



NORFOLK

Norfolk Advisory is an Australian strategic and legal advisory firm which works at the intersections of law, geopolitics, and security. We focus on sovereign resilience and governance in Australia and the near regions. Our services include analysis, research, assessments, strategy, and policy. We are an incorporated legal practice which provides advisory services in public and international law. We also provide services to government clients in the intellectual, informational, and legal warfare domains.

We provide our clients with different approaches, thinking, and perspectives. Our advisory skills come from strong intellectual foundations, enquiring minds, and broad knowledge and experience. We work to five core values of perspective, independence, confidentiality, integrity, and purpose. We adhere to the highest standards of probative evidence, fact-based inquiry, and rigorous logic. Our values and practices are our commitment to making a difference for our clients through our work.

Perspective	We search for different ways to solve problems through understanding their history, context, and relevance
Independence	We act to ensure that our work is credible, objective, and reasoned so that it stands on its own merits
Confidentiality	We endeavour to maintain the privacy of our clients, the discussions, and the nature of our work for them
Integrity	We conduct ourselves and our work in a professional manner, and consistent with our legal and ethical obligations
Purpose	We aspire to promote a just, free, and open world through working with our clients to meet their needs

Like us, our clients know that global events are weakening the institutions, norms, and values which support a just, free, and open world. Our clients understand the stability, prosperity, and security of where they live and choose to invest are increasingly threatened. And they understand their broader concerns may be affected. We provide our clients with a unique combination of research, evaluative, and legal expertise to help them make informed decisions to secure their interests.

Dr Marigold Black is a professional researcher, an intellectual historian, and a geopolitical strategist. Michael Webster is a practicing lawyer, former military officer, and geolegal strategist. We combine over thirty years of deep knowledge and practical experience in defence, geopolitics, history, law, and national security. We understand their relevance to business, politics, and modern society. Norfolk Advisory provides realistic but principled solutions to complex problems for our clients.

Marigold Black Director Research marigold@norfolk.au +61 409 123 578	Michael Webster Director Legal michael@norfolk.au +61 400 538 816
--	---

‘secure the same’