measure and report on RAP commitments. 	November 2024, 2025	<ul style="list-style-type: none"> First Nations Lead
	<ul style="list-style-type: none"> Maintain an internal RAP Champion from senior management. 	November 2024, 2025	<ul style="list-style-type: none"> Chair, RWG
	<ul style="list-style-type: none"> Implement KPIs for key senior leader roles to include relevant RAP actions. 	July 2025, 2026	<ul style="list-style-type: none"> Head of Talent Management Inclusion, Diversity & Equity Lead
	<ul style="list-style-type: none"> Include our RAP as an agenda item at Management Committee and/or Partners meetings 	November 2024, March 2025 November 2025, March 2026	<ul style="list-style-type: none"> Chief of Staff



Action	Deliverable	Timeline	Responsibility
17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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 2025, 2026	<ul style="list-style-type: none"> First Nations Lead
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	August 2025, 2026	<ul style="list-style-type: none"> First Nations Lead
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September 2025, 2026	<ul style="list-style-type: none"> First Nations Lead
	<ul style="list-style-type: none"> Implement 'RAP Reporting Metrics' with data to be reported at each RWG meeting regarding: <ul style="list-style-type: none"> Employment Procurement Client Engagement – Pitch & Pursuits Pro bono legal services 	February 2025	<ul style="list-style-type: none"> Chair, RWG First Nations Lead
	<ul style="list-style-type: none"> Report RAP progress to everyone at the firm quarterly. 	March, June, September, December 2025 March, June, September, 2026	<ul style="list-style-type: none"> Chair, RWG
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	November 2025, 2026	<ul style="list-style-type: none"> Communications Lead





Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none">Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May 2026	<ul style="list-style-type: none">First Nations Lead
	<ul style="list-style-type: none">Investigate conducting an internal First Nations Engagement 'pulse' survey to capture a snapshot of engagement levels and perspectives on reconciliation.	October 2025	Lead: <ul style="list-style-type: none">First Nations Lead Support: <ul style="list-style-type: none">Inclusion, Diversity & Equity LeadFNC Coordinator
	<ul style="list-style-type: none">Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2026	<ul style="list-style-type: none">First Nations Lead
18. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none">Register via Reconciliation Australia's website to begin developing our next RAP.	April 2026	<ul style="list-style-type: none">First Nations Lead

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