



First Nations Engagement Plan 2023–26 Report on progress

April 2025

Acknowledgement of Country

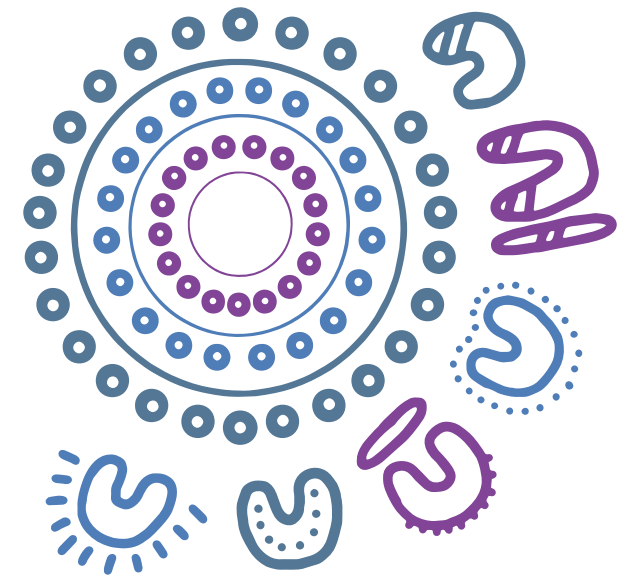
Allens acknowledges the Traditional Owners of Country throughout Australia and recognises their connection to land, water and community. We pay our respects to the Elders past and present, for they hold the memories, the traditions, the cultures and hopes of Aboriginal and Torres Strait Islander peoples across the Country. We respect their lore which for 60,000 years has been shared by generations, passed down through stories, dance and ceremonies.

This First Nations Engagement Plan includes names of deceased persons.

Artwork credit

Illustration for Allens by Bundjalung artist Amelia Rose.

‘This artwork is the marriage between my own personal experiences with community and the place where they intersect with Allens and its communities. The large circle’s different layers represent the diverse communities to which I, and Allens belong. I belong to my Indigenous community, my legal community, my artist community, my community as a woman and so many more. These layers reflect the communities which exist within Allens, in turn being representative of a global community.



‘Reconciliation in Australia is reliant on the support of people from all walks of life, all gender identities, sexualities and ethnic backgrounds. This is represented by the six people that surround and protect their communities. Instead of using the traditional symbols for ‘man’ and ‘woman’, I have used my own to represent the diverse peoples which Allens represents. This artwork shows that together, we are stronger. If our communities come together, if we can overlook our differences, we have a chance to achieve meaningful and practical reconciliation in Australia.’

Contents

Introduction 4

Pathways: Our First Nations
Engagement Plan 2023–26 5

Pathways to justice 6

Pathways to economic engagement 9

Pathways to understanding 15

Governance and reporting 18

This is the initial report on the progress made towards the aims outlined in Allens' First Nations Engagement Plan.

When the plan was launched in 2023, we committed to monitoring our work across the three pathways in the plan—justice, economic engagement and understanding—and to reporting on our progress after two years.

Over the last two years, we have made progress in many areas of the plan, with work still to be done in others. The plan was designed to challenge us and while we recognise some goals will not be fully achieved over the four-year period of the plan, we will continue to reflect and shape our commitments to ensure they remain aligned with the firm's reconciliation goals. We remain committed to reconciliation, and are optimistic about the contributions Allens' people and the wider legal profession can continue to make.

While the majority of the goals set out in the plan are on track, a smaller proportion are noted as partially achieved or not yet commenced, indicating a delay or in some cases, that reshaping of goals may be required over the next two years in order to remain impactful and achievable. Progress reflects the efforts of many across the firm, including the members of our Community Engagement team, our pro bono practice, the Talent Acquisition team and our Reconciliation Committees.

