

LISTEN

RESPECT

ACT

Reconciliation Action Plan

July 2025 to June 2028



MinterEllison.



Cover artwork

"Holding Space"
by Bethany Allen-Somerville

Artist's statement

"Holding Space" is a visual Acknowledgement of Country and represents MinterEllison's commitment to holding space for healing and reconciliation. The piece features a combination of landscape work, done in red, and landmark work, done in white. The reds used to build the landscape of the piece represent that this commitment comes from MinterEllison's heart, and reaches every part of the firm, like the blood in our veins.

The landscape work includes various animal tracks and human footprints to recognise that Aboriginal Lore and Ailan Kastom, the first and the enduring laws of Australia, come from and are explained through the Dreaming, and are carried and cared for by Indigenous Ancestors and Elders.

The landscape work also includes layers of conflict as a way of recognising the past and present suffering of Indigenous people. In this way, the piece acknowledges the role MinterEllison and the legal community have had in perpetuating Indigenous suffering, and makes a commitment to change.

Also acknowledged in the landscape work are those Indigenous communities that we commit to work with and for, including some with which we already have long standing relationships.

The white landmark work on the painting represents the different communities in which MinterEllison and our people exist.

This includes those Indigenous communities that we connect to, support, and create by carving out Indigenous spaces within the firm and the broader legal community.

The eight meeting circles in the centre of the piece form a map of places where MinterEllison has had offices in Australia, and acknowledges the People and Country impacted by MinterEllison's presence in these places. Some of these places no longer house a MinterEllison office, however MinterEllison recognises that its impact extends beyond the tenure of its offices and commits to long-lasting reconciliation efforts in all of these communities.

The large meeting circle represents MinterEllison's clients, people and communities.

The design of this element recognises that our clients and people traditionally stand apart from our communities and that there is value in connecting with communities outside these traditional circles.

Bethany Allen-Somerville
MinterEllison RAP Network Member and
Associate in MinterEllison's Brisbane office.



*We work on, live on,
and benefit from
Sacred Country
cared for since the
Dreaming by the
Indigenous people of
this land, often in the
face of great adversity
in which we ourselves
are complicit."*

*Acknowledgement of Country
carved into the back of the piece.*

Contents

Christy Young, *Amata*, 2022.
Photo by Meg Hansen



Acknowledgement of Country

Wurundjeri Woi-wurrung
on Country Cultural Experience

MinterEllison acknowledges the Traditional Owners of the lands on which we live, work and learn.

We acknowledge all Aboriginal and Torres Strait Islander peoples across this continent.

We offer our respects to Elders past and present and commit to honouring Aboriginal and Torres Strait Islander peoples' enduring cultural and spiritual relationships to land, waters and seas.

Message from the CEO ›



Virginia Briggs

Chief Executive Officer and
Managing Partner

Our firm's first Reconciliation Action Plan (RAP) changed MinterEllison forever. Our second RAP stretched our ambitions and delivered significant impact in the communities we touch and throughout our networks.

It is with great pride and significant expectation that I am pleased to present MinterEllison's third RAP which sets out our vision for collaboration with Aboriginal and Torres Strait Islander peoples and organisations over the next three years.

With the artist's permission we have chosen to amplify the impact of our next RAP with the continued use of the artwork by Brisbane Associate Bethany Allen-Somerville as our cover art.

Holding Space, together with its powerful narrative engages us all in the importance of the challenges and opportunities our new RAP presents.

Our firm's public commitment in support of the Uluru Statement from the Heart made in 2019 continues to guide our work in support of reconciliation for the benefit of all Australians.

Over the last three years we have continued to increase the support we provide to Aboriginal and Torres Strait Islander community members and organisations through our pro bono and community investment program.

We have strengthened relationships with community organisations and provided more sponsorships and scholarships to enable universities across Australia to establish pathways for Aboriginal and Torres Strait Islander students into careers in law and other professions.

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It is with great pride and significant expectation that I am pleased to present MinterEllison's third RAP which sets out our vision for collaboration with Aboriginal and Torres Strait Islander peoples and organisations over the next three years".

Within our firm, MinterEllison people continue to embrace diverse opportunities to deepen their understanding of Aboriginal and Torres Strait Islander histories and cultures. In the context of our commitment to building economic opportunity, our firm's procurement policy has resulted in hundreds of thousands of dollars in direct support to Aboriginal and Torres Strait Islander business.

We have new opportunities every day in the context of our next RAP to increase the impact of our work with our people, our clients and our communities by ensuring our commitment to reconciliation is central to all that we do, including how we engage with our people and clients, and how we use our position as a large law firm to progress conversations in the business community and broader community.

Above all, we once again thank our many Aboriginal and Torres Strait Islander friends, advisors and clients who generously inform and guide MinterEllison's reconciliation journey.

Tuppy Goodwin, Mimili. Photo by Meg Hansen courtesy of Mimili Maku Arts





MinterEllison has grown to become one of our most valued and important relationships over the years. Today, our Indigenous owned and governed Art Centre members, consider MinterEllison an extended member of our team. MinterEllison plays an important role in increasing confidence and capacity in a diversity of areas of our important First Nations business.

MinterEllison are valued and trusted friends. The work undertaken to date has made a significant impact on the ground in our regional and remote communities. From our contracts with building companies for our much needed infrastructure projects, to supporting the co-design of a new suite of policy documents, the excellent and professional service provided by MinterEllison supports the future success and sustainability of First Nations social enterprises. Importantly, MinterEllison have played a committed role in supporting the ambitious vision of our Elders and have made an incredible contribution to supporting our business strategy. The best example of this is the role MinterEllison played in supporting us to acquire our new Art Centre and Gallery sites in Adelaide. The first acquisition of its kind and a breakthrough for First Nations business in South Australia.

Art Centres are the vehicle being used by Elders like me to impact the disadvantage our families face in our regional and remote communities. MinterEllison has an in-depth understanding in regard to the challenges we face and their support helps Elders like me to continue to both dream big, and be confident in our ability to achieve those big dreams."

