



JACKSON McDONALD
MULTI-SECTOR LAW



INNOVATE RECONCILIATION ACTION PLAN

September 2024 – August 2026



RECONCILIATION
ACTION PLAN

INNOVATE

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Jackson McDonald acknowledges and pays tribute to the Whadjuk People of the Noongar Nation as the Traditional Owners and Custodians of Boorloo (Perth), where our offices are located by the Derbal Yerrigan, and the Boodja (Country) on which we live and work. We pay our respect to their Elders past and present. We further acknowledge the Traditional Owners and Custodians of Country across the continent. We recognise their continuing connection to land, sky, waters, and community, and pay our respect to their Peoples, their Elders and their continuing Cultures.



We continue our acceptance of the Uluru Statement from the Heart and walk with Aboriginal and Torres Strait Islander peoples in a movement for a better future.



About the Artist



Kevin Wilson is a Wongutha artist and designer with family ties to the Goldfields region, Leonora and South Australia.

With an instinct for visual storytelling, Kevin runs Nani Creative, an Aboriginal-owned and led design agency focused on bringing more mob into the creative industry.

Kevin facilitates creative workshops to attract emerging talent to the creative industries. He is an Artist Member of the Indigenous Art Code, the winner of the 2021 WA Aboriginal and Torres Strait Islander Student of the Year Award, and the founder of a First Nations DJ course for young musicians.



“

This artwork speaks to reconciliation. It shows the coming together of the first peoples of this place with modern ways and people living on ancient lands. It's the journey Jackson McDonald are on, towards creating a better future for everyone.

The design flows like a river, an unstoppable force. It is designed not to have a start or an end, but to symbolise that we need to embed reconciliation and First Nations ways of being in our daily lives and actions.”





A statement from Karen Mundine, Reconciliation Australia's CEO

Third Innovate RAP

Reconciliation Australia commends **Jackson McDonald** on the formal endorsement of its third 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. **Jackson McDonald** continues to be part of a strong network of more than 3,000 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 **Jackson McDonald** will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to **Jackson McDonald** 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 **Jackson McDonald** 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, **Jackson McDonald** will ensure shared and cooperative success in the long-term.

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

Congratulations **Jackson McDonald** on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer |
Reconciliation Australia





Chairperson's Message

Jackson McDonald's history in Western Australia spans more than 100 years. Our offices are located on Whadjuk Noongar Boodja and overlook the Derbal Yerrigan (Swan River), a place we acknowledge is of great importance to the Whadjuk Noongar people.

It gives me great pride to present Jackson McDonald's third Innovate Reconciliation Action Plan (RAP). This plan has been developed in consultation with our Reconciliation Working Group and community members. We have reflected and built upon the learnings and accomplishments of our previous plans as we embark on the next chapter of our reconciliation journey. This plan outlines the actions towards reconciliation that we commit to taking over the next two years.

Throughout the implementation of this plan, we will deepen our relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities. We recognise the critical importance of self-determination to Aboriginal and Torres Strait Islander peoples, and this goal lies at the core of how we build and maintain strong and productive relationships.

We support our people to engage in RAP related activities and ensure they are equipped with meaningful knowledge to continue their reconciliation journeys beyond the workplace. We are committed to fostering an environment that encourages opportunities to empower, support and learn from Aboriginal and Torres Strait Islander peoples, organisations and communities.

In 2019, we joined a movement of leading Australian law firms to issue a joint response to the Uluru Statement from the Heart. We played an active role in supporting our people with a breadth of information, resources and learning opportunities in the lead up to the Referendum on Saturday 14 October 2023. We continue our acceptance of the Uluru Statement from the Heart's invitation to walk with Aboriginal and Torres Strait Islander peoples in a movement for a better future.

Elizabeth Tylich
Chairperson | Jackson McDonald





Our Vision

We are passionate about supporting Aboriginal and Torres Strait Islander equity, breaking social barriers, and providing pathways to long-term prosperity. We envision a future where Aboriginal and Torres Strait Islander people's experiences of the legal and justice systems are accessible and culturally safe, and those systems deliver just and equitable outcomes. We see a future where a higher number of Aboriginal and Torres Strait Islander people are working in the legal sector.

At Jackson McDonald, our goal is that all Aboriginal and Torres Strait Islander people feel a sense of belonging when engaging with us as clients, employees, partners or suppliers, and we actively seek out advice from local community representatives who can help Jackson McDonald to ensure we create a culturally safe environment and we drive positive ongoing change in the way we work and engage.

Over the next two years and into the future, we will strive to further embed reconciliation into all aspects of our business and the legal landscape more broadly. We are continuously seeking creative and meaningful ways through which we can collaborate with and support Aboriginal and Torres Strait Islander peoples and organisations. We are firmly committed to deepening and strengthening our relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations. We strive to always create a respectful environment for Aboriginal and Torres Strait Islander peoples - an aspiration that extends beyond the workplace into our community as well.



Our Business

As one of the largest, independent full-service commercial law firms in Western Australia, Jackson McDonald has both depth and breadth of expertise in many areas of law. Jackson McDonald is a team made up of 23 partners and nearly 150 employees, with one employee at present identifying as an Aboriginal person. Our office is located in Boorloo (the Perth CBD) on Whadjuk Noongar Boodja overlooking the Derbal Yerrigan (Swan River).

Over the years we have built a deep network across industry stakeholders, commercial businesses, regulatory bodies, government authorities and communities in Western Australia.

We made a conscious decision to place much of our focus on Western Australia. We are immersed in the West Australian landscape and the unique challenges and opportunities that lie within it.

Over the past 100 years, we have advised thousands of individuals, businesses and industries, which in turn has helped to shape our city and the entire state of Western Australia. We know what makes Western Australia tick, and love making things happen.

At Jackson McDonald we believe strong and vibrant Aboriginal and Torres Strait Islander organisations are an important part of Australia's economic future. These organisations contribute to growth, employment and self-employment, business knowledge, wealth, and increased competition and diversity in our economy.

