

Innovate Reconciliation Action Plan

February 2026 – February 2028



ACKNOWLEDGEMENT OF COUNTRY

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Turks acknowledges the Traditional Owners of the land on which our business operates and lands throughout Australia. We pay our respects to Aboriginal and Torres Strait Islander cultures, and to Elders past, present and emerging.

Turks acknowledges that its Brisbane office is on the traditional lands of the Turrbal and Yuggera (also known as Yagara) peoples.

Turks acknowledges that its Melbourne office is on the traditional lands of the Wurundjeri Woi Wurrung and Bunurong Boon Wurrung peoples.

Turks acknowledges that its Newcastle office is on the traditional land of the Awabakal and Worimi peoples.

Turks acknowledges that its Sydney office is on the traditional land of the Gadigal people of the Eora Nation.

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ABOUT THE ARTIST



VAL SMITH



Val Smith is a Widjabul Wiabul woman, born and raised and currently living in Lismore. She uses various art forms to share her experiences from childhood through to Motherhood. Val's art practice deepens and strengthens her connection to culture. She offers an array of prints and textiles adorned with original artwork, alongside ceramic and woven pieces, with a deep commitment to accessibility, crafting works that honour all bodies and creating artworks that are inclusive across the spectrum of socio-economic backgrounds. Val has exhibited alongside her daughter Nunja at Lismore based gallery Amarina AARI and has aspirations to exhibit more in her hometown.



TELL ME ABOUT YOUR MOB

You see 17 small meeting places. They represent my parents, siblings, and myself. You see the travel lines that connect us all even though we age and grow apart. You see the many people inside each section, they represent the joy, adventure, togetherness, love, and freedom that I felt when us kids would spend our days climbing trees, tormenting each other. The crazy chaos that I felt love in.

Those people also represent my growing mob. All the grannies, nephews, nieces, cousins that are coming into our lives.



OUR VISION FOR RECONCILIATION

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At Turks, our vision for reconciliation is a legal profession where First Nations peoples feel respected, valued, and heard. We are committed to using our voice and influence to support meaningful and enduring change across our profession and the communities we serve.

This is our second Innovate Reconciliation Action Plan (RAP), and it represents a renewed and focused commitment to advance the work we began. We are building on the solid foundation of our previous RAP's, while intentionally addressing the areas that require more attention - governance, stakeholder consultation, employment pathways, cultural protocols, and strengthening our approach to communication, engagement, and cultural learning.

We acknowledge the importance of self-determination and genuine partnership in progressing reconciliation. We aspire to see a legal system that serves First Nations peoples equally and equitably and provides a platform for Aboriginal and Torres Strait Islander voices to shape the future.

Through this RAP, Turks will:

- Elevate First Nations voices within our firm, ensuring their perspectives are at the forefront of conversations around reconciliation;
- Strengthen our governance and accountability to ensure that reconciliation is embedded in our strategy, our culture, and our people practices;
- Enhance communication and engagement around our RAP to share our progress, celebrate success, and remain transparent in our journey;
- Consult closely with First Nations stakeholders to guide the design and delivery of initiatives with authenticity and impact;

- Expand employment and development opportunities for Aboriginal and Torres Strait Islander peoples;
- Deepen cultural competency across the firm so reconciliation becomes lived in our daily interactions, decision-making, and leadership;
- Offer training and speaker events to provide platforms for First Nations professionals and community leaders to share knowledge and stories;
- Continue to provide pro bono legal services that support the goals and priorities of First Nations clients and communities.

At Turks, we recognise that reconciliation is not a finite project but a shared and ongoing journey. We move forward with humility, respect, and determination, conscious that our efforts must be guided by learning from the past and listening deeply in the present.

We believe that by creating culturally safe spaces and building strong relationships, we can contribute to an Australia where First Nations peoples thrive including within our firm.

STATEMENT FROM OUR CEO AND CHAIR OF THE DIVERSITY AND INCLUSION COMMITTEE



Turks' third Reconciliation Action Plan, and our second Innovate RAP, marks an important and deliberate step forward in our ongoing reconciliation journey - one that continues to be guided by our core values of respect, inclusion, and integrity.

Since the launch of our Reflect RAP in 2021, we have remained committed to building meaningful and respectful relationships with First Nations peoples and communities. Along the way, we have worked to deepen our collective understanding of First Nations histories, cultures, and perspectives, embedding cultural learning more meaningfully across our firm.

This next Innovate RAP represents not only our progress to date, but also our enduring commitment to action, accountability, and long-term change. We recognise that reconciliation is not a destination, but a continuous journey - one that calls for reflection, humility, and sustained effort. Turks is proud of what we have achieved so far, and we are energised by the opportunities ahead to do more, and to uphold a culture of accountability and continuous enhancement in our reconciliation journey.