Ms Sandra Pumani

Chair, APY Art Centre Collective

Our Business ›

MinterEllison is a partnership led by a Chief Executive Officer and Managing Partner and the Executive Leadership Team. The Partnership Board provides oversight and guidance to the firm's Leadership Team.

The MinterEllison Partnership provides a full range of corporate and commercial legal services to our clients which span both private, not for profit and Government sectors across various industries.

In addition to our core legal services, MinterEllison operates a number of complementary businesses, including MinterEllison Flex addressing temporary legal and related resourcing needs.

Further, Minter Ellison Services Pty Ltd, acting as trustee of a services trust supports our internal operations.

We also offer an integrated suite of consulting services through the MinterEllison Consulting Partnership (ABN 50 017 469 292) via MinterEllison Consulting Pty Ltd, covering technology, cyber security, risk and regulatory, ESG, Education and Legal Optimisation.

MinterEllison directly employs over 2,600 people working in Adelaide, Brisbane, Canberra, Melbourne, Perth, Sydney and London.

MinterEllison also works with a network of associated entities in New Zealand and Asia, including MinterEllison LLP (Hong Kong) and MinterEllison RuddWatts (New Zealand).

These associated entities are operationally aligned with MinterEllison but not financially integrated.

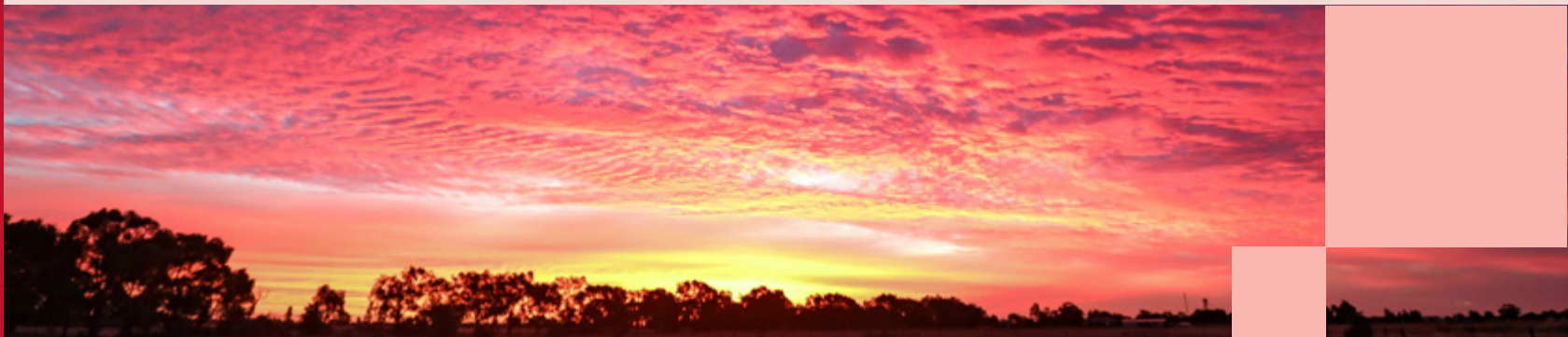
At MinterEllison, impact in the community is at the heart of who we are. Through our pro bono and community investment program, we collaborate with community organisations and partner with our clients to provide transformative outcomes for individuals, our community partners and social enterprises.

In Australia, around 2,662 people work across our six offices:

- in Adelaide, on the Country of the Kaurna people
- in Brisbane, on the Country of the Turrbal, Jagera, and Yuggera peoples

- in Canberra, on the Country of the Ngunnawal people
- in Melbourne, on the Country of the Wurundjeri people of the Kulin Nation
- in Perth, on the Country of the Whadjuk People of the Noongar Nation
- in Sydney, on the Country of the Gadigal people of the Eora Nation.

At the commencement of this RAP, five people at MinterEllison (less than one percent of total people) identify as Aboriginal and/or Torres Strait Islander people. MinterEllison requests information on whether a person identifies as an Aboriginal person and/or Torres Strait Islander person upon application and commencement at the firm. People can also elect to identify at any other time during their employment with the firm.





Our vision for reconciliation

MinterEllison's vision for reconciliation is an Australian society that understands and values the more than 60,000 years of Aboriginal and Torres Strait Islander histories and cultures; where Aboriginal and Torres Strait Islander people, organisations and enterprises are free to achieve their own ambitions.

MinterEllison believes that respect for, and meaningful engagement with, Aboriginal and Torres Strait Islander peoples' cultures and connection to Country is critical to a reconciled, contemporary Australia. We recognise that reconciliation requires an ongoing commitment to justice, healing and learning.

As Australia's largest commercial law firm, we are uniquely placed to make a contribution to Aboriginal and Torres Strait Islander organisations and businesses. We commit to using our expertise in commercial law and governance to support Aboriginal and Torres Strait Islander communities, organisations and enterprises to achieve their own ambitions. Through our relationships with our commercial clients and networks, MinterEllison is committed to using our sphere of influence to encourage other organisations to make similar commitments.

We recognise that we must continue to educate ourselves on the continuing impacts of past and current policies and actions which have enabled discrimination, racism and the unequal application of laws. We believe that all Australians have a responsibility to understand this history and work to end ongoing practices of discrimination, racism and inequality. As a firm that provides legal services, we are committed to using our legal expertise to advocate for the rights of Aboriginal and Torres Strait Islander peoples to be recognised and upheld.



Our RAP >

MinterEllison launched its first RAP in 2018 and its second RAP in 2022.

The RAP is championed internally and externally by Virginia Briggs, CEO & Managing Partner and Michael Brennan, Chair of our RAP Working Group and Steering Committee, Canberra Office Managing Partner.



Muna Kulyuru, 2023.
Photo by Meg Hansen

Our first RAP provided a key point of focus and inspiration for our people. It catalysed engagement in reconciliation initiatives across MinterEllison, including participation in cultural learning programs, increased work with Aboriginal and Torres Strait Islander pro bono clients, and greater engagement with the Uluru Statement from the Heart.

