Reconciliation Action Plan

NOVEMBER 2018 – NOVEMBER 2020

“WORKING TOGETHER”

“Working Together”, Kirsty Burgu (2017). We are proud to partner with Mowanjum Aboriginal Art & Culture Centre as part of the Arts Law Centre of Australia’s Artists in the Black programme.
About our front cover: “Working Together”

The cover of our Stretch Reconciliation Action Plan (RAP) was painted by Kirsty Burgu, a Ngarinyin woman, who is a resident artist at Mowanjum Aboriginal Art and Culture Centre in Derby, Western Australia. Kirsty was born at Mowanjum, the youngest daughter of Roger Burgu, a well-known Ngarinyin Elder and painter. Kirsty is described as one of a new generation of painters at Mowanjum who interpret the old stories in new ways.

The name of the painting on our front cover is “Working Together”. Kirsty tells the story of the painting in the following way:

“This painting is of two cultures working together to understand each other.

The fire represents the Aboriginal and the European people sitting down together telling their stories of their backgrounds and also learning and respecting each other.

The two rivers that are flowing from one end to the other are the two cultures working together to protect everything in nature which our people have been doing for thousands of years.

Our people have been care-takers of their own lands, stories, laws and songs for a long time.

Now we would like to share our knowledge and understanding of the land, waters and animals (which has been passed down through the generations) with everyone.”

We are very grateful to Kirsty for having created this beautiful work, and for sharing these stories with us. We have been privileged to work with Kirsty in connection with this RAP. In initial conversations we had with Kirsty, we spoke about our commitment to working together with Aboriginal and Torres Strait Islander people and our desire that through working to achieve reconciliation, our country will become fairer for everyone. We asked Kirsty to develop a work that told the story of reconciliation from her perspective. For us, the painting is a reminder of the importance of two-way learning, listening and sharing.

We are proud to work with Mowanjum Aboriginal Art and Culture Centre as part of the Arts Law Centre of Australia’s Artists in the Black Adopt a Lawyer programme. The programme connects Aboriginal and Torres Strait Islander community art centres with law firms. Mowanjum represents artists of the Worrora, Ngarinyin and Wunnumbal language groups in Western Australia. We commenced this partnership in 2013.

This artwork embodies traditional ritual knowledge of the Ngarinyin and Wororra Communities. It was created with the consent of the custodians of the Communities. Dealing with any part of this artwork for any purpose that has not been authorised by the custodians is a serious breach of the customary laws of the Ngarinyin and Wororra Communities. For enquiries regarding permitted use of this artwork, contact Mowanjum Aboriginal Art & Culture Centre.

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Key elements of “Working Together” and their meanings, as written by Kirsty Burgu:

“This image shows that both Aboriginal and non-Aboriginal people can work alongside each other. The light and dark blue represent rivers. It is like stories that flow from one person to another person; it does not flow only in one direction, but has currents that flow in two separate ways.”

“This image reminds me of cold nights when we sit around the camp fires telling stories. It is the telling of two stories and backgrounds. It is also about the giving of knowledge. As an Aboriginal woman I went to school to learn how to read and write, but now that I am older I want to learn my own culture, language and stories. That is why I have done this painting to show two sides of learning.”

“This image reminds me of stories that flow from one person to another. The water goes in two separate ways.”

“The goanna is a food source that we hunt and eat every wet season when it is fat. The rest of the year we do not kill and eat it. The water goanna is a sacred animal and only the old people are allowed to eat it. The boab tree in the background is featured in our flood story when the Wandjina sent the rain to punish the children for mocking and teasing Dumbi the owl. When the people tried to run away from the rain and seek shelter in the boab trees, the tree closed in on them and killed them. The boab tree is also a source of food (the white flesh in the nut is edible). The young boab can be pulled up and the roots can be eaten just like a carrot.”

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“In this image there is the sea in the background, the salt water turtle which we hunt and eat during the colder months when it is fat, and the turtle’s eggs that can be eaten as well. The snake (we call Ungud) holds water. During the driest season if a snake lives in a waterhole then the water will never dry up. The only time it can dry up is when the snake is killed. The two brogulas were a part of the flood story. They were the ones that danced and made the ground like quicksand, so when the people tried to run away, some of them sunk in the sand and died.”