We remain dedicated to amplifying the voices of First Nations people and advancing reconciliation, guided by our First Nations pro bono clients, community members and the key organisations we work with on reconciliation initiatives. With our long history of commitment to reconciliation, the firm looks forward to building on this foundation in the remaining two years of this plan and in the years that follow.

A full copy of our First Nations Engagement Plan, released in 2023, can be viewed [here](#).

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Pathways

Our First Nations Engagement Plan 2023–26



Pathways to justice

- Pro bono
- Recognition/treaty
- Building legal capacity
- Advocacy and leadership



Pathways to economic engagement

- Education and employment pathways—internships, mentoring programs, secondary/tertiary
- Supplier diversity/procurement



Pathways to understanding

- Cultural awareness building—training, immersion, Jawun secondments, committee activities
- Acknowledgement of Country



Governance and reporting

Pursuing pathways to justice

Our commitment to justice and equity for First Nations communities has been effected primarily through pro bono contributions and Jawun secondments and we have had a positive impact through these contributions. Challenges remain in strengthening direct engagement with Traditional Owner groups and expanding opportunities for lawyer participation in the Jawun program.

Progress at a glance

We outlined 10 actions within pathways to justice, some of which are ongoing commitments and others targeted to be achieved within the reporting period which spans 2023–26.

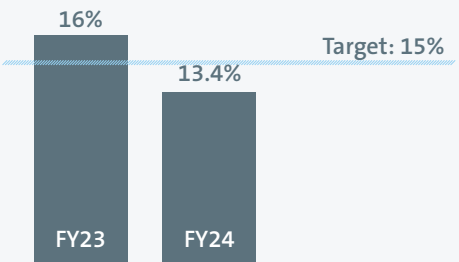
Status of actions under the pathways to justice stream of work



Highlights

- Delivered more than 8000 hours of pro bono work for First Nations clients and organisations in FY24
- Celebrated our 50th Jawun secondee

Percentage of pro bono hours completed for First Nations clients



Reflections

Our lawyers are dedicated to providing pro bono support to First Nations clients and public interest organisations, with notable progress in recent years. In FY23, we exceeded our target of 15% of pro bono hours being dedicated to First Nations causes and while we fell short of that aim in FY24, our overall pro bono hours in FY24 were significantly higher than in the previous few years, and the 8040 pro bono hours we did for First Nations clients and organisations was higher, too.

Our long-standing partnership with Jawun reached a significant milestone in FY24, with 50 secondments completed, largely by Corporate Services team members. Efforts are underway to expand opportunities for lawyers to participate in these secondments, while our pro bono work with Jawun and Empowered Communities continues to support collaborative agreement-making initiatives.

Notable pro bono work during the last two years includes our ongoing support in Victoria for the First Peoples’ Assembly and Treaty Authority, and in NSW, our contributions to the Justice + Equity Centre’s Towards Truth project. However, we have not yet found an effective way to engage directly with Traditional Owner groups and local community organisations in the areas in which our offices are located so we continue these efforts.

Our long-standing partnership with Jawun reached a significant milestone in FY24, with 50 secondments completed...

Pathways to justice

Providing pro bono support for First Nations organisations, communities and causes; increasing opportunities for our staff to engage with this work; and building relationships with Traditional Owners of the lands on which we work.