Our first RAP articulated MinterEllison's commitment to supporting Aboriginal and Torres Strait Islander community members to grow businesses and to follow education and employment pathways, on their own terms.

Our second RAP was launched in 2022, with MinterEllison confirming its commitment to the Uluru Statement from the Heart.

A key feature in the implementation of our second RAP was a four-phase 'Road to Referendum' plan, developed in consultation with external advisors and endorsed by MinterEllison's CEO and Board. The plan was implemented to raise awareness and understanding of the issues involved in the 2023 Voice to Parliament Referendum, and to provide forums for MinterEllison people to engage in respectful conversations with colleagues, clients and the community.

MinterEllison created a dedicated online information hub; distributed information; ran a Lunch and Learn series; invited

external speakers to present on the Voice to Parliament; ran facilitated peer learning sessions; and delivered education sessions for clients.

MinterEllison people provided positive feedback about the value of facilitated discussions and presentations, particularly where these were led by First Nations guests and colleagues. In developing our third RAP, we have introduced more deliverables to facilitate learning, discussion and dialogue.

We will continue to support Aboriginal and Torres Strait Islander communities and organisations in the work ahead to support their ambitions, consistent with the Uluru Statement from the Heart.

In launching our third RAP, MinterEllison remains committed to the Uluru Statement from the Heart and its generous invitation to non-Indigenous people to participate in the structural change needed for meaningful truth-telling and justice, based on the self-determination of Aboriginal and Torres Strait Islander peoples.

In developing our third RAP we reflect on the achievements over the last eight years of our Innovate RAP and initial Stretch RAP which delivered more than \$6m of pro bono legal assistance to Aboriginal and Torres Strait Islander clients, a national scholarship program, just under \$1m of economic empowerment through procurement and sustained work to raise

awareness within our firm and across business community about the importance of a constitutionally enshrined Aboriginal and Torres Strait Islander Voice. The impact of these contributions for our Aboriginal and Torres Strait Islander community partners and clients underpin the Firm's motivation to embark on our third RAP.

In the development of RAP 3, we held at least one consultation workshop in each MinterEllison office from March to July 2024. All MinterEllison people were invited to participate and approximately 120 people attended a consultation session in person with others attending virtually. We separately consulted with our RAP Steering Committee, RAP Network and MinterEllison's Executive Leadership Team. Feedback and input were gratefully received from four First Nations people external to MinterEllison, including community partners and the external members of the RAP Steering Committee. The consultations informed the priorities of our third RAP and the feedback was used to ensure that the deliverables reflect the expectations of our First Nations partners and advisors. Key priorities that were identified in the consultations where an update of the firm's First Nations employment strategy, increased engagement in cultural education, and continuing our deep commitment to pro bono work for Aboriginal and Torres Strait Islander communities and organisations.

RAP Governance

The MinterEllison RAP Steering Committee is appointed by and responsible to the MinterEllison Partnership Board. Its role is to advise on the strategic direction of the MinterEllison RAP and to monitor implementation of the MinterEllison RAP.

The RAP Steering Committee includes at least two external Aboriginal and/or Torres Strait Islander advisors at any given time. Currently, we have three Aboriginal or Torres Strait Islander people as external advisor members of our RAP Steering Committee.

The RAP Working Group is supported by a RAP Network made up of over 40 members from all MinterEllison offices. The RAP Working Group is responsible for the implementation of the RAP. The RAP Steering Committee, made up mostly of external RAP advisors, receives periodic updates from the RAP Working Group on RAP implementation. There is an unlimited number of positions in the RAP Network and every person at MinterEllison is welcome to join the RAP Network.

Currently, and at any given time since launching our first RAP, there have been between one and four Aboriginal or

Torres Strait Islander members of the RAP Network.

The RAP Steering Committee members are:

- Virginia Briggs, CEO & Managing Partner and Board delegate
- Michael Brennan, Chair RAP Steering Committee and RAP Network
- Kate Cato, Chief Community Officer
- Keith Rovers, National Pro Bono Partner
- Carol Vale (First Nations external advisor)
- Jasmin Herro (First Nations external advisor)
- Paul Ralph (First Nations external advisor)
- Bruce Cowley (External advisor, former MinterEllison Partnership Chair)

Currently, the core RAP Working Group is comprised of the following people. One member of the core RAP Working Group identifies as an Aboriginal and/or Torres Strait Islander person:

- Michael Brennan (Chair) – Office Managing Partner, Canberra
- Kate Cato – Chief Community Officer, Sydney

- Keith Rovers – Pro Bono Partner, Sydney
- Daniel Komesaroff – Pro Bono and Community Investment Associate, Melbourne
- Anna Lyons – Pro Bono and Community Investment Manager, Melbourne
- Michelle Bold – National Pro Bono and Community Investment Coordinator, Brisbane
- Bethany Allen-Somerville – Associate, Brisbane
- Richard Abraham – Special Counsel, Brisbane
- Sandra Eckert – Legal Consultant, Perth
- Jenelle Eldridge – Talent Lead, Adelaide

In consultation with the RAP Working Group, the broader RAP Network supports the coordination and delivery of firm-wide initiatives including National Reconciliation Week activities and events in each office. The RAP Network is responsible for building relationships with local community partners and promoting engagement with NAIDOC Week activities.

For a full list of our current RAP Network members, please see the final page of this RAP.



Moriarty Foundation's Indi Kindi

Highlights of MinterEllison's Second RAP (2022 to 2024)

Pro Bono

MinterEllison's pro bono legal work for Aboriginal and Torres Strait Islander people and organisations doubled from FY23 to FY24. In FY24, we delivered more than 14,000 hours of pro bono work, or \$6.5 million of work when calculated at commercial rates. This represents more than 20% of MinterEllison's overall pro bono practice.

The Firm's pro bono practice focuses on assisting Aboriginal and Torres Strait Islander people, social enterprise businesses and organisations. This work reflects the reality of systemic legal, economic and social barriers that have disproportionately impacted Aboriginal and Torres Strait Islander peoples. The Firm is aware that many of these challenges will require generations of work to address, and in our third RAP we remain committed to focusing our pro bono program in this way.