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“In this picture we have the freshwater crocodile, fish and the long-necked turtles. These animals are a source of food for us when we go out to the rivers in our countries. The only sacred animal is the long-necked turtle which must crawl on the backs of young children so they are able to eat them. If it is eaten by a child that did not make the animal crawl on his/her back then the Wandjina will get very angry and send a big rain with hail stones to punish them. To appease the Wandjina the child must stand in the rain until the Wandjina is satisfied then it will make the rain stop. The crocodile’s back with the lines represents our people’s tribal marks (brilgi) which they have been cutting themselves to show the stages of their lives.”

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“In this image it has the kangaroo and the emu which represents the Milky Way and the boab tree. When we know the cold season is upon us we look to the night sky and see the Milky Way and see the emu on one end and the kangaroo on the other end. There is another story for the emu and the kangaroo. Firstly the emu and the other birds were all waiting in line to get some food, but the emu was so impatient that he stole the food when all the birds were busy and took off with it. When the birds realised what he had done they chased after him, but he flew up in the sky and that is where you will find him. As for the kangaroo, it is the one that took the law around Australia.”
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A message from our Global Managing Partner

Ashurst is very pleased to launch our second RAP at “Stretch” level.

In 2014, we formally launched our first RAP (2013-16) at Innovate level. This was a proud moment for the firm, as we publicly committed ourselves to working alongside our fellow Australians to progress and, ultimately, achieve reconciliation in this country. While assisting Aboriginal and Torres Strait Islander people has been a focus of the firm’s pro bono practice for many years, developing a RAP in 2013 gave us the framework to think about how, as a business, we can support reconciliation in additional ways including increasing cultural awareness and competency across the firm, working with Aboriginal and Torres Strait Islander organisations and communities to help support capacity building, and increasing employment opportunities for Aboriginal and Torres Strait Islander people.

In the years since, we have been fortunate to work with many Aboriginal and Torres Strait Islander organisations and people across Australia to provide legal advice and advocacy, to learn together, and to develop projects together. We have been privileged to support young Aboriginal and Torres Strait Islander people in their education and career journeys through work experience opportunities and other programmes which have been developed to encourage young people to dream big, learn new skills and pursue their career goals. This year, we launched a new professional services cadetship programme in our Brisbane office, and have partnered with an Aboriginal Regional Alliance in New South Wales to progress self-determination for Aboriginal communities. In this Stretch RAP, we commit to developing or being involved in such programmes across our network of Australian offices.

While some great progress has been made on the road to reconciliation in Australia, there is still much left to do. Our commitment is that we are on this journey for the long term. The Uluru Statement from the Heart, published last year, invited us all to “walk…in a movement of the Australian people for a better future”. We are committed to playing our part in helping build a better, more equitable Australia and to learning from our nation’s past to help build a better future for all Australians.

As a global law firm, the heart of our commitment in our Stretch RAP, as it was in our Innovate RAP, is the provision of vital legal assistance, free of charge, to Aboriginal and Torres Strait Islander clients through our pro bono practice. We also commit to continuing to learn more about, and to celebrate, Aboriginal and Torres Strait Islander cultures; to working together with Aboriginal and Torres Strait Islander communities and businesses; and to supporting Aboriginal and Torres Strait Islander Australians as they develop and follow their dreams and career aspirations, whether here at Ashurst, in the broader legal profession, or in the wider community.

We recognise that we are each responsible for creating a more reconciled Australia and a future that is shaped with respect. We pledge to continue to work together with communities, our legal colleagues and peers, corporate Australia, and the public sector to see us move closer to achieving this.

Paul Jenkins
Global Managing Partner
November 2018
A message from our Global Pro Bono and Corporate Responsibility Partner

The launch of this Stretch RAP marks the culmination of a long and worthwhile development process, which has involved reflection, consideration and consultation. We are very pleased to now adopt this new framework for the next stage of our reconciliation journey.

Underpinning the work we do to advance reconciliation is our deep commitment to tackling social injustices, and also to recognising the unique and important place of our First Nations Australians in the life of our nation and in the long history of this land. As Australians, we all benefit from the rich living cultural heritage of Aboriginal and Torres Strait Islander cultures. At Ashurst, we take very seriously the privilege and responsibility of working together to ensure that we all celebrate this heritage, and that all Australians thrive in our modern nation.