Our clients in this sector are broad and include prescribed bodies corporate, Aboriginal community-controlled organisations, Aboriginal and Torres Strait Islander businesses, joint ventures and start-ups, health, medical and educational organisations, community housing providers, property developers, community development organisations, and social enterprises.



We believe strong and vibrant Aboriginal and Torres Strait Islander organisations are an important part of Australia's economic future.”



Our Journey

Aspire UWA and Shooting Stars

We are committed to increasing the participation of young Aboriginal and Torres Strait Islander people in the legal profession. As part of this commitment, our people gave warm welcomes to Aboriginal and Torres Strait Islander high school students from the Aspire UWA program, run by the University of Western Australia, and the Shooting Stars program, an initiative of Glass Jar Australia.

Cultural Awareness Training

We believe it is important to support our people to understand the importance of meaningful reconciliation and how they can contribute as individuals. As part of their educational journey, more than 80 Jackson McDonald employees have participated in formal Cultural Awareness Training in collaboration with Noongar leaders & Noongar lead organisations.

Aboriginal and Torres Strait Islander Students' Internship

We have provided a unique opportunity for Aboriginal and Torres Strait Islander law students to gain invaluable practical experience here at our firm through a structured internship program. We have supported students to come through the program, some of whom have worked with us for up to three months. We are dedicated to continuing our efforts of encouraging diversity through actively advertising these internships across various law schools - supporting aspiring legal professionals on their journey towards success.

Acknowledgement of Language

In an effort to provide our people with a greater understanding of Noongar language, we have launched some exciting initiatives. In 2022, we launched our Noongar Language Project initiative where we named internal areas of our office, located on Whadjuk Noongar Boodja, with rich and authentic Noongar names in partnership with As One Nyitting. This initiative has assisted with breaking barriers between cultures by recognising local Aboriginal heritage and its prevalence in everyday life. Additionally, each week on the firm's webpage there is a 'Noongar Word of The Week', allowing even more opportunity to gain a better understanding of Noongar language. An Acknowledgement of Country in Noongar language is proudly displayed in our firm's reception area.

Miss/Mr NAIDOC

In 2021, we were the proud sponsors of the Miss/Mr NAIDOC Perth program. Miss/Mr NAIDOC Perth is an Empowerment and Leadership program for Aboriginal and Torres Strait Islander people in Perth, 18 up to 30 years of age. We were lucky enough to have two Miss NAIDOC representatives to join us and present to our people at our NAIDOC week morning tea.



Our Journey

Foundation for Indigenous Sustainable Health (FISH)

We participated in the FISH Books for All Initiative with our people donating books for delivery to children in Aboriginal and Torres Strait Islander communities or foster care. We were also lucky enough to host two events for our people where we invited the CEO of FISH, Mark Anderson, to speak and bring along books written by Aboriginal and Torres Strait Islander authors for our people to purchase.

Wills Project

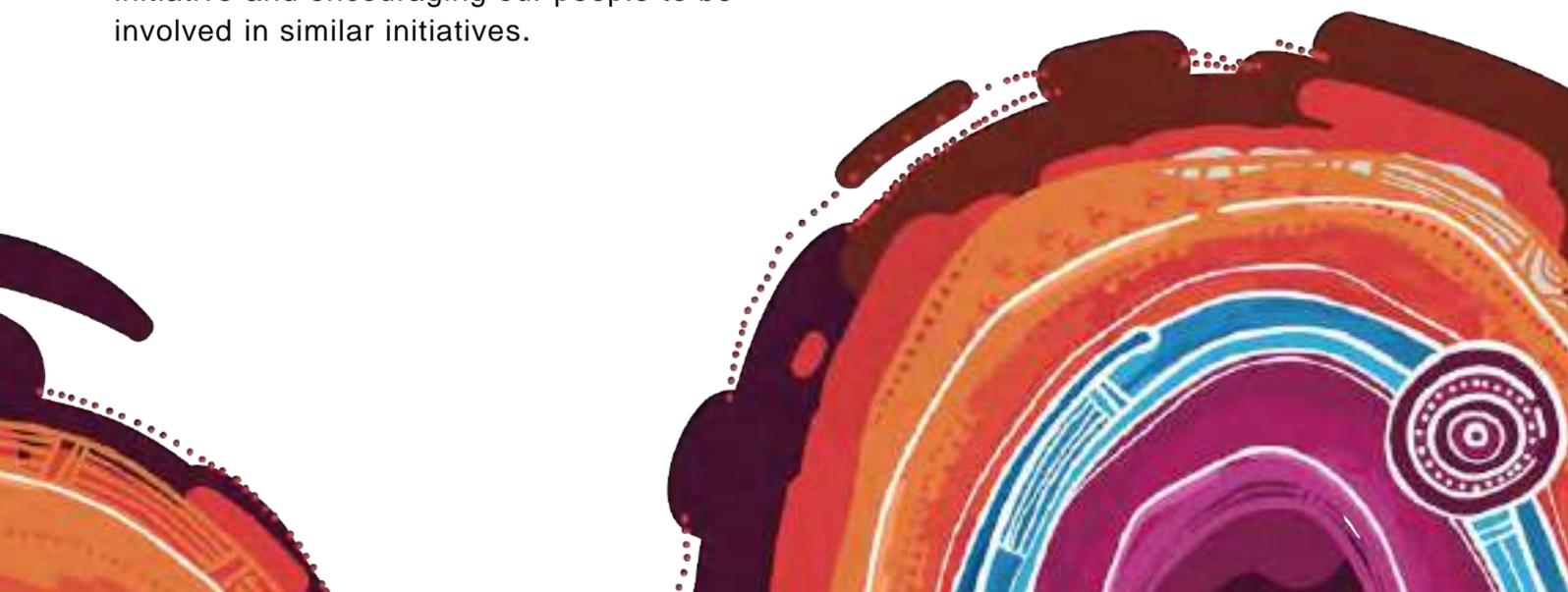
Our team members, Partners Jim O'Donnell and Sally Bruce volunteered on behalf of Jackson McDonald, to plan and coordinate a wills clinic in remote Aboriginal communities located in Western Australia's Kimberley region. Jim and Sally helped plan everything from the schedule to the logistics of the clinic, and whilst there helped over 60 people with their estate planning. Alongside planning and coordinating this clinic - one that was pioneering for its time - they provided an invaluable foundation for similar activities in the near future. Our team produced an interview with Jim and Sally, highlighting their contribution to this initiative and encouraging our people to be involved in similar initiatives.