Thank you to our partners, staff and the Diversity and Inclusion Committee at Turks for your leadership, engagement, and ongoing contribution to advancing reconciliation in our firm and in the communities we serve.

Zoë Leonard
CEO



I am proud of the commitment at Turks to progressing our reconciliation journey as we launch our second Innovate Reconciliation Action Plan.

We commenced our reconciliation journey at Turks by championing First Nations voices and our second Innovate RAP reflects our deepening commitment to building meaningful relationships with First Nations peoples, organisations and communities. It continues to challenge us to take active steps to embed reconciliation and to build on the foundations we have laid.

Through this Innovate RAP, we are committing to tangible actions that support cultural learning and creating pathways that support greater First Nations representation within the legal profession.

I want to acknowledge and thank our RAP Working Group for their dedication, insight and leadership in developing this RAP. Their commitment and passion has been instrumental in ensuring our reconciliation journey is driven by clear intent and meaningful action.

I look forward to working with my colleagues throughout the firm as we take the next steps in our reconciliation journey together.

Leo Murray
Chair of the Diversity and Inclusion Committee



MESSAGE FROM RECONCILIATION AUSTRALIA



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

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Turks 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 Turks will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

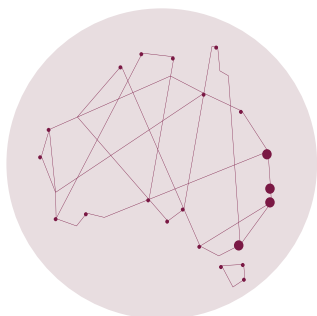
Congratulations Turks on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



OUR BUSINESS

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Turks is a specialist law firm with offices in Sydney, Melbourne, Brisbane, and Newcastle, serving clients nationwide.

With 38 partners and over 250 staff operating across all jurisdictions in Australia, we offer a comprehensive service to a range of clients, including government agencies, banks, insurance companies and private employers. Turks currently has one employee who identifies as Aboriginal and/or Torres Strait Islander.

We deliver innovative and practical solutions to the legal and business hurdles which our clients face in the corporate, insurance and banking fields. At the heart of our culture is our unshakeable belief that our diversity of people, beliefs and approaches makes our product offerings better, stronger and deeper.

Turks' sphere of influence encompasses our clients in insurance, banking and other commercial industries as well as the legal professional community.

Turks draws its firm values from a stated commitment to the following principles:



LEADERS



ACCOUNTABLE



TOGETHER



INTEGRITY



BOLD



ABOUT OUR RAP

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Reconciliation is an ongoing commitment to strengthening respectful and meaningful relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. At Turks, we recognise that lasting change cannot be achieved through words and intentions alone - it requires action, accountability, and enduring collaboration.

We began our reconciliation journey in 2021 with the launch of our Reflect Reconciliation Action Plan (RAP) and the establishment of a dedicated RAP Working Group, guided by Reconciliation Australia.

Over the past few years, we've grown in understanding and have welcomed the challenges that come with fostering an inclusive and engaged workplace. One key learning has been the importance of consistent and transparent communication, which we are prioritising as we move forward.

The implementation of our RAP has laid the foundation for sustained reconciliation initiatives. This has included pro bono partnerships with First Nations organisations, ranging from grassroots community groups to state-based and commercial entities, as well as delivering internal cultural competency workshops for our staff.

We extend our sincere thanks to the Aboriginal and Torres Strait Islander individuals, organisations and advisory bodies who have generously shared their knowledge and helped shape our journey so far.

We are proud to now launch our second Innovate RAP. Building on the foundation of our Reflect RAP and continuing the progress of our previous Innovate RAP, we look forward to deepening our relationships with First Nations peoples and communities over the next two years; driven by meaningful action and shared purpose.



OUR RAP GOVERNANCE

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Our RAP is championed by our CEO, Zoë Leonard, with strong support from our Board. The RAP Working Group (RWG) oversees implementation, prioritises initiatives and monitors progress, and reports to the Diversity and Inclusion Committee.

The RWG comprises six members, including one who identifies as Aboriginal, and meets quarterly.

The members include:

- Chair of the Diversity and Inclusion Committee (CDIC)
- CEO
- Head of HR & Operations
- People and Culture Coordinator
- Lawyer
- Lawyer



RELATIONSHIPS

Turks remains committed to strengthening relationships beyond our corporate network, with a particular focus on deepening connections with Aboriginal and Torres Strait Islander communities, businesses, and organisations.