We also take very seriously the need to approach the work we do to support reconciliation from a position of listening to Aboriginal and Torres Strait Islander Australians. The Uluru Statement from the Heart that was gifted to the Australian people in 2017 is a call for action arising from one of the most significant consultation processes with Aboriginal and Torres Strait Islander Australians that has ever taken place in Australia. The call made by Aboriginal and Torres Strait Islander communities is for both constitutional change and structural reform; it is a call for empowerment, truth-telling, and a better future for all Australians. We heed this call.

As a firm, we support constitutional recognition. We also support the thorough exploration of the concept of a First Nations Voice to the Parliament; this being such a critical part of what communities represented at Uluru have sought in order to unite Australia. While we appreciate the complexities associated with developing a model for how a Voice may operate, we support the idea in principle, as we recognise we can only become a more reconciled Australia if we are guided by Aboriginal and Torres Strait Islander communities.

At Ashurst, we have a proud history of working with Aboriginal and Torres Strait Islander Australians to help achieve greater access to justice, fairness and opportunities. Our reconciliation journey as a firm began in Redfern, Sydney, in the early 1970s. Our lawyers were honoured to help support key Aboriginal community-controlled organisations that were being established at that time, and we still work closely with many of these organisations today. As a firm, we have inherited this legacy from those who helped us begin our journey. Working to support Aboriginal and Torres Strait Islander Australians remains at the heart of our pro bono practice, and is of central importance to our corporate responsibility programme. We do not take this legacy for granted, nor the strong relationships we are fortunate to build with individuals and community organisations. In our work, we are driven by our desire to reduce systemic disadvantage and disparity, and remove the obstacles that create inequity in life opportunities. And this work delivers mutual benefits to our people as we grow in knowledge and share our skills.

We now look ahead to the next stage of our journey with passion, energy and commitment. We will continue to work together with Aboriginal and Torres Strait Islander Australians to ensure greater access to justice, support economic development and local decision-making, and alleviate structural disadvantage. We hope you will join us on this journey.

Sarah Morton-Ramwell
Partner, Global Head of Pro Bono and Corporate Responsibility
November 2018
A message from
Reconciliation Australia

Reconciliation Australia congratulates Ashurst on its past successes and continued commitment to reconciliation as it implements its second Reconciliation Action Plan (RAP); a Stretch RAP.

As a RAP partner, Ashurst is a member of a fast-growing collective of over 1,100 organisations in Australia, all working to build and implement plans of action based on the key pillars of reconciliation activity: relationships, respect, and opportunities.

Since the beginning of its reconciliation journey in 2014, Ashurst has held itself up as an example of what RAPs can achieve. The organisation has established and maintained a collaborative approach to its RAP deliverables, forming respectful working relationships with a number of Aboriginal and Torres Strait Islander organisations and communities.

Looking to the future, Ashurst’s Stretch RAP focuses on actions based on the five dimensions of reconciliation: race relations, equality and equity, unity, institutional integrity, and historical acceptance.

I am pleased to see Ashurst utilising its position as one of Australia’s leading global law firms to promote and drive reconciliation by providing its lawyers the opportunity to undertake pro bono legal secondments in remote communities.

It is also noteworthy that Ashurst’s collaborative approach to reconciliation extends to driving broader positive change for First Nations peoples. Its RAP actions include ambitious targets such as addressing systematic issues facing Aboriginal and Torres Strait Islander communities by implementing law reform projects in partnership with front line service providers.

On behalf of Reconciliation Australia, I commend Ashurst on its dedication to driving reconciliation, and look forward to following its continued achievements.

Karen Mundine
Chief Executive Officer, Reconciliation Australia
November 2018
Our vision for reconciliation

Our vision for reconciliation is that, through listening to each other and working together, we will all create a more united and equitable Australia, with respectful relationships at the centre of the way we all interact and work with one another.

We will continue to listen to and work together with Aboriginal and Torres Strait Islander people to reduce disadvantage and ensure individuals and communities across Australia have access to justice. We will also work together to help break down barriers to opportunities, including jobs and skill development. We all benefit when barriers to participation are removed.

In developing the commitments published in our Stretch RAP, we have considered the five dimensions of reconciliation as identified by Reconciliation Australia in its 2016 State of Reconciliation in Australia report.

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“Race Relations – All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free of racism.” Reconciliation Australia

We are committed to learning more about Aboriginal and Torres Strait Islander cultures, as we are to learning more about all cultures. We are also committed to being a diverse workplace and to nurturing strong relationships with the individuals and communities we work with, built on mutual trust and respect.