MinterEllison has assisted Aboriginal and Torres Strait Islander people with a range of matters related to intellectual property, victims of crime assistance, housing, debts, insurance and media law. MinterEllison's Social Impact Practice continues to assist more than thirty First Nations-owned social enterprises and businesses.

We have assisted several Indigenous businesses to implement social enterprise business models, providing training and job opportunities to First Nations peoples. We have also assisted Indigenous businesses to build capacity within their organisations and navigate risk. Additionally, we work to certify these businesses with Supply Nations and Social Traders so as to be able to access Commonwealth Government and State Government Indigenous procurement policies (IPPs) and social procurements policies vital for driving economic wealth into these businesses to support self-determination. We have advised on numerous joint venture arrangements in line with the IPPs.

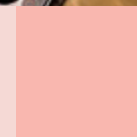
Pro bono secondments

During our second RAP, four lawyers completed part-time secondments to the Victorian Aboriginal Legal Service and two lawyers completed full-time secondments to the North Australian Aboriginal Justice Agency.

These secondments responded to the requests of these legal services for resources, and in our third RAP we remain committed to working with Aboriginal and Torres Strait Islander legal services to identify areas where our pro bono input is of the greatest impact.



Cherbourg radio station | Arts Law Centre Secondment



*Carol Vale and Michelle Bold
Connect 2024*

*Jo-Anne Driessens,
Katherine Giles and
Ali Harris | Arts Law
Centre secondment*



Victims of Crime Assistance Tribunal Clinic

Since 2020, the Melbourne office has run a clinic program with the Victorian Aboriginal Legal Service, whereby MinterEllison lawyers assist with applications to the Koori List of the Victims of Crime Assistance Tribunal. Since 2020, a total of more than \$500,000 of financial assistance has been awarded to our clients. For our third RAP, we have recommitted to working with the Victorian Aboriginal Legal Service to assist victims of crime to make applications under Victoria's new Financial Assistance Scheme.

Arts Law Centre of Australia secondment 'Artists in the Black'

In 2023, Brisbane Lawyer Ali Harris spent a week on secondment, travelling to Cherbourg, Bundaberg and Maleny with the Arts Law Centre of Australia's Artists in the Black program. Ali participated in presenting to artists and arts organisations on artists' rights, Indigenous Cultural and Intellectual Property, and governance. The secondment opportunity was repeated in 2024 with Senior Associate Nadia Braad joining Artists in the Black in Far North Queensland at Northern Peninsula and Lockhart River Art Centres.

Partnership with KARI

We are proud of our longstanding partnership with KARI, the largest Australian provider of foster care for Aboriginal families, offering a continuum of award-winning services that all begin with community engagement and a commitment to providing high-quality, sustainable services and programs that benefit community. KARI has provided invaluable advice on the development of our RAPs.

During our second RAP, we continued to provide pro bono support to KARI and benefited from the guidance of KARI's former CEO, Paul Ralph, a member of our RAP Steering Committee.

Celebrating NAIDOC Week

In each year of our second RAP, MinterEllison people have been encouraged to actively participate in NAIDOC Week events in their communities.

Our RAP Network and Office Managing Partners shared information about local events in each office via email and through our Firm intranet.

In 2024, we were privileged to host Dr Terri Janke (fourth from left) with attendees at our 2024 NAIDOC Week event in our Sydney office. Dr Janke shared her story, the history of NAIDOC Week, and her work in Indigenous Cultural and Intellectual Property.

Our Brisbane office was honoured to host Uncle Glenn Barry, an artist, musician and PhD candidate who ran a workshop on connecting with self and community.



Above:
Bethany Allen-Somerville, Dr Terri Janke,
Jared O'Neill, Michelle Bold | Connect 2024

NAIDOC Week 2024

Left:
Bethany Allen-Somerville, Michelle Bold,
Tara Hansen, Uncle Glenn Barry

Below:
Tom Roberts, Cynthia Nguyen, Kate Cato,
Terri Janke, Tea Delle Vergin, Daniella
Lambert, Charlotte Wylie, Kate Nicol



Partnership with the Moriarty Foundation

MinterEllison is delighted to be a longstanding community partner of Moriarty Foundation, founded in 2011 by Yanyuwa man John Moriarty AM and social investor Ros Moriarty.

Moriarty Foundation enables families and communities to unlock their children's potential through locally led initiatives, including the John Moriarty Football program and Indi Kindi early childhood program.

During our second RAP, MinterEllison provided pro bono and in-kind support, and participated in the annual Moriarty Cup Charity Football Tournament, raising funds for football programs delivered in regional and remote communities across New South Wales, Queensland and the Northern Territory.



We are deeply grateful for the ongoing support from MinterEllison. This valuable and multifaceted partnership supports our programs, Indi Kindi and John Moriarty Football, and is helping us build an Australia where Aboriginal and Torres Strait Islander children thrive."

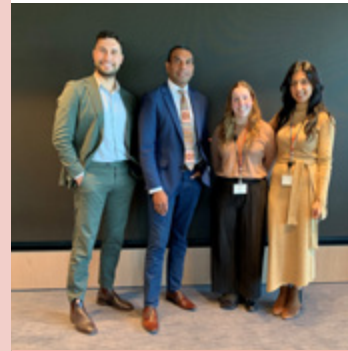
Jo Shulman
CEO, Moriarty Foundation

Partnership with the APY Art Centre Collective

MinterEllison is a proud pro bono partner of the Anangu Pitjantjatjara Yankunytjatjara Arts Centre Collective, a group of 10 Indigenous-owned and governed enterprises located on the APY Lands.

