

RECONCILIATION ACTION PLAN

2008

FOREWORD

It is with great pride and commitment that I present Gilbert + Tobin's first Reconciliation Action Plan, Growing Together.

Gilbert + Tobin congratulates Reconciliation Australia for its vision in creating clear pathways for Australian organisations to work towards measurable and positive action in partnership with Aboriginal and Torres Strait Islander Australians.

Gilbert + Tobin is proud of the relationships and collaborations that we have forged with Aboriginal people and organisations over our twenty year history. In part, this Reconciliation Action Plan maps Gilbert + Tobin's energies today. But in important respects, it sets us on a different course, particularly our commitments to more successfully retain Aboriginal and Torres Strait Islander employees; to engage more formally with Aboriginal and Torres Strait Islander high school students and university students; and to more explicitly foster better mutual awareness and understanding between Indigenous and non-Indigenous cultures in our workplace.

We look forward to the rewarding and challenging journey that this RAP promises, and to making successful partnerships with Aboriginal people a stronger part of Gilbert + Tobin's growth.

Danny Gilbert
Managing Partner



OUR BUSINESS

Gilbert + Tobin is a leading Australian corporate law firm.

Our expertise includes Corporate Advisory, Mergers and Acquisitions, Capital Markets, Tax, Finance, Communications and Technology, Competition and Regulation, Intellectual Property, Media, Litigation and Dispute Resolution, and Real Estate and Projects.

Established in 1988, Gilbert + Tobin has more than 400 people and has the highest proportion of female partners of any major Australian law firm. It is also acknowledged as a pioneer in providing pro bono services.

We are growing internationally, particularly in the Asia Pacific region.

OUR RAP JOURNEY

In November 2007, Gilbert + Tobin gave a commitment to Reconciliation Australia to establish this Reconciliation Action Plan (RAP). In the eleven months since we gave that commitment, we have worked together with a dedicated team of remarkable Aboriginal people to flesh out what our commitments mean in practice.

We would like to sincerely thank the Aboriginal people who agreed to be part of our RAP Action Team and who have worked, and will continue to work, with us so generously. They are:

- + Mr Terry Chenery, Executive Officer, Aboriginal Justice Advisory Council;
- + Ms Megan Davis, Director, Indigenous law Centre, University of New South Wales;
- + Ms Dixie Link-Gordon, Director, Mudgin-gal Women's Centre; and
- + Mr Shane Phillips, Chief Executive Officer, Tribal Warrior Association.

The remaining members of our RAP Action Team are Gilbert + Tobin staff including our Managing Partner, Danny Gilbert, together with Michelle Hannon (Partner, Pro Bono & CSR), Robyn Whittaker (Head, Human Resources), Effie Kabourakis (Human Resources Consultant), Melissa Leslie (Human Resources Consultant), Petra Stirling (People Development Consultant), and Sheila McGregor (Partner, Corporate, Communications & Technology).

Our RAP Action Team worked with the overall supervision of our Corporate Social Responsibility Steering Committee, made up of partners across the business. Staff were also broadly consulted in the work of the RAP Action Team, and were engaged in targeted consultations around particular aspects of the program.

Our Statement of Commitment was given to Reconciliation Australia in the following terms:

Our firm has always had a strong commitment to support Aboriginal and Torres Strait Islander people and organisations to access legal services and the justice system, and to work with our Aboriginal and Torres Strait clients to achieve their objectives.

Gilbert + Tobin now commits to developing a formal Reconciliation Action Plan to ensure that our intentions are matched in deed by:

- + creating better awareness, understanding and acknowledgement of Aboriginal and Torres Strait Islander cultures amongst the people at Gilbert + Tobin
- + continuing to provide pro bono legal services to Aboriginal and Torres Strait Islander people and organisations
- + continuing to support Aboriginal and Torres Strait Islander entrepreneurs to establish businesses
- + continuing to support Aboriginal and Torres Strait Islander students to complete their studies at law schools
- + beginning a formal Indigenous Employment Strategy to employ Aboriginal and Torres Strait Islander support staff and professional staff in our firm
- + achieving those commitments in partnership and collaboration with Aboriginal and Torres Strait Islander people and in a way that meets their expectations of us.

Gilbert + Tobin looks forward to providing a Reconciliation Action Plan to Reconciliation Australia by September 2008 for consideration and to fulfilling its promise in word and action, in partnership with Aboriginal and Torres Strait Australians.