ACTIONS	TARGET COMPLETION DATE	RESPONSIBILITY	STATUS
GOAL: as the cornerstone of this plan, continue to support First Nations clients and relevant public interest organisations through pro bono legal advice and representation			
Maintain our commitment of at least 15% of all pro bono hours per year to be completed for First Nations clients and relevant public interest organisations, and track on an annual basis.	July each year of plan	Head of Community Engagement Pro bono coordinators	●
Work proactively to understand the legal needs of First Nations individuals, organisations and communities. This includes partnering with local Aboriginal Legal Services, Aboriginal Community Controlled Organisations, the Indigenous Justice Project at PIAC and forging new relationships including with the University of Melbourne Law School's Law and Justice Hub.	Ongoing	Head of Community Engagement Reconciliation Committees	●
Lessons from these activities to be shared with Reconciliation Committees, pro bono coordinators and others engaged in this work, to build the capacity of our people and support continued improvement of our pro bono legal service delivery.	Ongoing	Pro bono coordinators	●
Collaborate across the legal sector to support initiatives that respond to needs of First Nations communities, such as supporting the Voice to Parliament, including with pro bono legal support as needed and build awareness and education on the Voice to Parliament.	July each year of plan	Head of Community Engagement Pro bono team Reconciliation Committees Subject matter experts Head of Communications & Brand	●
Continue to support Treaty development across Australian jurisdictions, including ongoing legal support to the First Peoples Assembly.	Ongoing	Head of Community Engagement Pro bono team Reconciliation Committees Subject matter experts	●

Pathways to justice

Providing pro bono support for First Nations organisations, communities and causes; increasing opportunities for our staff to engage with this work; and building relationships with Traditional Owners of the lands on which we work.



ACTIONS	TARGET COMPLETION DATE	RESPONSIBILITY	STATUS
GOAL: form or strengthen relationships with local Traditional Owners of the lands on which the firm's offices are located			
Identify relevant community groups and seek to initiate contact where not yet established.	July each year of plan	Head of Community Engagement Pro bono coordinators	●
Work to understand the needs and priorities of each community and identify if there are ways Allens can engage and provide support.	Ongoing	Head of Community Engagement Reconciliation Committees	●
GOAL: increase opportunities for partners and staff to contribute to the firm's pro bono commitment			
Continue partnership with Jawun, offering at least five secondment opportunities each year for our people to work with Aboriginal and Torres Strait Islander organisations; and at least two opportunities each year for our senior leaders to attend an executive visit with Jawun, to increase their understanding of reconciliation and advocate for Jawun participation.	Ongoing	Head of Community Engagement Pro bono team Reconciliation Committees Subject matter experts	●
■ Investigate expanding commitment to provide opportunities for more lawyers to participate in secondments in community.			●
■ Participate in virtual secondments through Jawun's virtual platform, with at least one secondee per year.			●

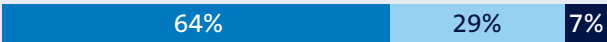
Pursuing pathways to economic engagement

As we mark 20 years of our First Nations Legal Internship, we continue to strengthen education and career pathways through targeted programs, partnerships, and supplier diversity efforts. We are focused on addressing challenges in student engagement, refining our Indigenous employment strategy, and increasing support for First Nations talent through strategic recruitment and mentoring initiatives.

Progress at a glance

We outlined 28 actions within pathways to economic engagement, some of which are ongoing commitments and others targeted to be achieved within the reporting period, which spans 2023–26.

Status of actions under the pathways to economic engagement stream of work



Highlights

- Re-launched the First Nations Corporate Services Internship
- Spent more than \$400,000 with 10+ First Nations-owned businesses in two years

Reflections

In February 2025, the 20th cohort of law students completed our First Nations Legal Internship. Since the program’s inception, 162 students have participated, 11 of those interns joined the firm as graduates, and seven are still with Allens. We continue to improve internal guidelines for those working with First Nations interns to ensure the program is as impactful as possible for the students.

Early in 2024, we re-launched our Corporate Services Internship program in partnership with the Australian Indigenous Education Foundation (AIEF). We’ve streamlined the program’s structure for 2025 to improve the participants’ experience, including by reducing the length of the program to provide more concentrated exposure for the students to the work of the firm.

In the last two years, we’ve strengthened our commitment to First Nations education and career pathways through partnerships supporting scholarships, awards and youth programs. In collaboration with our peers in the WA legal profession we launched the Bilya Boorn scholarship in Western

Australia. We launched our Allens JD Award at the Melbourne University Indigenous Law & Justice Hub, and we also provide ongoing financial assistance to Aboriginal-led, grassroots organisation ID Know Yourself.