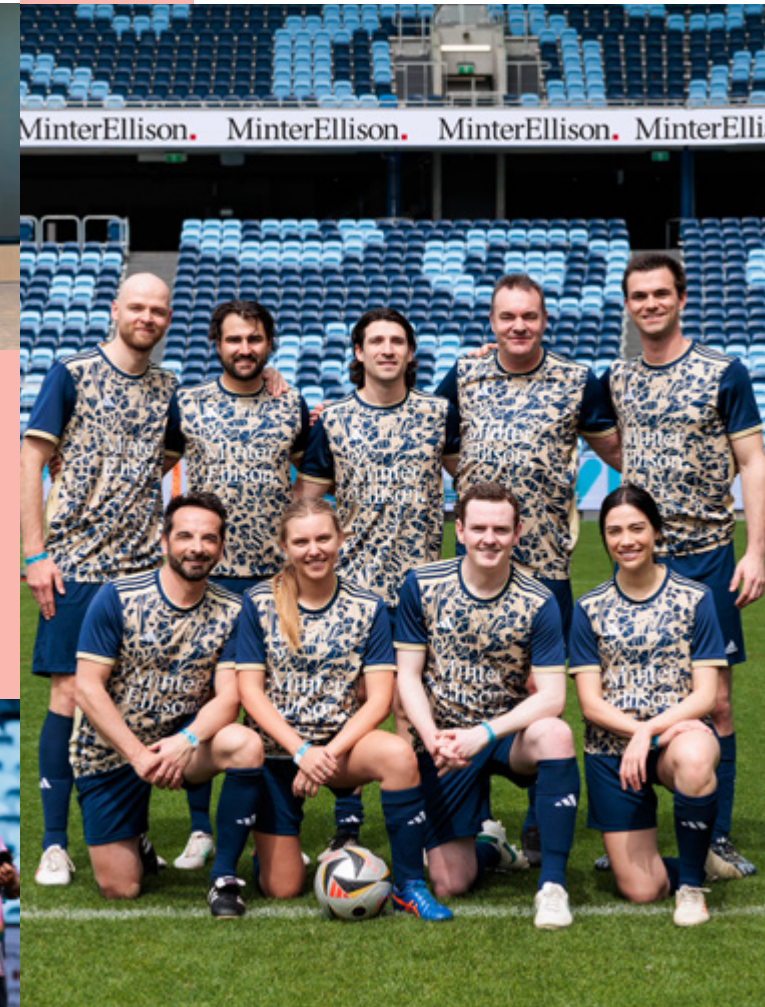
For over seven years, our partnership has been characterised by two-way learning. We have provided a broad range of pro bono legal services to support the APY Arts Centre and its artists. During our second RAP, MinterEllison acted for the APY Arts Centre Collective in acquiring new gallery space in Naarm (Melbourne) and the acquisition of a new property on Kurna Land in Adelaide.

In our third RAP, we are committed to maintaining and strengthening our support for the APY Arts Centre Collective.



Above:
Daniel Komesaroff, Benson Saulo, Tobi Rosengarten, Morsaal Aimaq | National Reconciliation Week

Right and below:
Indigenous Football Week Moriarty Cup tournament



*Michael Brennan and Canberra RAP network
Ngunawal Language Workshop with Tyronne and Jai Bell*



Relationships

Strong relationships underpin every deliverable of MinterEllison's RAP.

We seek to listen and embrace our RAP partners' and advisors' feedback as to where our contributions are most supportive.

In particular, we will seek input from our Aboriginal and Torres Strait Islander legal service partners about where our pro bono support is most greatly needed.

As part of our third RAP, we will continue to develop relationships with people and communities in rural and remote parts of Australia, to enable us to understand where our pro bono work and other support can have the greatest impact.

We know that strong relationships with Aboriginal and Torres Strait Islander organisations and communities are educative and enriching for MinterEllison people, and we acknowledge the generosity of our RAP partners.



Action	Deliverable	Timeline	Responsibility
1. Maintain strong, collaborative and mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	December 2025, 2026, 2027	Chief Community Officer
	1.2 Annually review and update our Aboriginal and Torres Strait Islander stakeholder engagement plan.	December 2025, 2026, 2027	Chief Community Officer
	1.3 Maintain formal two-way partnerships with at least eight Aboriginal and Torres Strait Islander-controlled organisations, including by maintaining referral pathways for pro bono assistance, sponsoring and collaborating on events, providing charitable donations to organisations which share our ambitions for reconciliation.	December 2027	Chief Community Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Promote NRW to all MinterEllison people and circulate Reconciliation Australia's NRW resources and reconciliation materials each year.	May 2026, 2027, 2028	National Pro Bono & Community Coordinator
	2.2 Register all our NRW events on Reconciliation Australia's NRW website.	May 2026, 2027, 2028	National Pro Bono & Community Coordinator
	2.3 RAP Network members to be supported to participate in at least two local, external NRW events in Adelaide, Brisbane, Canberra, Melbourne, Perth and Sydney.	May 2026, 2027, 2028	National Pro Bono & Community Coordinator
	2.4 All MinterEllison people invited to attend an NRW event in their office and one firm-wide NRW event. Hold at least two internal NRW events each year.	May 2026, 2027, 2028	National Pro Bono & Community Coordinator
3. Promote reconciliation to all our people, clients and networks.	3.1 Implement strategies to engage all MinterEllison people to drive reconciliation outcomes, including by participating in Reconciliation Australia's Workplace RAP Barometer in 2026.	December 2025, 2026, 2027	National Pro Bono & Community Coordinator
	3.2 Identify six opportunities to work with commercial clients on shared Reconciliation ambitions.	December 2025, 2026, 2027	Pro Bono Partner