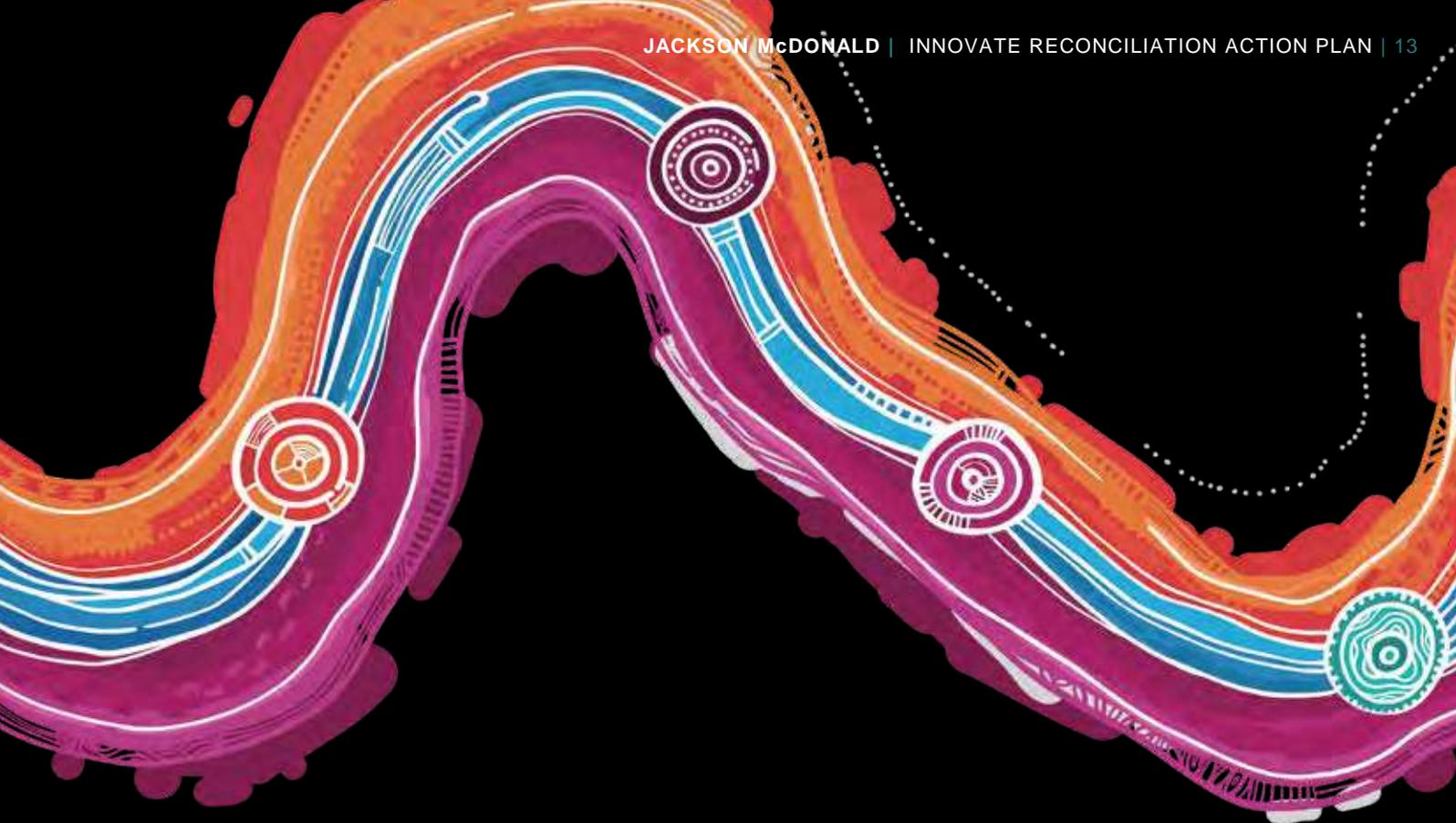
Centenary Grants

2022 was Jackson McDonald's Centenary year. As part of our centenary activities, we invited community organisations to apply for grants of \$10,000 each. One of the worthy winners was As One Nyitting, whose purpose is to "Provide Cultural Pathways that empower First Nations people to connect with and protect Traditional Culture for future generations". As One Nyitting have used the grant to establish an educational walk trail and signage at its Gidgegannup property to inform and guide visitors about Country and Culture.

Pro Bono

At Jackson McDonald, giving back to the community is one of our core values. We have demonstrated this commitment along with our dedication to meaningful reconciliation by our significant contribution of pro bono legal support. We have contributed pro bono assistance directly to Aboriginal and Torres Strait Islander organisations and communities in Western Australia and beyond.





Our Journey

Reflecting on Our Journey and Learnings – Opportunities to Grow

During the course of our two previous RAPs, we identified certain objectives where we wish to make a more significant impact, having regard to challenges we have faced along our journey.

In particular, we wish to attract and retain a greater number of Aboriginal and Torres Strait Islander people in employment roles within our firm. This remains an important focus for our RAP. We recognise that there are a limited number of Aboriginal and Torres Strait Islander people that are qualified lawyers at present. Whilst the number of law students has increased, it can be the case that commercial legal practice is not necessarily the desired legal career pathway for graduates. In recognition of these facts, we are increasing our efforts to support Aboriginal and Torres Strait Islander students to undertake legal studies, and looking at new opportunities for students to directly experience commercial legal practice through a range of mechanisms within the firm.