This document sets out how Gilbert + Tobin will implement our commitments, and how we will measure our success in fulfilling them.

Respect, relationships and opportunity

We welcome Reconciliation Australia's approach to developing a Reconciliation Action Plan, namely through developing mutual respect, strong relationships combined with meaningful opportunities between our business and Aboriginal and Torres Strait Islander people.

OUR COMMITMENTS

Respect keeps relationships strong

Working in partnership with Aboriginal and Torres Strait Islander people

1. We have established and will continue to maintain a consultative group of Aboriginal and Torres Strait Islander people to help guide the development, implementation and effectiveness of our Reconciliation Action Plan.
2. We are committed to working with Aboriginal and Torres Strait Islander peoples. That means working collaboratively and consultatively in a spirit of equal partnership rather than charitable beneficence.

Create better awareness, understanding and acknowledgement of Aboriginal and Torres Strait Islander cultures, histories and realities

3. Develop and introduce at Gilbert + Tobin a cultural awareness and competency program, Shifting Perspectives, to ensure that:
 - + all Gilbert + Tobin partners and staff have the opportunity to learn more about Aboriginal and Torres Strait Islander histories, cultures and contemporary realities;
 - + we provide pro bono legal services to Aboriginal and Torres Strait Islander individuals and organisations in a culturally appropriate way both in terms of the substance of our advice and representation, and in terms of how it is provided;
 - + we create a working environment in which Aboriginal and Torres Strait Islander people feel welcome and valued, and;
 - + we provide ongoing understanding and support among Gilbert + Tobin partners and staff for our Reconciliation Action Plan and associated programs.

How will we do this?

Acknowledgement of Country

Gilbert + Tobin partners and staff are encouraged to acknowledge country when they host or present at large internal or external meetings.

A protocol for how to acknowledge country is available to our staff on our intranet.

Celebrating success, saying goodbye to colleagues, welcoming new colleagues, group events

When our staff have something to celebrate or to mark, like the arrival or departure of a colleague, or the end of financial year etc, they might ordinarily think of a restaurant or a bar.

But there are some wonderful experiences to be had close to where we work that can also open our staff's eyes to Aboriginal and Torres Strait Islander cultures.

A list of possibilities is updated and posted on our intranet. For instance:

- + Tribal Warrior Aboriginal Cultural Cruises on Sydney Harbour – you will hear stories of the Sydney Harbour tribes, learn the Aboriginal names and meanings of significant Sydney landmarks. They can arrange a bush tucker menu through Yaama Diyaan, an Indigenous catering company;
- + Aboriginal Heritage Walks – Royal Botanic Gardens. For about \$25/head, you can take a guided walk with the Aboriginal Education Officer, Clarence Slockee, who will take you on a journey of discovery. Uncover the Royal Botanic Gardens rich Aboriginal heritage, experience traditional music, dance and artefacts, and taste some bush foods

Lunch time chats

Sometimes the most effective way to learn about people with different experiences is to sit with them and chat, to exchange points of view and to explore each other's experiences. While we run a business that means our staff are pressed for time, occasionally all of us have time for a sandwich and a chat. We might bring small groups of G+T staff together in a relaxed environment – for example, the lawns of Hyde Park – for a lunch time get together with an Aboriginal or Torres Strait Islander person with whom we work and who wants to share their story, and to hear yours.

Windows on the World

What can we see from our office windows? The sprawl of Sydney to the west and the south, the majesty of the harbour to the north and the east. But there are other histories to be told. We are developing a series of audio resources to bring an Aboriginal perspective of the view to life for our staff, our clients and other visitors.

Art program

In our reception area, there is a collection of larrakitj or memorial poles. They are hollow log coffins from North East Arnhem Land and they have been painted by senior elders of the Yolngu people. They tell sacred stories – the designs on the larrakitj are the law. Each stroke follows a timeless template specific to the spiritual identity of kinship and country of Yolngu law.

Traditionally, the outer painted skin protects the material remains as the spirit of the deceased returns along the songlines to its point of origin in country, so that the cycle may continue.

Our staff can learn a lot more about the designs of the larrkitj, and other Aboriginal and Torres Strait Islander artworks in our collection, through the Shifting Perspectives program.