In our previous RAP, we successfully developed and implemented an engagement plan to guide our collaboration with key stakeholders, circulated Reconciliation Australia's NRW resources to staff, and encouraged broad participation in external NRW events, including leadership involvement. We publicly reaffirmed our commitment to reconciliation and hosted an Inclusion Matters webinar to foster dialogue among clients and staff. Our collaboration with other RAP organisations led to innovative approaches to reconciliation, while our review and implementation of anti-discrimination policies reinforced our inclusive values. These achievements highlighted the importance of sustained engagement, visible leadership, and policy alignment. As we progress through this RAP, we are building on these lessons by embedding co-designed initiatives, expanding cultural learning opportunities, and continuing to prioritise genuine, respectful relationships as the foundation of our reconciliation journey.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to enhance and improve our guiding principles for future engagement.	July 2026, 2027	Head of HR & Operations
	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2026	Head of HR & Operations
	Explore two new relationships with Aboriginal and Torres Strait Islander communities with a view to developing long-term relationships of trust and mutual respect.	August 2026	P&C Coordinator and Lawyer
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026, 2027	Office Manager
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2026, 2027	CDIC
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2026, 2027	CDIC
	Organise at least one National Reconciliation Week event each year.	27 May - 3 June, 2026, 2027	CDIC
	Publish information on Turks' intranet.	27 May - 3 June, 2026, 2027	Office Manager
	Register all our National Reconciliation Week events on Reconciliation Australia's website .	May 2026, 2027	P&C Coordinator
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2026	Head of HR & Operations
	Communicate our commitment to reconciliation publicly.	February 2026	CEO & CDIC
	Provide a copy of the RAP as a part of the firm induction process.	February 2026	P&C Coordinator
	Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May 2025, 2026	CEO & CDIC
	Run an Inclusion Matters webinar for clients and staff to advance reconciliation.	July 2026	CDIC
	Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March 2026	CDIC
	Maintain membership of at least one industry reconciliation network.	February 2026, 2027	Head of HR & Operations
4. Promote positive race relations through anti-discrimination strategies.	Conduct a further review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2026, 2027	Head of HR & Operations
	Review and communicate an anti-discrimination policy for our organisation.	March 2026, 2027	Head of HR & Operations
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	February 2026	Head of HR & Operations
	Hold an event or training to educate our staff and senior leaders on the effects of racism.	October 2026, 2027	CDIC
	Include the RAP as a permanent agenda item for discussion at quarterly partner meetings.	January 2026, 2027 April 2026, 2027 July 2026, 2027 October 2026, 2027	CEO

RESPECT



Respect for Aboriginal and Torres Strait Islander peoples and cultures remains a cornerstone of Turks' values and continues to guide our reconciliation journey.

In our previous Innovate RAP, we made meaningful progress by facilitating structured cultural learning opportunities for RAP Working Group members, HR personnel, and senior leaders, while also delivering firm-wide cultural competency training through Reconciliation NSW. We embedded cultural protocols such as Acknowledgement of Country into key meetings and actively promoted participation in NAIDOC Week, both externally and through firm-wide and office-specific events. Our review of HR policies helped remove barriers to staff engagement, and we enhanced the visibility of First Nations cultures in our office spaces by displaying Aboriginal and Torres Strait Islander artworks and maps. These initiatives deepened cultural awareness across the firm and highlighted the importance of inclusive practices and visible representation. As we move forward in our second Innovate RAP, we are building on these achievements by refining our approach to cultural learning, expanding opportunities for engagement, and continuing to foster a workplace environment that honours and celebrates the histories, cultures, and contributions of First Nations peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation to assess progress.	March 2026	Head of HR & Operations
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	May 2026	Head of HR & Operations
	Review and update Turks' current cultural learning strategy and continue to implement and communicate the strategy.	December 2026, 2027	Head of HR & Operations
	Continue to provide opportunities and encourage RAP Working Group members, HR team members and other key leadership staff to participate in formal and structured cultural learning.	July 2026, 2027	Head of HR & Operations
	Investigate further opportunities for personal connection, including through immersive cultural experiences.	October 2026, 2027	CDIC
	Offer business-wide cultural competency training through Reconciliation NSW, and promote the benefits of engaging in this training.	July 2026, 2027	Head of HR & Operations
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2026	Office Manager
	Continue to promote and review the firm's cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2026	Head of HR & Operations
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2026, 2027	CDIC and Lawyer
	Continue to include Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2026, 2027	Office Manager
	Provide the option for our people to include an Acknowledgement of Country in their email signature.	March 2026	Head of HR & Operations
	With a Traditional Owner or Custodian, empower staff to workshop their own 'Acknowledgement of Country' that is meaningful to them and respectful to Aboriginal and Torres Strait Islander peoples.	March 2027	Head of HR & Operations
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026, 2027	CDIC
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May, 2026, 2027	Head of HR & Operations
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2026, 2027	CDIC and Lawyer
	Connect with local NAIDOC community working groups to understand how Turks is best placed to support celebrations.	July 2026, 2027	CDIC and Lawyer
	Provide information to everyone in the firm about NAIDOC Week, including the meaning of NAIDOC Week and the annual theme.	July 2026, 2027	P&C Coordinator
	Organise both firm-wide and office-specific NAIDOC Week events.	First week in July 2026, 2027	Head of HR & Operations



OPPORTUNITIES

In our previous Innovate RAP, Turks made meaningful progress under the Opportunities pillar by reviewing and refining HR and recruitment policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.