We also recognise that we can be an employer of choice for Aboriginal and Torres Strait Islander people beyond legal professional roles.

Further, we acknowledge the opportunity to increase our support for businesses owned and operated by Aboriginal and Torres Strait Islander people and communities. We have a number of very important ongoing supplier relationships with Aboriginal and Torres Strait Islander businesses. However, we consider there is room for us to grow new relationships by taking a more intentional and proactive approach in our procurement processes. This is an area where we would like to embed a business-as-usual approach across all areas of the firm where procurement arises.

Our RAP

As we enter our third Innovate Reconciliation Action Plan, we hope to deepen the learnings and accomplishments of previous plans while also staying committed to further growth.

It is core to our firm that talented people with an enthusiasm for law practice use their skills towards social justice. As a profession, we have an obligation to advocate for equity and justice in our society. Aboriginal and Torres Strait Islander people have suffered and continue to experience inequity and injustice. We believe that a Reconciliation Action Plan provides an opportunity for our organisation to focus on the role we can and should play in reconciliation in Australia. We are therefore passionate about making a difference through reconciliation.

Our Reconciliation Working Group is a dynamic, collaborative team that continues to receive unwavering support from the Jackson McDonald leadership team. With representation spanning all practice groups and support teams, we ensure that each area of our business is a part of reconciliation and can share our vision throughout their respective teams.

The group currently comprises of two Partners; our Head of Finance and Compliance; our Senior Librarian; one Marketing and Communications Advisor; one Special Counsel; one Associate; one Solicitor; two Restricted Practitioners; one Law Graduate; and one Legal Assistant, with one of our current committee members identifying as an Aboriginal person. We are actively open to new members joining at all times. The group meets regularly and when appropriate, engages Aboriginal and Torres Strait Islander community partners to seek guidance and advice.

The Reconciliation Working Group continues to be led by our Reconciliation Champion Emma Chinnery (Partner). Emma's legal practice is committed to supporting the development and growth of Aboriginal and Torres Strait Islander communities, organisations and enterprises across Western Australia.



“Our Reconciliation Working Group is a dynamic, collaborative team that continues to receive unwavering support from the Jackson McDonald leadership team.”





1. Relationships

Jackson McDonald is committed to building and strengthening our firm's relationships with Aboriginal and Torres Strait Islander partners, clients and connections.

We recognise that the wider community must listen and learn from Aboriginal and Torres Strait Islander leaders and organisations to understand the priorities and aspirations of Aboriginal and Torres Strait Islander peoples. As leaders in our profession, we have the opportunity to foster and support meaningful change in our community, and amongst those we engage with. We acknowledge that Aboriginal and Torres Strait Islander peoples have a critical role in guiding the steps needed to achieve reconciliation outcomes.

We value the growth of enduring relationships with our connections to advance those outcomes.



Action	Deliverable	Timeline	Responsibility
<p>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<p>a. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.</p>	<p>November 2024</p>	<p>CEO, RWG Chair</p>
	<p>b. Review and update our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<p>November 2024</p>	<p>Head of BD, Marketing & Communications</p>
	<p>c. Continue to foster existing relationships with, and explore opportunities to engage with at least two new Aboriginal and Torres Strait Islander organisations.</p>	<p>September 2025</p>	<p>CEO, RWG Chair</p>
	<p>d. Continue supporting the UWA Aspire program and participating in Aspire events, introducing Aboriginal and Torres Strait Islander high school students from remote and regional areas to professional workplaces and career options.</p>	<p>November 2024, November 2025</p>	<p>Head of People & Development</p>
<p>2. Build relationships through celebrating National Reconciliation Week (NRW).</p>	<p>a. Promote NRW to all Jackson McDonald people and circulate Reconciliation Australia and Reconciliation WA's NRW resources and reconciliation materials to our people and external stakeholders each year.</p>	<p>May 2025, May 2026</p>	<p>RWG Secretariat</p>
	<p>b. RAP Working Group members to participate in at least two external NRW events.</p>	<p>27 May - 3 June 2025, 27 May - 3 June 2026</p>	<p>RWG Chair</p>
	<p>c. Encourage and support our people and senior leaders to participate in at least one external event to recognise and celebrate NRW.</p>	<p>27 May - 3 June 2025, 27 May - 3 June 2026</p>	<p>RWG Chair</p>
	<p>d. Organise at least one NRW event each year.</p>	<p>27 May - 3 June 2025, 27 May - 3 June 2026</p>	<p>RWG Chair</p>
	<p>e. Register all our NRW events on Reconciliation Australia's NRW website.</p>	<p>May 2025, May 2026</p>	<p>RWG Secretariat</p>

Action	Deliverable	Timeline	Responsibility
<p>3. Promote reconciliation to our people, clients and networks.</p>	<p>a. Review, update and continue to implement a reconciliation engagement strategy for our people, to raise awareness of reconciliation across our workforce.</p>	<p>December 2024</p>	<p>Head of People & Development</p>
	<p>b. Include information about our RAP, and our people’s role in supporting our RAP deliverables, in all graduate, intern and new starter information sessions.</p>	<p>November 2024, November 2025</p>	<p>Head of People & Development</p>
	<p>c. Communicate our commitment to reconciliation publicly</p>	<p>November 2024, November 2025</p>	<p>Head of BD, Marketing & Communications</p>
	<p>d. Develop and implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.</p>	<p>February 2025, February 2026</p>	<p>Head of BD, Marketing & Communications</p>
	<p>e. Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</p>	<p>December 2024</p>	<p>RWG Chair</p>
	<p>f. Actively participate in the legal profession reconciliation community, to learn and share ideas and opportunities within the sector.</p>	<p>December 2024</p>	<p>RWG Chair</p>
<p>4. Actively promote Jackson McDonald’s commitment to support the Uluru Statement From the Heart and the respective outcomes sought by Aboriginal and Torres Strait Islander peoples.</p>	<p>a. Develop and promote materials and resources that enable Jackson McDonald to communicate with its people, clients and networks about the intended outcomes of the Uluru Statement from the Heart, and how the community can support those outcomes.</p>	<p>December 2024 and review in December 2025</p>	<p>Head of Legal Operations, Head of BD, Marketing & Communications</p>
	<p>b. Consider how we can plan our reconciliation events in a way that communicates with our people, clients and networks about the intended outcomes of the Uluru Statement from the Heart, and how the community can support those outcomes.</p>	<p>December 2024 and review in December 2025</p>	<p>RWG Chair, Head of BD, Marketing & Communications</p>
	<p>c. Engage the support of Reconciliation Australia and Reconciliation WA when planning events relating to the intended outcomes of the Uluru Statement from the Heart.</p>	<p>December 2024</p>	<p>RWG Secretariat</p>