Garma Festival and other community visits

We will continue to send staff who make an exceptional contribution to our pro bono and community programs to the Garma Festival in North-East Arnhem Land. This is a wonderful opportunity for our staff to learn more about the Yolngu people of North East Arnhem Land, to visit their country and to participate in a festival dedicated to two way learning and reconciliation between Indigenous and non-Indigenous Australians.

In time, our community programs may lead us to build relationships with other Aboriginal or Torres Strait Islander communities and we can ensure staff have an opportunity to become familiar with those communities too.

Mark events of significance to Aboriginal and Torres Strait Islander peoples at Gilbert + Tobin

As a firm, we mark events of significance to Aboriginal and Torres Strait Islander people, for example, Sorry Day, Reconciliation Week and NAIDOC Week.

Alignment of firm-aided fundraising efforts with Aboriginal and Torres Strait Islander organisations and programs

We have a proud record of staff-initiated fundraising, together with fundraising conducted under the auspices of the firm for organisations such as Fred Hollows Foundation, Habitat for Humanity, Cancer Council NSW, the Children's Medical Research Institute's Jeans for Genes campaign, UNIFEM and the Redfern Legal Centre.

The firm also runs fundraising events. We will work to steer a significant portion of firm-directed fundraising energies towards programs and organisations that support Aboriginal and Torres Strait Islander education, employment and economic empowerment.

Provision of pro bono legal services

4. We will continue to prioritise Aboriginal and Torres Strait Islander people and organisations in the delivery of pro bono legal services.
5. We will continue to maintain close relationships with Aboriginal and Torres Strait Islander organisations and community members in order to meet their identified needs.

Opportunities

Indigenous Employment Strategy

6. Gilbert + Tobin has developed an Indigenous Employment Strategy to recruit more Aboriginal or Torres Strait Islander people to join our business.

In 2008, we established the Gilbert + Tobin Indigenous Cadetship Program (see www.gtlaw.com.au/careers/icp) to employ our first Indigenous Cadets from the University of New South Wales' Law School. In subsequent years, we will expand this program to include all law schools in or around Sydney. This program is made possible with the support of the Commonwealth Department of Education, Employment and Workplace Relations' National Indigenous Cadetship Program. The Cadets will be provided with work that complements their university studies, with the aim of supporting them to successfully complete their law degrees, and we hope, to join us as graduates. We aim to recruit at least two Indigenous Cadets each year.

We also hope to employ (and retain) up to five new Aboriginal and Torres Strait Islander operations staff to our business in the financial year 2008 – 2009 and to continue to steadily grow the numbers of Aboriginal and Torres Strait Islander staff in our operations team.

7. Gilbert + Tobin will obtain any necessary exemptions from anti-discrimination legislation in order to promote Aboriginal or Torres Strait Islander employment at Gilbert + Tobin.

Support for Aboriginal and Torres Strait Islander entrepreneurs

8. Gilbert + Tobin recognises the importance of supporting Aboriginal or Torres Strait Islander community entrepreneurs. We will continue to do so by providing pro bono legal assistance at start up, and "graduating" those clients into paying clients as their businesses grow.
9. Gilbert + Tobin will continue to support Aboriginal & Torres Strait Islander businesses by procuring goods and services from Aboriginal & Torres Strait Islander businesses that are competitive in quality, price and service.

Indigenous Education

10. Gilbert + Tobin recognises the importance of education. It gives people greater choice in life. Through extensive consultation, and in collaboration with Tranby Aboriginal College and the University of Technology Sydney (UTS:Education), we have created an Indigenous Youth Program that is to be launched in October 2008.
11. The Indigenous Youth Program will bring together up to 15 Aboriginal and Torres Strait Islander high school students (Years 9 – 11) each year. In the first year, the participants

will come from the Greater Sydney Area. Over time, we hope to extend the geographic reach of the program. The program provides a year long residential and remote learning experience that will celebrate and value students' Aboriginal and Torres Strait Islander identity; promote personal resilience; develop participants' communication and planning skills; and will allow the participants to practice the art of taking an idea and turning it into reality. The program will support them to remain connected to education and training, and will provide them with both a network of personal support and some financial assistance. In this way, they will experience what it is to achieve something productive, to make small change, and to use the knowledge and skills, and to exercise the choices that education brings.