We developed and implemented a targeted procurement strategy and updated our practices to better support the engagement of Aboriginal and Torres Strait Islander businesses allowing us to connect with new suppliers and monitor our spend. We also established commercial relationships with First Nations businesses, reinforcing our commitment to inclusive economic participation. As a law firm, we recognise the importance of equitable access to legal services, and we increased our pro bono hours dedicated to First Nations organisations while building internal capability to track and measure this impact. These achievements highlighted the importance of intentional policy design, transparent measurement, and sustained engagement. As we progress through our second Innovate RAP, we are deepening our efforts to attract, develop, and retain Aboriginal and Torres Strait Islander talent, while continuing to embed procurement and legal service practices that support fair and equal opportunities.

FOCUS AREA:

This pillar aligns with the firm's strategic objective of "people".

Aiming to improve employment outcomes for Aboriginal and Torres Strait Islander people.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Continue to build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2026	Head of HR & Operations
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2026	Head of HR & Operations
	Review the effectiveness of our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy and update as required.	August 2026	P&C Coordinator
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2026	P&C Coordinator
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2026, 2027	Head of HR & Operations
	Secure membership and partner with a not-for-profit supporting Aboriginal and Torres Strait Islander students.	February 2027	Office Manager
	Support a scholarship for Aboriginal and Torres Strait Islander law students.	February 2027	CEO
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review, update and continue to implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2026, 2027	Office Manager
	Investigate new ways to support Aboriginal and Torres Strait Islander business owners.	August 2026	Head of HR & Operations
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2026, 2027	Head of HR & Operations
	Continue to review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2026, 2027	Office Manager
	Maintain and continue to seek new commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April 2026, 2027	Office Manager
	Aim to increase First Nations procurement spend year on year by 5%.	July 2026, 2027	Office Manager
10. Provide pro bono services to better support issues and challenges faced by Aboriginal and Torres Strait Islander peoples.	Continue to provide pro bono legal services to our current First Nations organisations.	February 2026	Pro Bono Partner
	Expand pro bono services to support at least one new First Nations organisation annually.	July 2026, 2027	Pro Bono Partner
	Develop capability to record and measure extent of pro bono legal services provided to Aboriginal and Torres Strait Islander peoples.	March 2026	Pro Bono Partner

GOVERNANCE



It is essential for Turks to be able to hold up a mirror and keep us accountable to each other and the Aboriginal and Torres Strait Islander community throughout our RAP journey.

From increasing participation in the RAP Working Group (RWG), to keeping the Board informed of our intentions, successes and failures, ensuring that we have the right building blocks in place to support future growth is essential.

Although our RWG is small, the individuals involved are committed to being transparent with our activities and goals.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RWG to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	April 2026	CDIC
	Review and maintain a Terms of Reference for the RWG.	December 2026, 2027	Head of HR & Operations
	Meet at least four times per year to drive and monitor RAP implementation and progress.	January 2026, 2027, 2028 April 2026, 2027 July 2026, 2027 October 2026, 2027	CDIC
12. Provide appropriate support for effective implementation of RAP commitments.	Define and commit resource needs for RAP implementation.	July 2027	CDIC
	Continue to engage senior leaders in the delivery of RAP commitments.	June 2027	CEO
	Maintain appropriate systems to track, measure and report on RAP commitments.	July 2027	Head of HR & Operations
	Maintain an internal RAP Champion from senior management.	July 2027	CEO
	Implement KPIs for key senior leader roles to include relevant RAP actions.	September 2026, 2027	CEO
	Include our RAP as an agenda item at Partner/Board meetings.	March 2026, 2027 July, 2026, 2027 September, 2026, 2027 December 2026, 2027	CEO
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	July annually	P&C Coordinator
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	P&C Coordinator
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	P&C Coordinator
	Report RAP progress to all staff and senior leaders quarterly.	March 2026, 2027 July, 2026, 2027 September, 2026, 2027 December 2026, 2027	Head of HR & Operations
	Publicly report our RAP achievements, challenges and learnings, annually.	July 2026, 2027	Head of HR & Operations
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Head of HR & Operations
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2028	P&C Coordinator
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2027	P&C Coordinator





Turks.

CONTACT DETAILS



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