Action	Deliverable	Timeline	Responsibility
<p>5. Promote positive race relations through anti-discrimination strategies.</p>	<p>a. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, future needs and opportunities for improvement.</p>	<p>December 2024</p>	<p>Head of People & Development, Diversity Committee Chair</p>
	<p>b. Review and update our anti-discrimination policy for our organisation.</p>	<p>February 2025</p>	<p>Head of People & Development, Diversity Committee Chair</p>
	<p>c. Engage with and remunerate Aboriginal and Torres Strait Islander people working at Jackson McDonald and/or Aboriginal and Torres Strait Islander advisors to consult on and continuously improve on our anti-discrimination policy.</p>	<p>November 2024, November 2025</p>	<p>Head of People & Development, Diversity Committee Chair</p>
	<p>d. Raise awareness of our company expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.</p>	<p>December 2024, December 2025</p>	<p>Head of People & Development, Diversity Committee Chair</p>
	<p>e. Provide ongoing education to senior leaders on the effects of racism.</p>	<p>December 2024, December 2025</p>	<p>Head of People & Development</p>
	<p>f. Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.</p>	<p>November 2024, November 2025</p>	<p>Diversity Committee Chair</p>
<p>6. Engage with Reconciliation WA</p>	<p>a. Continue to be a member of Reconciliation WA.</p>	<p>September 2024, September 2025</p>	<p>RWG Secretariat</p>
	<p>b. Invite representatives from Reconciliation WA to at least one internal event per year.</p>	<p>May 2025, May 2026</p>	<p>RWG Secretariat</p>



2. Respect

Jackson McDonald recognises and respects the cultures of Aboriginal and Torres Strait Islander peoples, and is committed to reconciliation and eliminating racism.

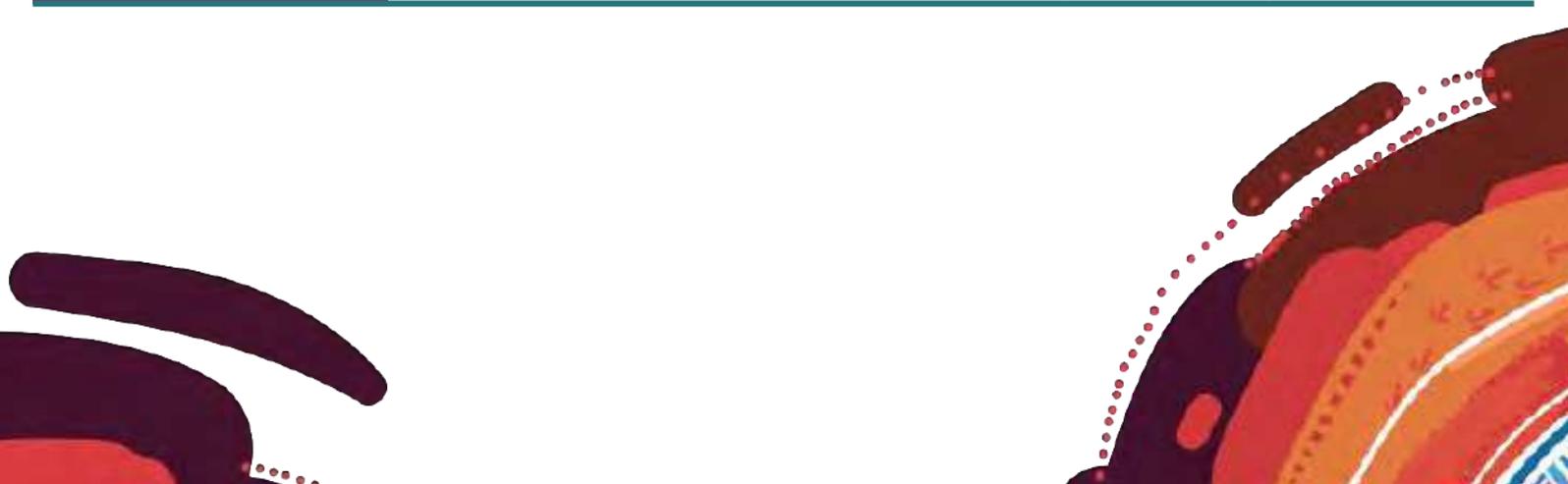
We demonstrate our respect by encouraging and supporting our people to understand and value Aboriginal and Torres Strait Islander cultures. We engage with our partners and connections to enhance the community's understanding and appreciation of Aboriginal and Torres Strait Islander peoples' cultures and protocols.

We are committed to meaningfully engaging with our people and partners to ensure we listen, learn, understand and advance reconciliation outcomes.