“Equality and Equity – Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.” Reconciliation Australia

We are committed to working to help close the gaps that exist in life opportunities for Aboriginal and Torres Strait Islander Australians, especially in access to justice and legal assistance, education and employment.

“Unity – An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.” Reconciliation Australia

We celebrate and acknowledge the importance of diversity.

We deeply value and recognise Aboriginal and Torres Strait Islander cultures and heritage as part of our shared Australian identity. We are committed to being an inclusive, culturally competent, workplace and to celebrating Aboriginal and Torres Strait Islander cultures across our offices.

“Institutional Integrity – The active support of reconciliation by the nation’s political, business and community structures.” Reconciliation Australia

We are committed to actively working with the legal profession, corporate Australia, the community and public sectors to support reconciliation in Australia. In working together, we can achieve more.

“Historical Acceptance – All Australians understand and accept the wrongs of the past and the impact of these wrongs. Australia makes amends for the wrongs of the past and ensures these wrongs are never repeated.” Reconciliation Australia

As a firm, we are committed to learning more about Aboriginal and Torres Strait Islander cultures and our nation’s history, and to working together with Aboriginal and Torres Strait Islander people and communities to achieve justice and healing.
OUR WORK TO SUPPORT RECONCILIATION IS LED BY OUR RAP WORKING GROUP:

Our RAP Working Group is comprised of internal Ashurst personnel and two external consultants, Professor Jack Beetson and Mr Russell Dunn.

Jack Beetson is a Ngemba man, an internationally recognised educationalist and human rights campaigner. He is Executive Director of the Literacy for Life Foundation.

Russell Dunn is a Wiradjuri Elder, a member of the Wiradjuri Council of Elders, and well known Native Title specialist.

Chair – Sarah Morton-Ramwell, Partner, Global Head of Pro Bono and Corporate Responsibility, Ashurst

Mark Brennan, Partner, Ashurst
Tony Denholder, Partner, Ashurst
Andrew Gay, Partner, Ashurst
Robert Jamieson, Partner, Ashurst
Sarah Steele, Corporate Responsibility Manager, Asia Pacific, Ashurst
Kasey Zun, Senior Diversity and Inclusion Manager, Ashurst

Our work to drive reconciliation is also supported by our office Reconciliation Champions. Our Reconciliation Champions support the organisation of events and initiatives across the firm, including those to celebrate National Reconciliation Week and NAIDOC Week. Our Reconciliation Champions are (as at November 2018):

Dario Aloe – Graduate, Melbourne
Chris Barry – Senior Associate, Perth
Tony Denholder – Partner, Brisbane
Andrew Gay – Partner, Perth
Leonie Flynn – Senior Expertise Lawyer, Brisbane
Sara Lane – Pro Bono Senior Associate, Sydney
Clare Lawrence – Partner, Melbourne
Libby McKillop – Senior Associate, Brisbane
Siân Pedley – Practice Executive, Canberra
Helen Trezise – Lawyer, Canberra
Jennifer Wilson – Lawyer, Canberra
Sophie Westland – Lawyer, Melbourne
Our business

We are a leading global law firm with a rich history spanning almost 200 years. We currently have approximately 2800 people in 27 offices in 16 countries. In Australia, we have offices in Sydney, Melbourne, Brisbane, Perth and Canberra.

We are committed to being a sustainable global law firm which delivers positive impacts for our employees, clients, the legal profession, the environment and the communities in which we are based.

We have worked with some of our Aboriginal and Torres Strait Islander clients since the early 1970s. In Australia, we have a long history of working with Aboriginal and Torres Strait Islander Australians and people in rural, regional and remote areas. This work remains at the heart of our pro bono practice. We also respond to critical and emerging areas of community need. We are focused on extending our pro bono resources to working with Aboriginal and Torres Strait Islander communities on addressing systemic issues through our Law Reform Project.

We are committed to being a diverse and inclusive workplace. We acknowledge that we do not currently have a clear understanding of the number of our people who identify as being Aboriginal and/or Torres Strait Islander people, though we do provide our people with opportunities to identify their cultural heritage if they choose to. In this RAP, we commit to working to give our people more opportunities to identify their cultural heritage, should they choose to, and to positively shifting the employment dial for Aboriginal and Torres Strait Islander Australians so that we are a law firm that reflects the diversity of Australia.