Our supplier diversity efforts have directed more than \$400,000 to 10+ First Nations-owned businesses including Orana Office Relocations, Integrity Health & Safety and Bundyi Giilang Cultural Awareness Education. Additionally, we held a Social and Indigenous Enterprise Bootcamp in Meanjin, offering key legal insights to early-stage businesses, with plans for similar events in other offices over the next two years.

In 2023, we saw a slight uptick in the number of our people who identify as Aboriginal and/or Torres Strait Islander (0.9%) and we continue working towards our goal of 1%. We recognise a small number of First Nations staff choose not to identify publicly. As part of our ongoing work to build in support mechanisms for our First Nations people, we will seek to understand this approach and explore ways to ensure nothing in our environment deters staff from identifying.

Pursuing pathways to economic engagement (*continued*)

Reflections *continued*

This pathway has not been without challenge. Our goal is to have 10 First Nations students complete our annual First Nations Legal Internship program each year and we have not been able to enlist that number in recent years, partly due to the limited number of First Nations students studying law, and levels of interest in corporate law as a career path. This is a common experience among our peer firms as the legal sector aims to engage more First Nations employees through opportunities created by programs such as these. Our Reconciliation Committees, Early Careers team, and Community Engagement team are actively working with universities, partner organisations and broader networks to address this, including through supporting events such as the University of Sydney First Nations law students' welcome lunch and mentoring program and the University of WA Blackstone Indigenous cultural event. This year, we will engage a First Nations consultant to partner with us on this work.

We have faced similar challenges when engaging First Nations students in the Allens Spark program. We are seeking further community guidance on this to ensure the program meets the needs of those students from both an academic and cultural perspective. We hope to pilot a program in the next 12 months.

During the next two years, we will review our Indigenous employment strategy to provide better support to current and prospective First Nations talent, particularly beyond graduate roles. This includes engaging an Indigenous consultant to review our current strategy and provide guidance on its structure, engaging with and taking into account feedback from current and former First Nations employees, as well as holding conversations with peers and other external organisations to share lessons from similar programs. We will focus on strengthening ties with Indigenous-focused recruiters, and appointing an external First Nations mentor to provide additional support for First Nations-identifying staff as needed.

Pathways to economic engagement

Contributing to the education, employment and mentoring of First Nations students, and maintaining our commitment to supporting First Nations-owned businesses.



ACTIONS	TARGET COMPLETION DATE	RESPONSIBILITY	STATUS
GOAL: build First Nations employment to 1%			
Review our employment strategies to design a more nuanced approach for First Nations candidates and staff across all levels of seniority and at key points in their employment: from recruitment through to ongoing development, support and retention. Draw on a range of inputs, including external and internal research, insights from First Nations staff and/or First Nations partner organisations and consultants.	November 2023	Chief People Officer Head of Talent Acquisition & Resource Management P&D Managers Community Engagement Manager	●
Refine policies and processes depending on outcomes of this work.	June 2024	Head of Talent Acquisition & Resource Management P&D Managers	●
Evaluate effectiveness of new policies and processes.	October 2026	Head of Talent Acquisition & Resource Management P&D Managers Community Engagement Manager	●
GOAL: evaluate and redesign our education to employment pathways			
Review and update First Nations Legal Internship program, continuing to engage at least 10 First Nations law students per year.	February 2023 and each year of the plan	Head of Talent Acquisition & Resource Management Early Careers Team Community Engagement Manager	●
■ Pilot an increase in the length of the internship program, to deepen experience of interns in preparation for future career opportunities.	February 2023		●
■ Improve communication of guidelines to those working with First Nations interns, clerkship candidates and employees, to ensure they bring the appropriate level of focus to development and guidance.	February 2023		●

Pathways to economic engagement

Contributing to the education, employment and mentoring of First Nations students, and maintaining our commitment to supporting First Nations-owned businesses.