Action	Deliverable	Timeline	Responsibility
<p>7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</p>	<p>a. Conduct a review of cultural learning needs within our organisation.</p>	<p>November 2024, November 2025</p>	<p>Head of People & Development</p>
	<p>b. Consult with and remunerate local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.</p>	<p>April 2025</p>	<p>Head of People & Development</p>
	<p>c. Review and update cultural learning strategy and communicate our updated cultural learning strategy to our people.</p>	<p>May 2025</p>	<p>Head of People & Development</p>
	<p>d. Commit all RAP Working Group members, HR managers and other key leaders at Jackson McDonald to participate in formal and structured cultural learning.</p>	<p>September 2024, September 2025</p>	<p>Head of People & Development</p>
	<p>e. Commit at least 15% of our people to undertake formal and structured face to face cultural learning activities in each year (ideally learning that is trauma informed) with a view to ensuring that at any time, 60% of our people will have undertaken formal and structured face to face cultural learning whilst at Jackson McDonald.</p>	<p>December 2025</p>	<p>Head of People & Development</p>
	<p>f. Hold at least one session during this RAP that is focussed on issues relating to Aboriginal and Torres Strait Islander peoples that aligns with continued professional development obligations for our people.</p>	<p>December 2025</p>	<p>Head of People & Development</p>
	<p>g. Investigate cultural immersion activities for Jackson McDonald people.</p>	<p>November 2024</p>	<p>Head of People & Development</p>
	<p>h. Refresh and maintain a knowledge database and reading list of publications and materials that provide education and information on Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.</p>	<p>October 2024, October 2025</p>	<p>Head of Legal Operations</p>
	<p>i. Develop and implement a strategy for encouraging and supporting our people to engage with the knowledge database and reading list of publications and materials that provide education and information on Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.</p>	<p>November 2024</p>	<p>Head of Legal Operations</p>
	<p>j. Ensure all of our people who participate in a secondment or partnering program with an Aboriginal or Torres Strait Islander community organisation share their experiences with senior leaders and the wider firm.</p>	<p>November 2024, November 2025</p>	<p>Head of Legal Operations</p>

Action	Deliverable	Timeline	Responsibility
<p>8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</p>	<p>a. Increase our peoples’ understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</p>	<p>March 2025</p>	<p>RWG Chair, Head of Legal Operations</p>
	<p>b. Continue to implement and communicate a cultural protocol guidance tool, including protocols and guidance for Welcome to Country and Acknowledgement of Country across our engagement channels.</p>	<p>March 2025</p>	<p>RWG Chair, Head of Legal Operations</p>
	<p>c. Engage a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at one significant event each year.</p>	<p>January 2025, January 2026</p>	<p>RWG Chair</p>
	<p>d. All of our people include an Acknowledgement of Country or other appropriate protocols at all public events and important meetings.</p>	<p>September 2024, September 2025</p>	<p>Head of BD, Marketing & Communications, Chairperson</p>
<p>9. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<p>a. Representatives of RAP Working Group to participate in an external NAIDOC Week event.</p>	<p>First week in July 2025, first week in July 2026</p>	<p>RWG Chair</p>
	<p>b. Review HR policies and procedures to facilitate and support our people to participate in NAIDOC Week.</p>	<p>May 2025, May 2026</p>	<p>Head of People & Development</p>
	<p>c. Support and encourage our people to participate in at least 1 NAIDOC Week event in our local area.</p>	<p>June 2025, June 2026</p>	<p>Head of People & Development, RWG Secretariat</p>
	<p>d. Hold an internal NAIDOC Week event to promote and encourage participation in external NAIDOC events to all of our people.</p>	<p>First week in July 2025, first week in July 2026</p>	<p>RWG Chair</p>



Action	Deliverable	Timeline	Responsibility
10. Create a welcoming environment for Aboriginal and Torres Strait Islander partners, clients and people working at Jackson McDonald.	a. Continue to display local Aboriginal and Torres Strait Islander artwork at our office and investigate opportunities for displaying new pieces.	October 2025	Head of Legal Operations
	b. All Aboriginal and Torres Strait Islander artwork in our office and publications to be acknowledged and licenced appropriately.	October 2025	Head of Legal Operations, Head of BD, Marketing & Communications
	c. Seek guidance from Aboriginal and Torres Strait Islander clients, stakeholders and people working at Jackson McDonald to ensure our office is welcoming and inclusive.	December 2024	Head of Legal Operations
	d. Review employment policies regarding the public holiday associated with 26 January.	October 2024	Head of People & Development





3. Opportunities

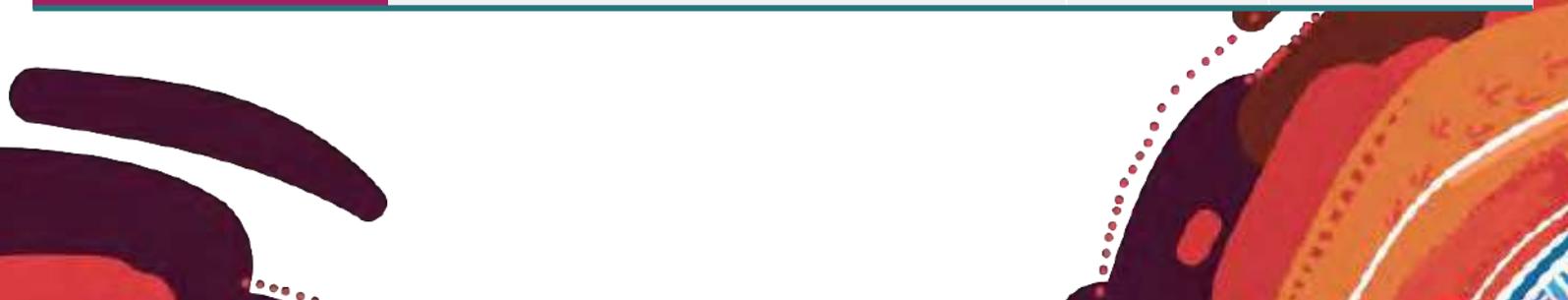
Jackson McDonald is committed to identifying opportunities to support, empower and engage with Aboriginal and Torres Strait Islander peoples, organisations, businesses and communities.