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation to all our people, clients and networks.	3.3 All new starters at MinterEllison to: (a) receive information about the RAP in their onboarding programs, with links to MinterEllison's RAP SharePoint page which hosts information about how to become involved in the implementation of the RAP; and (b) attend a mandatory RAP immersion session, to be delivered by the RAP Network each quarter.	December 2025, 2026, 2027	Director – Talent Development
	3.4 Communicate our commitment to reconciliation publicly, including via our website, Annual Reports and other firm publications.	December 2025, 2026, 2027	Chief Community Officer
	3.5 Collaborate with at least eight other RAP and like-minded organisations (including commercial clients, universities, schools, law societies and other law firms) on projects or initiatives to advance reconciliation.	December 2025, 2026, 2027	Chief Community Officer
	3.6 Implement and review strategies to positively influence our external stakeholders to drive reconciliation outcomes.	December 2025, 2026, 2027	Chief Community Officer
4. Promote positive race relations through anti-discrimination strategies.	4.1 Review and continuously improve workplace anti-discrimination policies and procedures every six months to ensure best practice.	December 2025, 2026, 2027	Director – Talent Development
	4.2 Engage with Aboriginal and Torres Strait Islander employees and Aboriginal and Torres Strait Islander advisors annually to continuously improve our anti-discrimination policy.	July 2025, 2026, 2027	Director – Talent Development
	4.3 Develop, implement, and communicate our anti-discrimination policy.	December 2025, 2026, 2027	Director – Talent Development
	4.4 Embed education on the effects of racism in the Partner Development Program and equivalent trainings for other senior leaders and managers, to be held at least once per year.	December 2025, 2026, 2027	Director – Talent Development
	4.5 Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism, including when speaking publicly about our RAP.	December 2025, 2026, 2027	Chief Community Officer
5. Maintain support for Aboriginal and Torres Strait Islander legal services.	5.1 Provide four secondments to Aboriginal and Torres Strait Islander legal services or community legal centres delivering specialist services to Aboriginal and Torres Strait Islander clients.	December 2027	Pro Bono Partner
	5.2 Develop or maintain a pro bono referral pathways from at least four Aboriginal and Torres Strait Islander legal services.	December 2027	Pro Bono and Community Investment Manager
	5.3 Provide legal research, capacity building and in-kind assistance to legal services assisting Aboriginal and Torres Strait Islander clients in remote and regional areas.	December 2027	Pro Bono and Community Investment Manager



First Nations Leadership & Allyship Summit

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This is about so much more. This is about freedom, this is about legacy, this is about growing the sector that's going to close the gap on Indigenous disadvantage in this country. If you want to close the gap on Indigenous disadvantage in this country, you back an Indigenous Businesswoman."

Carol Vale accepting the Supply Nation Indigenous Businesswoman of the Year award 2024.



Carol Vale and Virginia Briggs
The Hatchery First Nations
Leadership and Allyship Summit

Respect

MinterEllison is committed to respecting the knowledge and cultures of Aboriginal and Torres Strait Islander peoples.

As part of our third RAP, we have the expectation that our Partners and senior leaders will increase their engagement in our RAP deliverables, encourage increased participation from their teams and model effective allyship.

As part of this, we will give all our Partners and senior leaders regular opportunities to complete cultural awareness training and attend in person events in the implementation of RAP 3.

We continue our commitment to listening to and learning from our Aboriginal and Torres Strait Islander colleagues and clients, whose perspectives continue to guide our approach to reconciliation.



KARI is very grateful to Minter Ellison for its expert service and advice it has provided to our service over the last 15 years. We also acknowledge the respectful and meaningful engagement ME provides to Indigenous Australia."

Casey Ralph
CEO, KARI



Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	6.1 Conduct a review of cultural learning needs to identify where cultural learning is required to increase our peoples' understanding and valuing of Aboriginal and Torres Strait Islander cultures.	October 2025	Head of Learning and Development
	6.2 Review, update and communicate a cultural learning strategy for our staff.	October 2025	Head of Learning and Development
	6.3 Establish a committee within the RAP Network, comprised of one person from each office, responsible for implementing the cultural education RAP deliverables.	October 2025	Chair, RAP Network
	6.4 Consult Aboriginal and Torres Strait Islander advisors on the contents and implementation of our cultural learning strategy.	October 2025, 2026, 2027	Chief Community Officer
	6.5 Identify four opportunities to partner with commercial clients to engage in cultural learning experiences.	December 2027	Pro Bono Partner
	6.6 All MinterEllison graduates to take part in cultural awareness training as part of the Early Careers program.	December 2027	Director – Talent Development
	6.7 Include cultural education in the Senior Associate Elevate Program or the Associate Thrive Program.	December 2027	Director – Talent Development
	6.8 All MinterEllison people to undertake mandatory online learning modules about Aboriginal and Torres Strait Islander cultures.	December 2025, 2026, 2027	Director – Talent Development
	6.9 All MinterEllison offices to run at least one in-person cultural awareness training or workshop every two years.	December 2025, 2026, 2027	Director – Talent Development
	6.10 All MinterEllison people working with Aboriginal or Torres Strait Islander clients and all RAP Network members to undertake cultural awareness training.	December 2025, 2026, 2027	Chair, RAP Network



Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	7.1 Maintain and implement a document with accurate information about Aboriginal and Torres Strait Islander cultural protocols, tailored for all local communities we operate in, including the significance of and protocols for Welcomes to Country and Acknowledgements of Country.	July 2025	National Pro Bono & Community Coordinator
	7.2 Publicise the cultural protocol document to all MinterEllison people via the firm intranet at the beginning of each year to increase our people's understanding and respect of cultural protocols.	July 2025, 2026, 2027	National Pro Bono & Community Coordinator
	7.3 Acknowledgements of Country to be made at all team and office-wide meetings and at firm events.	January 2026, 2027, 2028	Chief Community Officer
	7.4 Identify new opportunities to include Acknowledgements of Country in documents published by MinterEllison, including in the firm's annual report.	July 2025, 2026, 2027	Senior Manager Brand and Communications
	7.5 Invite Traditional Owners to provide a Welcome to Country at least twice per year.	December 2025, 2026, 2027	Marketing & Events Manager
	7.6 Continue to display Acknowledgment of Country statements in public areas of each of our six Australian MinterEllison offices.	July 2025, 2026, 2027	Chief Community Officer
8. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	8.1 RAP Network members to participate in at least one NAIDOC Week event each year.	First week in July 2025, 2026, 2027	Chair, RAP Network
	8.2 In consultation with Aboriginal and Torres Strait Islander stakeholders, each year we will provide financial or in-kind support to at least five Aboriginal or Torres Strait Islander controlled organisation to deliver NAIDOC Week events.	First week in July 2025, 2026, 2027	Chief Community Officer
	8.3 Periodically review relevant workplace policies and continue to support the use of cultural and religious leave to participate in NAIDOC Week events and to observe National Sorry Day.	July 2025, 2026, 2027	Head of Diversity, Inclusion & Wellbeing
	8.4 MinterEllison Partners and team leaders to identify opportunities for their teams to attend NAIDOC Week event, so that all MinterEllison people are supported to participate in at least one external in NAIDOC Week.	First week of July 2025, 2026, 2027	Chief Community Officer
9. Actively support the outcomes sought by Aboriginal and Torres Strait Islander peoples in the Uluru Statement From the Heart.	9.1 Provide pro bono and in-kind support to the Uluru Dialogue at the UNSW Indigenous Law Centre.	December 2025, 2026, 2027	Chief Community Officer
	9.2 Actively participate in the Business Council of Australia's Raising the Bar initiative to identify opportunities to influence the business community's support for the Uluru Statement from the Heart.	December 2025, 2026, 2027	Chief Community Officer
	9.3 Develop and deliver a quarterly series of thought leadership conversations to enable MinterEllison people, our clients and communities to engage with critical issues to progress thinking and actions including the development of truth-listening and truth-telling with the purpose of supporting Treaty processes underway in Victoria and other states.	December 2025, 2026, 2027	Chief Community Officer