ACTIONS	TARGET COMPLETION DATE	RESPONSIBILITY	STATUS
GOAL: evaluate and redesign our education to employment pathways (<i>continued</i>)			
<ul style="list-style-type: none"> Develop a focus group to workshop updates to the internship program, in addition to post-internship feedback surveys. Invite Allens staff and First Nations internship alumni to participate and engage with an appropriate First Nations consultant to guide this process. 	September 2023	Head of Talent Acquisition & Resource Management Early Careers Team	●
<ul style="list-style-type: none"> Develop a clearer pathway from internship to employment, including through paralegal roles and clerkships, for appropriate individuals. 	December 2023	Community Engagement Manager	●
Maintain relationships with internship alumni through activities such as ad hoc training programs, invitations to seminars, and inclusion in early careers events. Review these activities and ensure consistency across all offices.	April 2023 and ongoing	Early Careers Team	●
Review and redesign Corporate Services internship to offer at least one opportunity per year for First Nations tertiary and further education students.	April 2023	Head of Talent Acquisition & Resource Management	●
<ul style="list-style-type: none"> Launch the Corporate Services internship, to run alongside the First Nations Legal Internship tertiary and further education students. 	February 2024	Senior Inclusion & Wellbeing Manager Community Engagement Manager	●
Continue to engage with First Nations secondary students through secondary schools and NGOs to support pathways into the legal profession and/or corporate Australia.	Ongoing	Early Careers team Community Engagement Manager	●
<ul style="list-style-type: none"> Maintain partnership with the AIEF, providing pro bono support, participating in mentoring and work readiness programs and other initiatives to support AIEF scholarship students. 	Ongoing	Community Engagement Manager	●
<ul style="list-style-type: none"> Work with Allens Spark secondary schools to identify best ways to involve First Nations students in the Spark program. 	December 2023	Head of Community Engagement Community Engagement Manager Spark team	●

Pathways to economic engagement

Contributing to the education, employment and mentoring of First Nations students, and maintaining our commitment to supporting First Nations-owned businesses.



ACTIONS	TARGET COMPLETION DATE	RESPONSIBILITY	STATUS
GOAL: evaluate and redesign our education to employment pathways (<i>continued</i>)			
Engage with at least one external First Nations-focused recruiter in each office location and promote firmwide opportunities to First Nations-specific jobs boards.	April 2023	Head of Talent Acquisition & Resource Management P&D Managers	●
<ul style="list-style-type: none"> Research and select relevant jobs boards and recruiters. 			
<ul style="list-style-type: none"> Promote opportunities via jobs boards. 	July 2023 and ongoing		●
Identify, and engage our people in, further opportunities to connect with First Nations students, including through:	July 2023 and each year of the plan	Early Careers team Community Engagement Manager Reconciliation Committees	● ● ● ● ●
<ul style="list-style-type: none"> sponsorship of, and attendance at, the National Indigenous Legal Conference; 			
<ul style="list-style-type: none"> sponsorship of the Indigenous units within university law student societies; 			
<ul style="list-style-type: none"> corporate partnerships with Indigenous law student societies in each state such as Ngalaya (NSW) and Tarwirri (VIC) 			
<ul style="list-style-type: none"> contribution to scholarships such as the WA Indigenous Legal Scholarship; and 			
<ul style="list-style-type: none"> facilitating mentorship where relevant. 			

Pathways to economic engagement

Contributing to the education, employment and mentoring of First Nations students, and maintaining our commitment to supporting First Nations-owned businesses.