We are driven to use our networks and expertise to empower Aboriginal and Torres Strait Islander peoples, organisations and communities in their engagement with legal services.

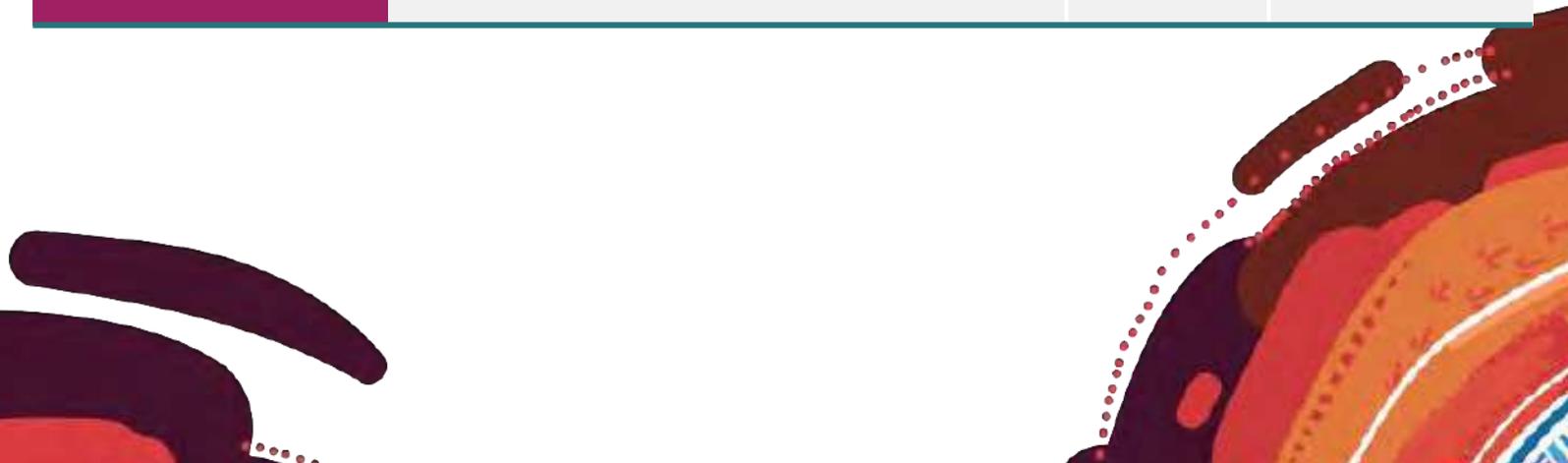
We value the importance of fostering a supportive environment for Aboriginal and Torres Strait Islander legal professionals and will continue working to achieve an equitable profession.



Action	Deliverable	Timeline	Responsibility
<p>11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</p>	<p>a. Continue to build understanding of current Aboriginal and Torres Strait Islander people working at Jackson McDonald to inform future employment and professional development opportunities.</p>	<p>October 2025</p>	<p>Head of People & Development</p>
	<p>b. Develop effective mechanisms to enable self-identification by Aboriginal and Torres Strait Islander people working at Jackson McDonald.</p>	<p>February 2025</p>	<p>Head of People & Development</p>
	<p>c. Review and update our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</p>	<p>February 2025</p>	<p>Head of People & Development</p>
	<p>d. Engage with and remunerate Aboriginal and Torres Strait Islander people working at Jackson McDonald and stakeholders to consult on our recruitment, retention and professional development strategy.</p>	<p>February 2025</p>	<p>Head of People & Development</p>
	<p>e. Engage and remunerate an Aboriginal and Torres Strait Islander consultant to assist in the development of an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</p>	<p>February 2025</p>	<p>Head of People & Development</p>
	<p>f. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders; and ensure Aboriginal and Torres Strait Islander applicants feel supported to apply for roles with Jackson McDonald.</p>	<p>September 2024</p>	<p>Head of People & Development</p>
	<p>g. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace; increase the percentage of Aboriginal and Torres Strait Islander people employed within our workforce; and support Aboriginal and Torres Strait Islander people to fulfil management and senior level positions.</p>	<p>November 2024</p>	<p>Head of People & Development</p>
	<p>h. Explore creating identified roles for Aboriginal and Torres Strait Islander people.</p>	<p>February 2025</p>	<p>Head of People & Development</p>



Action	Deliverable	Timeline	Responsibility
<p>12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>a. Review and update our Aboriginal and Torres Strait Islander procurement strategy.</p>	<p>November 2024</p>	<p>Head of Finance</p>
	<p>b. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to our people.</p>	<p>October 2024</p>	<p>Head of Finance</p>
	<p>c. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</p>	<p>February 2025</p>	<p>Head of Finance</p>
	<p>d. Maintain commercial relationships with five Aboriginal and/or Torres Strait Islander businesses.</p>	<p>October 2025</p>	<p>Head of BD, Marketing & Communications and Head of Finance</p>
	<p>e. Increase our procurement from Aboriginal and Torres Strait Islander businesses by 10% annually.</p>	<p>May 2025, May 2026</p>	<p>Head of BD, Marketing & Communications and Head of Finance</p>
<p>13. Support Aboriginal and Torres Strait Islander peoples in their legal matters.</p>	<p>a. Continue our existing support for Aboriginal and Torres Strait Islander community organisations through offering discounts on our rates.</p>	<p>September 2024, September 2025</p>	<p>Pro Bono Chair</p>
	<p>b. Assist Aboriginal and Torres Strait Islander communities and organisations with legal matters in a manner that is culturally appropriate for their needs.</p>	<p>December 2025</p>	<p>CEO</p>
	<p>c. Continue providing Aboriginal and Torres Strait Islander clients with pro bono support, including through Law Access and LawHelp (a pro bono service offering managed by ORIC).</p>	<p>March 2025</p>	<p>Pro Bono Chair</p>
	<p>d. Deliver more than 15% of our total annual pro bono hours to Aboriginal and Torres Strait Islander peoples and organisations.</p>	<p>February 2026</p>	<p>Pro Bono Chair</p>