Action	Deliverable	Timeline	Responsibility
10. Increase our people's understanding of, and engagement with, caring for Country to ensure our environmental sustainability commitments respect Aboriginal and Torres Strait Islander peoples' protocols, knowledge and practices around caring for Country.	10.1 As part of MinterEllison's commitment to environmental sustainability, engage with at least two Aboriginal and Torres Strait Islander organisations to deepen our firm's understanding of caring for Country and Ailan Kastom.	December 2025, 2026, 2027	Chief Community Officer
	10.2 Organise at least one internal presentation or event per year regarding land and sea management, or traditional knowledge and science guided and delivered by relevant local Traditional Owners.	December 2025, 2026, 2027	Chief Community Officer

CMG Team | Wurundjeri
Cultural Education Session



Opportunities

MinterEllison, as Australia's largest law firm, has a unique role to play in co-designing opportunities for employment of Aboriginal and Torres Strait Islander people in the legal sector, and to support young people considering a career in law or related professional services.

We remain committed to using our purchasing power and networks to support Aboriginal and Torres Strait Islander businesses.



The Indigenous business sector is growing and thriving, thanks in part to the dedicated efforts of organisations like MinterEllison. By fostering respectful, long-term partnerships, they contribute to a future where empowered, self-determined Aboriginal and Torres Strait Islander people and communities can flourish."

Jasmin Herro
CEO / Founder JHerro Pty Ltd



Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development at MinterEllison.	11.1 Engage with Aboriginal and Torres Strait Islander employees to review and continuously improve our First Nations Employment Strategy.	December 2025, 2026, 2027	Director, Talent Development
	11.2 Annually consult our Aboriginal and Torres Strait Islander advisors on our recruitment, retention and professional development strategies.	December 2025, 2026, 2027	Director, Talent Development
	11.3 Increase Aboriginal and Torres Strait Islander employment to 6 people in FY26, 8 people in FY27 and 10 in FY28.	July 2026, 2027	Director, Talent Development
	11.4 Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions. Support will include mentoring and other professional development opportunities.	December 2025, 2026, 2027	Director, Talent Development
	11.5 Review HR and update recruitment policies and procedures annually to ensure recruitment team members are consciously inclusive of Aboriginal and Torres Strait Islander applicants, and to remove any barriers that may impact Aboriginal and Torres Strait Islander candidates' entry into the workforce.	December 2025, 2026, 2027	Head of Resourcing
	11.6 Oversee the recruitment of an Aboriginal or Torres Strait Islander person into a Business Operations role.	December 2026	Head of Resourcing
	11.7 Advertise employment opportunities to effectively reach Aboriginal and Torres Strait Islander applicants including through engagement with First Nations recruitment agencies.	December 2025, 2026, 2027	Head of Resourcing
12. Improve employment outcomes by increasing support for Aboriginal and Torres Strait Islander students.	12.1 Provide financial support and professional development opportunities for at least three tertiary scholarships for Aboriginal and Torres Strait Islander students and explore new opportunities to support Aboriginal and Torres Strait Islander university students in South Australia.	December 2025, 2026, 2027	Chief Community Officer
	12.2 Continue to provide financial support for university programs which assist Aboriginal and Torres Strait Islander university students pay for textbooks and other expenses.	December 2025, 2026, 2027	Chief Community Officer



Action	Deliverable	Timeline	Responsibility
12. Improve employment outcomes by increasing support for Aboriginal and Torres Strait Islander students.	12.3 Increase engagement with scholarship recipients by offering work experience placements and mentoring, aligned with each student's ambitions.	December 2025, 2026, 2027	Pro Bono and Community Investment Manager
	12.4 Participate in mentoring programs with Aboriginal and Torres Strait Islander high school students at least two times per year. This will include regular programs delivered in all of our offices as well as tailored work experience opportunities for some students.	December 2025, 2026, 2027	Pro Bono and Community Investment Manager
	12.5 Build relationships with four law schools and/or university student organisations (including Ngalaya and Tarwirri) to promote employment opportunities to Aboriginal and Torres Strait Islander students.	December 2025, 2026, 2027	Director – Talent Development
	12.6 Consult with university student organisations (including Ngalaya, Tarwirri and the Indigenous Lawyers Association of Queensland Inc) on an annual basis to guide our First Nations Employment Strategy.	December 2025, 2026, 2027	Pro Bono and Community Investment Manager
13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	13.1 Providing training and networking opportunities to relevant people about procuring goods and services from Aboriginal and Torres Strait Islander businesses across MinterEllison.	December 2025, 2026, 2027	Strategic Procurement Manager
	13.2 Maintain our Aboriginal and Torres Strait Islander procurement strategy.	December 2025, 2026, 2027	Strategic Procurement Manager
	13.3 Review and update our procurement strategy to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2025, 2026, 2027	Strategic Procurement Manager
	13.4 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2025, 2026, 2027	Chief Community Officer
	13.5 Continue to be an active member of Supply Nation and participate in at least two Supply Nation events each year.	July 2025, 2026, 2027	Pro Bono Partner
	13.6 Maintain commercial relationships with 15 Aboriginal and/or Torres Strait Islander businesses and social enterprises per year.	December 2025, 2026, 2027	Strategic Procurement Manager
	13.7 Increase procurement of goods and services from Aboriginal and Torres Strait Islander businesses by 10% each year, starting from a FY24 baseline of \$134,000.	July 2025, 2026, 2027	Strategic Procurement Manager
	13.8 Meet Supply Nation SpendTracker targets for the Legal Services industry at the conclusion of this RAP, using their benchmarking data.	December 2027	Strategic Procurement Manager
14. Create opportunities for Aboriginal and Torres Strait Islander businesses through the provision of legal advice.	14.1 Provide pro bono advice to at least 60 Aboriginal or Torres Strait Islander-owned businesses each financial year.	July 2025, 2026, 2027	Pro Bono Partner
	14.2 Maintain relationships with at least four Indigenous Business Chambers.	December 2025, 2026, 2027	Pro Bono Partner