ACTIONS	TARGET COMPLETION DATE	RESPONSIBILITY	STATUS
GOAL: maintain a commitment to building supplier diversity through supporting First Nations-owned businesses			
Continue founding membership of Supply Nation.			●
<ul style="list-style-type: none"> Allens representative to attend Connect conference annually to network, seek new opportunities and build knowledge on current best practice. 	August 2023 and each year of plan	Community Engagement Manager	●
Continue to support First Nations-owned businesses through the firm's responsible sourcing policy and through mentoring and training opportunities.			
<ul style="list-style-type: none"> Promote the firm's responsible sourcing policy to all staff annually. 	July each year of plan	Community Engagement team	●
<ul style="list-style-type: none"> Deliver training to procurement decision-makers to build awareness of opportunities in the market to expand supplier diversity through engaging with First Nations-owned businesses. 	September 2023 and each year of plan	Community Engagement team	●
<ul style="list-style-type: none"> Engage with at least four First Nations-owned businesses each year across all areas of the firm. 	June each year of plan	Community Engagement team Reconciliation Committee	●
<ul style="list-style-type: none"> At least one office each year to offer the social and Indigenous enterprise Boot Camp or similar initiative to support growth of First Nations businesses at startup phase. 	September 2023 and each year of plan	Accelerate team Pro bono coordinators Reconciliation Committees	●
Investigate opportunities for Allens people to participate in Supply Nation's Jump Start initiative with a view to having a group of Allens staff who can volunteer to assist with a range of business needs.	March 2023	Reconciliation Committees Community Engagement Manager	●

Pursuing pathways to understanding

Embedding understanding and respect for First Nations cultures remains a key focus, with cultural capacity training and awareness initiatives playing a vital role in our efforts. We have expanded training across the firm, prioritising graduates and pro bono team members and delivering the first partner/director-only session as well as general sessions open to all staff. We have more work to do to build participation and expand this to a wider group of Allens people. We are looking into a digital training module for new starters and continuing to focus on embedding Acknowledgement of Country and Welcome to Country practices at firm events.

Progress at a glance

We outlined 14 actions within pathways to understanding, some of which are ongoing commitments and others targeted to be achieved within the reporting period which spans 2023–26.

Status of actions under the pathways to understanding stream of work



Highlights

- Hosted 16 face-to-face cultural capacity training sessions
- Delivered a number of events for our clients and our people in support of the Voice to Parliament

Reflections

During the first two years of the plan, we hosted 16 face-to-face cultural capacity training sessions. Initially, we committed to delivering the training to all graduates within their first year of joining the firm and have since piloted sessions that are open to all staff. We will continue to refine this offering to build participation across teams and roles. Our pro bono team members working on First Nations-specific work also engaged in cultural capacity training where appropriate, as did the supervisors and performance coaches of our First Nations Corporate Services interns.

Further progress on cultural capacity training has faced delays, particularly in delivering face-to-face sessions to all partners within the timeframe set out in the plan and integrating training into the senior associate or managing associate pathway programs. The first tailored partner and director session was delivered to some of our senior leaders including our Executive Committee in February 2025. We will build on this to try to achieve our goal of delivering this program to all partners and directors over the next two years. We are considering the development and implementation of a compulsory digital cultural capacity training module for new starters.

The Reconciliation Committees throughout the firm, with support from our Corporate Services teams, planned and conducted several events aimed at increasing awareness and providing education in preparation for the referendum on a Voice to Parliament. This included a series of events for our people and clients to discuss the referendum questions and provide education to support decision-making ahead of the referendum. While the referendum was ultimately not successful, we should acknowledge the efforts of a number of our people over many years, to influence policy and strategy, and to spark discussion and debate on this issue in our firm and broader community.

We want to ensure that Acknowledgement of Country practices are embedded within the firm and will continue to work on ways to do that in the coming year. We have invited a First Nations Elder to deliver a Welcome to Country at firm events such as our annual partners' conference, and will continue to seek similar opportunities to do so.

Pathways to understanding

Embedding cultural safety in our workplaces and supporting internal Reconciliation Committees to maximise their impact.