12. We will remain connected to these students and will continue to provide them with personal and financial assistance to ensure that obstacles to continuing education are removed or minimised.
13. We will develop, deliver and evaluate this project in partnership with Aboriginal organisations and leading educational providers.
14. We will continue to host regular visits from Aboriginal and Torres Strait Islander high school students and university students to share with them the opportunities available for them in a corporate law firm like Gilbert + Tobin. We welcome a group of Winter School students and Foundations Enrichment program through the University of New South Wales' Nura Gili Indigenous Programs Centre.

Evaluation, reporting and continual improvement

15. We will report to Reconciliation Australia on our progress against this RAP each year, and we will work to develop stronger indicators of what success under this RAP looks like.
16. We are beginning in 2008 in small ways that we trust will grow into larger initiatives in time. We do not underestimate the challenge of bringing these commitments to life.
17. We undertake this RAP with the understanding that it is the creation of lasting relationships of trust and respect between the staff and partners of Gilbert + Tobin and the Aboriginal and Torres Strait Islander organisations and individuals with whom we work that will ensure the success of the initiatives to which we are committing here.



RELATIONSHIPS

Strong relationships embody mutual respect and understanding and are essential to working in collaboration with our clients, our community project partners and our employees. The idea of working together, growing together and benefiting one another are central to Gilbert + Tobin's RAP.

Focus Area

Work in partnership with Aboriginal and Torres Strait Islander people. Gilbert + Tobin wants to make Aboriginal and Torres Strait Islander people a stronger part of our growth because we are a successful Australian business and it is appropriate that the First People of this country are a part of our success.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGETS
Consultation and guidance			
<p>Established a consultative group of Aboriginal people to join Gilbert + Tobin senior staff and operational managers to guide the development, implementation and effectiveness of our Reconciliation Action Plan. This group is known as our RAP Action Team.</p> <p>Our RAP Action Team meets monthly and will continue to oversee the implementation and effectiveness of our RAP.</p>	<p>Partner, Corporate Social Responsibility</p>	<p>Partner, Corporate Social Responsibility</p>	<p>Maintain the engagement of the current external stakeholders until at least September 2009.</p> <p>Review, in collaboration with stakeholders, the possibility of their ongoing engagement beyond September 2009.</p> <p>Completion of first year's report on implementation of this RAP.</p>
Relationships and partnerships			
<p>Maintain close relationships with Aboriginal and Torres Strait Islander organisations and community members in order to meet their identified needs.</p>	<p>Everyone, led by the Pro Bono Team and Partner, Corporate Social Responsibility</p>	<p>Ongoing (Internal pro bono reports are generated quarterly)</p> <p>Ongoing (Internal CSR reports are produced monthly)</p> <p>Ongoing</p>	

RESPECT

When new staff are welcomed to Gilbert + Tobin, they are told that this is a place where people respect one another as equals. This firm is a diverse community in which not everyone agrees with one another. However, respect for one another and our differences, characterise Gilbert + Tobin’s culture.

As a firm, we understand that reconciliation between Aboriginal and Torres Strait Islander people and other Australians is a long and necessary process that cannot begin to take place without mutual acknowledgement and respect. We understand ourselves to be part of that process, and that is why we aim to create better awareness, understanding and acknowledgement of Aboriginal and Torres Strait Islander cultures, histories and realities in our workplace.

Develop and introduce at Gilbert + Tobin a cultural awareness and competency program, Shifting Perspectives, to ensure that:

- a. all Gilbert + Tobin partners and staff have the opportunity to learn more about Aboriginal and Torres Strait Islander histories, cultures and contemporary realities;
- b. we provide pro bono legal services to Aboriginal and Torres Strait Islander individuals and organisations in a culturally appropriate way both in terms of the substance of our advice and representation, and in terms of how it is provided;
- c. we create a working environment in which Aboriginal and Torres Strait Islander people feel welcome and valued, and;
- d. we provide ongoing understanding and support amongst Gilbert + Tobin partners and staff for our Reconciliation Action Plan and associated programs.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGETS
Acknowledge country			
Encourage Gilbert + Tobin partners and staff to acknowledge country when they host or present at large internal or external meetings.	Gilbert + Tobin partners, led by the CSR Steering Committee Everyone shares this responsibility	Ongoing	Staff question why country was not acknowledged.
Publish and promote a suggested protocol for how to acknowledge country and how to arrange a welcome to country has been prepared by our Partner, Corporate Social Responsibility, and is available to our staff on our intranet.	Partner, Corporate Social Responsibility	Achieved	
Invite traditional owners to provide a welcome to country for significant events.	Everyone	Ongoing	How often and in connection with which events were traditional owners invited to provide a welcome to country?