Action	Deliverable	Timeline	Responsibility
15. Support the sustainability of Aboriginal and Torres Strait Islander organisations through pro bono legal advice.	15.1 Deliver at least \$1.5 million of pro bono legal services to Aboriginal and Torres Strait Islander corporations and not-for-profit organisations each year.	July 2025, 2026, 2027	Pro Bono Partner
	15.2 Deliver at least two legal education seminars per year to build capacity of Aboriginal and Torres Strait Islander community organisations or businesses.	July 2025, 2026, 2027	Pro Bono Partner
16. Consult with Aboriginal and Torres Strait Islander Legal Services and other community legal services to address unmet legal need for Aboriginal and Torres Strait Islander clients.	16.1 In consultation with First Nations community legal service providers, discuss, review and accept referrals of at least 50 pro bono matters for Aboriginal and/or Torres Strait Islander clients each year.	July 2025, 2026, 2027	Pro Bono Partner
	16.2 Allocate at least 10% of the firm's total pro bono matters for individuals to Aboriginal and/or Torres Strait Islander people.	July 2025, 2026, 2027	Pro Bono and Community Investment Manager
	16.3 Deliver pro bono legal services to at least five Aboriginal and/or Torres Strait Islander artists, art collectives or organisations each year.	July 2025, 2026, 2027	Pro Bono and Community Investment Manager
17. Support law reform campaigns, in consultation with local Aboriginal and Torres Strait Islander organisations.	17.1 Support at least three policy or law reform campaigns, through the provision of pro bono legal support, financial contributions or in-kind support.	July 2025, 2026, 2027	Pro Bono Partner
	17.2 Identify at least one law reform project to contribute to each year, by providing research support to a community organisation or legal service.	June 2028	Pro Bono and Community Investment Manager



MinterEllison provided sponsorship and support to Tarwirri to host the National Indigenous Legal Conference 2024 in Naarm (Melbourne). The Conference marked a historic milestone as the largest conference in its 17-year history and provided an invaluable platform for dialogue, and fostering collaboration. The Conference brought together legal professionals, advocates and thought leaders nationwide to engage in critical discussions on the pressing issues affecting Aboriginal and Torres Strait Islander communities. Tarwirri is grateful for the support and its ongoing relationship with MinterEllison"

Tekan Cochrane, Executive Officer,
Tarwirri - Indigenous Law Students and Lawyers Association of Victoria Inc



Governance, tracking progress and reporting

Action	Deliverable	Timeline	Responsibility
18. Maintain an effective RAP Network and RAP Steering Committee to drive governance of the RAP.	18.1 Maintain Aboriginal and Torres Strait Islander representation in the RAP Network.	April 2025, 2026, 2027	Chief Community Officer
	18.2 Consult with Aboriginal and Torres Strait Islander employees about the establishment of a forum for Aboriginal and Torres Strait Islander employees.	July 2025, 2026, 2027	Chief Community Officer
	18.3 Update the Terms of Reference for the RAP Network to include provision for the establishment of working groups to coordinate key events and initiatives.	July 2025, 2026, 2027	Chief Community Officer
	18.4 RAP Network to at meet least four times per year to drive and monitor RAP implementation.	July 2025, 2026, 2027	Chair, RAP Network
	18.5 Review and update RAP Steering Committee Charter.	July 2025	Chief Community Officer
19. Provide appropriate support for effective implementation of RAP commitments.	19.1 Embed resource needs for RAP implementation.	December 2026, 2026, 2027	Chair, RAP Network
	19.2 Improve systems and capability to track, measure and report on RAP commitments.	July 2025, 2026, 2027	Legal Operations Analyst
	19.3 Embed key RAP actions in performance expectations of senior management and all staff.	July 2025, 2026, 2027	Chair, RAP Network
	19.4 Maintain an internal RAP Champion from senior management.	July 2025, 2026, 2027	Chair, RAP Network
	19.5 Include MinterEllison's RAP as a standing agenda item at Executive Leadership Team meetings.	July 2025, 2026, 2027	Chief Executive Officer
20. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	20.1 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	August 2025, 2026, 2027	Chief Community Officer
	20.2 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025, 2026, 2027	Chief Community Officer
	20.3 Report RAP progress internally every six months.	July & December 2025, 2026 & 2027	Chief Community Officer
	20.4 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2028	Chief Community Officer
	20.5 Publicly report against our RAP commitments, outlining achievements, challenges and learnings.	December 2027	Chief Community Officer
	20.6 Participate in Reconciliation Australia's Workplace RAP Barometer in 2026.	May 2026	Chief Community Officer
21. Continue our reconciliation journey by developing our next RAP.	21.1 Register via Reconciliation Australia's website to begin developing our next RAP.	January 2028	Chief Community Officer

Contact



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Max Tran
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Natalie Bentley
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Rachel Johnston
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Samantha Thompson
Sandra Eckert
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Simon Scott
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