ACTIONS	TARGET COMPLETION DATE	RESPONSIBILITY	STATUS
GOAL: embed understanding and respect for First Nations cultures through policies, programs and practices			
Maintain Reconciliation Committees in each of our Australian offices, meeting regularly to drive engagement of our people in reconciliation initiatives.	Ongoing	Reconciliation Committees	●
Continue to deliver face-to-face cultural capacity training to all graduates within their first year at the firm.	October 2023 and each year of plan	Learning & Leadership Manager P&D Consultant Community Engagement Manager	●
Expand delivery of cultural capacity training opportunities across the firm.			
<ul style="list-style-type: none"> Source and pilot compulsory digital cultural capacity training for all new starts other than law graduates. 	March 2024	Learning & Leadership Manager Community Engagement Manager	●
<ul style="list-style-type: none"> Within each two-year period deliver at least one cultural capacity in-person training session in each Australian office, open to all partners and staff. 	December 2024, December 2026	Learning & Leadership Manager Community Engagement Manager	●
<ul style="list-style-type: none"> All partners and directors to attend tailored cultural capacity training within the four-year period of the plan. 	September 2024	Chief People Officer Head of Talent & People Strategy Community Engagement Manager	●
<ul style="list-style-type: none"> Include cultural capacity training sessions in either the Senior Associate Success Program or Managing Associate Pathways Program. 	Ongoing	Head of Leadership & Learning Head of Talent & People Strategy Community Engagement Manager	●
<ul style="list-style-type: none"> Ensure any partners and staff undertaking pro bono work for First Nations clients participate in cultural capacity training relevant to the specific work. 	Ongoing	Head of Community Engagement Pro Bono coordinators	●
Include a First Nations-led charity in the firm's workplace giving program.	May 2023	Head of Community Engagement Community Engagement Manager	●

Pathways to understanding

Embedding cultural safety in our workplaces and supporting internal Reconciliation Committees to maximise their impact.



ACTIONS	TARGET COMPLETION DATE	RESPONSIBILITY	STATUS
GOAL: embed understanding and respect for First Nations cultures through policies, programs and practices (<i>continued</i>)			
Continue work to embed Acknowledgement of Country within the firm and invite Elders to deliver a Welcome to Country for at least one firm event per year.	Ongoing	Reconciliation Partner Reconciliation Committees Community Engagement Manager Head of Communications & Brand	●
GOAL: reconciliation Committees in each Allens office actively engage in the development, promotion and implementation of our First Nations Plan			
Rename all Reconciliation Committees to acknowledge Aboriginal city name, eg [<i>Boorloo/Warrane/Naarm/Meanjin</i>] Reconciliation Committee. Update internal and external references to reflect this change.	March 2023	Reconciliation Committees Community Engagement Manager	●
Develop new committee Terms of Reference in line with the goals and actions in this new plan.	December 2023	Reconciliation Committees Community Engagement Manager	●
Host at least one event in each Australian office, or one national event, annually to mark each of National Reconciliation Week (NRW) and NAIDOC Week, to celebrate First Nations culture and community and to strengthen relationships between First Nations staff and other staff.	May, July each year of plan	Reconciliation Committees	●
Representation from each office to attend at least one external NRW or NAIDOC Week event per year.	By July each year of plan	Reconciliation Committees	●
Each year, host at least one external event (attended by clients and/or community) in each Australian office, or one national event, either to celebrate First Nations culture or lead reconciliation-related discussions.	November each year of plan	Reconciliation Committees	●

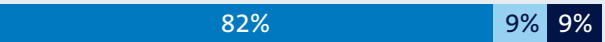
Governance and reporting

We have refreshed leadership across our Reconciliation Committees, with a focus on collaboration, reporting, and accountability in delivering the plan. We continue to share reconciliation-related stories, seek guidance from First Nations contacts, and work towards strengthening First Nations involvement in the governance of our strategy.

Progress at a glance

We outlined 11 governance actions, some of which are ongoing commitments and others targeted to be achieved within the reporting period which spans 2023–26.