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGETS
Shifting Perspectives			
<p>Opportunities for interaction</p> <p>Create regular and ongoing opportunities for staff to meet and interact with Aboriginal and Torres Strait Islander people with whom we have a relationship at work.</p>	<p>Partner Corporate Social Responsibility</p>	<p>August 2008 – ongoing</p>	<p>Report on events that promote interaction between Gilbert + Tobin staff and Aboriginal and Torres Strait Islander people in our annual RAP report.</p>
Art program			
<p>Our staff can learn a lot more about the designs of the larrkitj, and other Aboriginal and Torres Strait Islander artworks in our collection, through the Shifting Perspectives program.</p>	<p>Partner, Corporate Social Responsibility</p>	<p>From December 2008</p> <p>By October 2009</p> <p>From December 2008</p>	<p>All art within the Gilbert + Tobin collection to be displayed with full artist credits including artists’ statements.</p> <p>One guided tour of art collection conducted annually.</p> <p>Audio content for clients, visitors and staff produced for key works in the Gilbert + Tobin art collection.</p>
Garma Festival			
<p>Continue to invite staff who make an exceptional contribution to our pro bono and community programs to attend the Garma Festival in North-East Arnhem Land.</p> <p>Staff make a presentation to the firm on their return, and take responsibility for preparing the next group of attendees to prepare for their Garma experience. Sometimes, staff make recommendations in connection with our engagement with Aboriginal and Torres Strait Islander clients and organisations.</p>	<p>Pro Bono Team & Partner Corporate Social Responsibility</p>	<p>August 2009</p>	<p>Five staff members attend the Garma Festival annually.</p> <p>Attendees report back to the firm on their experiences and offer any reflections and recommendations they wish to make.</p>

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGETS
<i>Windows on the World</i>			
Develop a series of audio resources to bring an Aboriginal perspective of the view from our windows to life for our staff, our clients and other visitors.	Partner, Corporate Social Responsibility with RAP Action Team	First set of audio materials produced and available by December 2008	Production of at least one set of audio resources sharing an Aboriginal perspectives of the land seen from each cardinal point of the compass – north, south, east and west. Make audio content available in staff breakout areas and post on intranet. All incoming staff introduced to this content as part of induction.
Mark events of significance to Aboriginal and Torres Strait Islander peoples at Gilbert + Tobin	Partner, Corporate Social Responsibility	Annually	All staff invited to attend at least one internal event to celebrate Sorry Day, National Reconciliation Week or NAIDOC Week.
<i>Mark events of significance to Aboriginal and Torres Strait Islanders at Gilbert + Tobin, for example, Sorry Day, National Reconciliation Week and NAIDOC Week.</i>			
Promote external events to Gilbert + Tobin staff.	Marketing & Events Executive		All staff invited to attend at least one external Indigenous event, such as NAIDOC Week in Redfern or the Message Sticks Indigenous Film Festival.

OPPORTUNITIES

Reconciliation at Gilbert + Tobin is about providing concrete programs and opportunities to enact the beliefs that we espouse. We do so in the ways that we judge we will be most effective, namely, through the provision of legal services to Aboriginal & Torres Strait Islander individuals and organisations; the increased employment of Aboriginal and Torres Strait Islanders; investment in educational excellence for Aboriginal and Torres Strait Islander students; and support for Aboriginal and Torres Strait Islander entrepreneurs.