Action	Deliverable	Timeline	Responsibility
14. Support Aboriginal and Torres Strait Islander Students	a. Investigate participating in potential initiatives in the tertiary education and higher school sector to increase the number of Aboriginal and Torres Strait Islander law students.	December 2024	Head of People & Development
	b. Continue to provide internship, employment and networking opportunities for Aboriginal and Torres Strait Islander tertiary students.	October 2024, October 2025	Head of People & Development
	c. Explore establishing a scholarship or bursary to support at least one Aboriginal or Torres Strait Islander law student in Western Australia.	October 2024	Head of People & Development





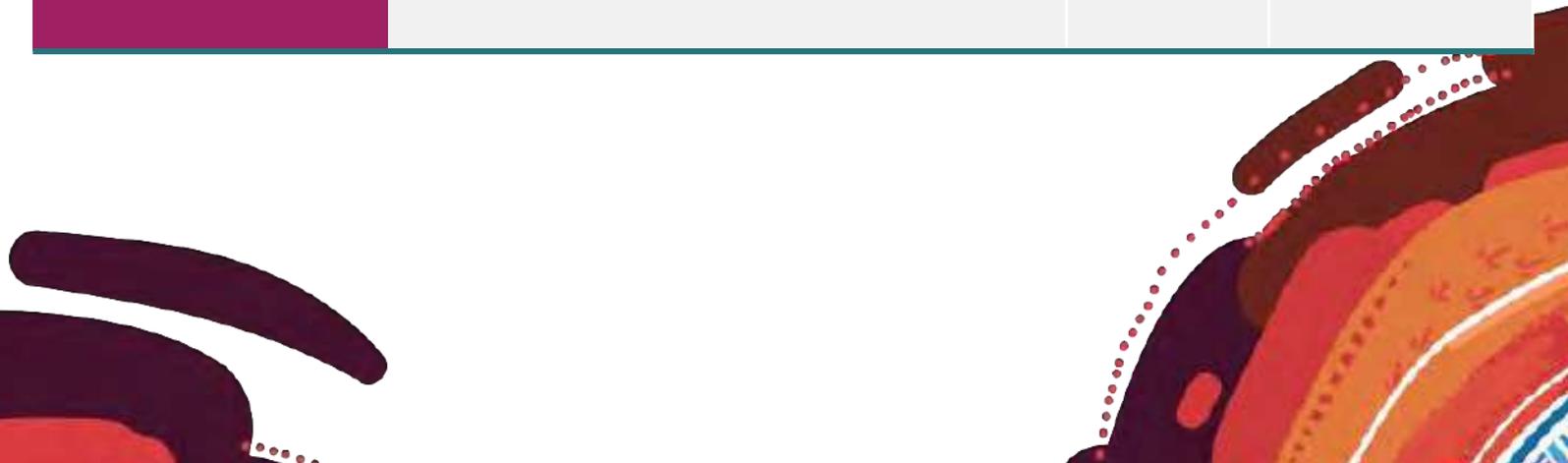
4. Governance

As we implement our Innovate RAP, we recognise the importance of putting in place good governance structures to ensure that this work has champions and leaders to help maximise its reach.

Our Reconciliation Working Group is committed to building trust, accountability and support from key Jackson McDonald stakeholders, to ensure that our RAP continues to have significance and impact for years to come.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	a. Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September 2024, September 2025	RWG Chair
	b. Apply a Terms of Reference for the RWG.	September 2024	RWG Chair
	c. Meet at least four times per year to drive and monitor RAP implementation.	September and November 2024; March, May, July, September and November 2025; March, May and July 2026	RWG Secretariat
2. Provide appropriate support for effective implementation of RAP commitments.	a. Embed resource needs for RAP implementation.	February 2025	CEO
	b. Embed RAP actions in performance expectations of senior people.	November 2024	CEO
	c. Review and maintain appropriate systems and capability to track, measure and report on RAP commitments.	December 2024	RWG Chair, RWG Secretariat
	d. Maintain an internal RAP Champion from senior management.	October 2024	CEO, Chairperson
	e. Include our RAP as a standing agenda item at senior management and board meetings.	October 2024	CEO, Chairperson



Action	Deliverable	Timeline	Responsibility
<p>3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<p>a. 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.</p>	<p>June 2025, June 2026</p>	<p>RWG Secretariat</p>
	<p>b. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</p>	<p>1 August 2025, 1 August 2026</p>	<p>RWG Secretariat</p>
	<p>c. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</p>	<p>30 September 2025, 30 September 2026</p>	<p>RWG Chair</p>
	<p>d. Report RAP progress to all of our people and senior leaders quarterly.</p>	<p>October 2024; January, April, July and October 2025; January, April and July 2026</p>	<p>RWG Chair</p>
	<p>e. Report on employment outcomes to the Board, Partnership and Reconciliation Working Group.</p>	<p>December 2024, December 2025</p>	<p>Head of People & Development</p>
	<p>f. Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.</p>	<p>August 2025, August 2026</p>	<p>Head of BD, Marketing & Communications</p>
	<p>g. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</p>	<p>February 2026</p>	<p>RWG Secretariat</p>
	<p>h. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</p>	<p>June 2026</p>	<p>RWG Chair</p>
<p>4. Continue our reconciliation journey by developing our next RAP.</p>	<p>a. Register via Reconciliation Australia's website to begin developing our next RAP.</p>	<p>January 2026</p>	<p>RWG Secretariat</p>





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Jackson McDonald acknowledges and pays tribute to the Whadjuk People of the Noongar Nation as the Traditional Owners and Custodians of Boorloo (Perth), where our offices are located by the Derbal Yerrigan, and the Boodja (Country) on which we live and work. We pay our respect to their Elders past and present.

Liability limited by a scheme approved under Professional Standards Legislation.



JACKSON MCDONALD

MULTI-SECTOR LAW