Status of actions under the Governance stream of work



Highlights

- Refreshed committee guidelines and internal reporting mechanisms
- Shared reconciliation-related stories through internal and external communications channels to increase awareness of our work in this space

Reflections

Over the past year, leadership across the Reconciliation Committees has been revitalised, with the introduction of new Terms of Reference, committee guidelines to enhance collaboration across offices, and improved reporting mechanisms. These changes are aimed at strengthening coordination and accountability in delivering the plan.

Our Reconciliation Committees, which include some First Nations-identifying staff, play a key role in shaping and implementing First Nations strategies. Recognising and rewarding this work can be challenging. While we have some ways to acknowledge contributions, we are exploring the best way to recognise and reward those who help to foster our inclusive culture and community engagement. A targeted focus will be required to create a sustainable approach for First Nations involvement in and recognition of their contribution to First Nations strategy development and delivery.

With the support of the Communications team, reconciliation-related stories are regularly shared through internal and external channels, showcasing activity across all plan pathways. While formal advisory connections are yet to be established, we maintain productive relationships with First Nations contacts who provide valuable advice and feedback on the plan’s progress. Efforts are also ongoing with the People & Development team to develop best practices for incorporating First Nations voices into the governance of our First Nations strategy and its implementation.

Governance and reporting



ACTIONS	TARGET COMPLETION DATE	RESPONSIBILITY	STATUS
GOAL: institute strong governance process to support strategy delivery of First Nations Plan			
Formalise relationships with external First Nations advisers to provide guidance and support the delivery of the new plan.	May 2023	Head of Community Engagement Reconciliation Committees Community Engagement Manager	●
Maintain dashboard document to track activities against the plan over the four-year period.	Ongoing	Community Engagement Manager	●
Report on progress against the plan to each meeting of the Community Engagement Board and to the Allens board annually.	Ongoing	Head of Community Engagement Reconciliation Committees Community Engagement Manager	●
Implement best practice process for First Nations involvement in the governance of First Nations strategy formulation and delivery.	October 2023	Senior Inclusion & Wellbeing Manager Head of Community Engagement Community Engagement Manager	●
Formally review and update plan goals and actions following two-year review of progress and share externally.	February 2025	Reconciliation Committees	●
Convene quarterly national Reconciliation Committee meetings with the Reconciliation chair and committee key contacts from each office location to discuss current topics, upcoming events and opportunities, and to share key updates.	February, May, August, November each year of plan	Reconciliation Partner Community Engagement Manager	●

Governance and reporting



ACTIONS	TARGET COMPLETION DATE	RESPONSIBILITY	STATUS
GOAL: institute strong governance process to support strategy delivery of First Nations Plan (<i>continued</i>)			
Review and update budget tracking processes for Reconciliation committees to ensure budgets are well utilised across the year.	July 2023 and annually	Community Engagement Manager Reconciliation Committees	●
Share stories and reports on progress with Allens staff and externally through:	March 2023 and annually	Head of Communications & Brand Reconciliation Committees	● ● ● ●
<ul style="list-style-type: none"> Promoting the launch of our new plan and progress reports to staff, clients and key contacts in our reconciliation network; 			
<ul style="list-style-type: none"> Sharing highlights of our work in reconciliation to LinkedIn and other external channels; 			
<ul style="list-style-type: none"> Regular intranet, community site and Yammer updates to all staff; and 			
<ul style="list-style-type: none"> Profiling at significant staff meetings and events. 			

Acknowledgements

We would like to acknowledge and thank the firm's Reconciliation Committees as well as the large number of our people across the firm who continue to work with us on delivering the commitments in our First Nations Engagement Plan. Particular thanks goes to Jason Timor of StoneCrab, for his assistance in the review of progress to-date and guidance on our focus for the coming two years.

For queries relating to this plan, please contact:
[Jodie Symes](#), Community Engagement Manager