1. Legal Services - Gilbert + Tobin is a pioneer of pro bono legal services in Australia. We continue to be committed to providing quality legal services to Aboriginal and Torres Strait Islander individuals and organisations who could not otherwise access legal services.
2. Employment - Gilbert + Tobin has developed an Indigenous Employment Strategy to recruit more Aboriginal or Torres Strait Islander people into our business in all roles.
3. Education - Gilbert + Tobin recognises the importance of education. It gives people greater choice in life. We will invest in the education of Aboriginal and Torres Strait Islander youth, and in the ongoing education of our staff.
4. Entrepreneurs - Gilbert + Tobin assists Aboriginal and Torres Strait Islander entrepreneurs through our pro bono services. We look to 'graduate' entrepreneurs into paying clients as their business become successful.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGETS
Pro bono services			
Continue to prioritise Aboriginal and Torres Strait Islander people and organisations in the delivery of pro bono legal services.	Pro Bono Team	Ongoing	Report on and consider Aboriginal and Torres Strait Islander clients and any emerging needs that may be identified. Review whether we need to consider adapting our service delivery model in any way to meet unmet demand, within the limits of our expertise.
Employment			
Indigenous Cadetship Program Establish the Gilbert + Tobin Indigenous Cadetship Program to recruit annually two cadets and to provide them with work that complements their university studies, with the aim of supporting them to successfully complete their law degrees, and we hope, to join us as graduates.	Human Resources	August 2008 – ongoing	The successful recruitment of two cadets per year (achieved in 2008). Two further cadets to begin working with us no later than Semester 2, 2009. The successful retention of the Indigenous cadets for the duration of their degrees. Subject to performance, make an offer of graduate employment to graduating cadets.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGETS
Operations Staff			
Gilbert + Tobin hopes to employ (and to retain) up to five new Aboriginal and Torres Strait Islander operations staff to our business in the financial year 2008 – 2009 and to continue to steadily grow the numbers of Aboriginal and Torres Strait Islander staff in our operations team.	Human Resources	1 July 2008 – 30 June 2009 2009 onwards	The successful recruitment of up to five Aboriginal and Torres Strait Islander operations staff by 30 June 2009.
Exemptions			
Gilbert + Tobin will obtain any necessary exemptions from anti-discrimination legislation in order to promote Aboriginal or Torres Strait Islander employment at Gilbert + Tobin.	Pro Bono Team	February 2009	Exemptions granted as required.
Education			
Indigenous Youth Program Establish and pilot an annual program Aboriginal and Torres Strait Islander high school students.	Partner Corporate Social Responsibility External partners – Tranby Aboriginal College and UTS:Education	Pilot from October 2008 – October 2009, and then ongoing	Recruitment of 15 participants by December 2008. Retention of participants throughout the scheduled program pilot. Successful graduation from the program of 15 participants in October 2009. Participants ongoing connection to the program, to each other and to the organisational stakeholders, Gilbert + Tobin, Tranby Aboriginal College and UTS:Education.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGETS
Entrepreneurs			
Entrepreneurial clients Support Aboriginal and Torres Strait Islander entrepreneurs by providing pro bono legal assistance at start up, and ‘graduating’ those clients into paying clients as their businesses succeed.	Pro Bono Team	Ongoing	Review of Aboriginal & Torres Strait Islander clients whom we have assisted to start up commercial enterprises for capacity to pay legal fees at a discounted or full fee rate.
Entrepreneurial suppliers Continue and grow our support for businesses owned by Aboriginal or Torres Strait Islander people where those businesses offer goods and services to Gilbert + Tobin that are required and that can be supplied on a competitive basis.	Operational Managers	Ongoing	Review of suppliers.

TRACKING PROGRESS AND REPORTING

Strong relationships embody mutual respect and understanding and are essential to working in collaboration with our clients, our community project partners and our employees. The idea of working together, growing together and benefiting one another are central to Gilbert + Tobin’s RAP.

Focus Area

Evaluation, Reporting and Continual Improvementess.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGETS
Report to Reconciliation Australia on our progress against this RAP each year.	Partner Corporate Social Responsibility	September 2008 – September 2009	Production of a report against this matrix.
Develop strong indicators of what success under this RAP looks like.	Human Resources		Development of better indicators and measures.
	Learning & Development		Setting of new targets for 2010.
	RAP Action Team		

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGETS
Undertake this RAP with the understanding that it is the creation of lasting relationships of trust and respect between the staff and partners of Gilbert + Tobin and the Aboriginal and Torres Strait Islander organisations and individuals with whom we work that will ensure the success of the initiatives to which we are committing here	Everyone	Ongoing	RAP discussed at team meetings throughout our business. Staff engaged in discussions about Gilbert + Tobin's commitments under this RAP.

CONTACT

If you have any questions about Gilbert + Tobin's Reconciliation Action Plan, please contact our Partner of Corporate Social Responsibility, Michelle Hannon on +61 2 9263 4110 or at mhannon@gtlaw.com.au



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