Since 2012, we have supported ten law students through Aboriginal and Torres Strait Islander work experience programmes, summer internships and cadetships at Ashurst.
Our reconciliation journey

Our journey commenced nearly 50 years ago. When the Aboriginal Legal Service was established in 1970, over half of the lawyers on the roster were volunteers from the firm.

Two important steps in our journey include the formalisation of focus areas for our Australian pro bono practice in 1999, which included Aboriginal and Torres Strait Islander Australians and people in rural, regional and remote areas, and the development of our first RAP, which we formally launched in 2014.

In our first RAP, we set out four objectives:

• To work with Aboriginal and Torres Strait Islander communities and organisations using our skills and resources (legal and non-legal) to help to build capacity within those communities and organisations.

• To effectively assist Aboriginal and Torres Strait Islander peoples and organisations with their legal needs and to contribute to the development of the law so as to reduce disadvantage for Aboriginal and Torres Strait Islander peoples.

• To employ Aboriginal and Torres Strait Islander lawyers and business services staff and increase employment opportunities for Aboriginal and Torres Strait Islander people generally, particularly in the law.

• To increase the awareness and recognition of Aboriginal and Torres Strait Islander cultures, achievements and challenges among our partners and staff.

Our Stretch RAP reconfirms our commitment to these areas. A priority for us remains the provision of vital pro bono legal services to Aboriginal and Torres Strait Islander individuals and organisations in metropolitan, rural, regional and remote communities. We also remain committed to our two-way learning journey, working with Aboriginal and Torres Strait Islander organisations and businesses, and to supporting Aboriginal and Torres Strait Islander people in their education and career journeys.

At the beginning of 2016, we formed a network of Reconciliation Champions in each office, who now lead many of our initiatives, working to raise awareness of Aboriginal and Torres Strait Islander cultures and to support our people’s learning journeys. We look forward to growing our network of Reconciliation Champions in each Australian office. Concurrently with our RAP, we are launching a guide for our people as to how each person may engage with our RAP.

We are very grateful to all the people who have advised us in developing this RAP including, but not limited to, Professor Jack Beetson, Russell Dunn and the team at Reconciliation Australia.
Looking back and planning ahead

Developing our Stretch RAP has given us the opportunity to reflect on the work we have done since we launched our Innovate RAP – the highlights, work achieved, learnings and the areas in which we have not implemented all we set out to.

We, of course, do not “own” successful outcomes of work we have been able to do through our Innovate RAP. Importantly, we share these with our clients, community partners, partner law firms and the communities and organisations we are fortunate to work with and share learnings with. We are grateful for these strong relationships which mean we can play our role in supporting work to achieve positive and lasting change, and we will continue to nurture and develop these partnerships.

We acknowledge that as we moved through the lifespan of our Innovate RAP, some of the objectives we had set for ourselves did not progress as we envisaged. In some areas we decided to change direction as a result of changing circumstances or as the result of agreements reached through further consultation. In reflecting on this, and setting our plans for this RAP, we commit to working to achieve each objective we set out here, but also to continuing to adapt these as necessary when circumstances or needs change. In this way, our RAP will be a living document to guide the work we do.

SOME HIGHLIGHTS FROM OUR RAP JOURNEY TO DATE

Capacity building:
• Through our pro bono practice, our work in many rural, regional, remote and metropolitan Aboriginal communities has continued, with areas of focus including Northern and Central Coast, Central and Far West regions of New South Wales, Katherine in the Northern Territory and Redfern in inner city Sydney. We have also worked with clients across Queensland, Western Australia and Victoria. In addition to providing legal services, we have provided training for business services personnel at legal services which support Aboriginal and Torres Strait Islander clients.
• We have been pleased to support a number of our clients and community partners by hosting events and key development meetings at our offices, to assist them to deliver their programmes and services.
• We are proud to support the North Australian Aboriginal Justice Agency (NAAJA) with a full time legal secondment. This secondment is the subject of the case study on page 18.
Legal Assistance

- From the launch of our Innovative RAP to the end of 2017, we took on over 800 pro bono matters to assist individual First Nations clients and organisations, amounting to approximately 20,000 hours of free legal advice. In our FY17/18 period alone, we undertook 159 matters, accounting for 5,257 hours.

- We are proud to have partnered with (and to continue to work with) Mowanjum Aboriginal Art and Culture Centre in Derby, Western Australia as part of the Arts Law Centre of Australia’s Artists in the Black Adopt a Lawyer Programme. It is through this relationship that we met Kirsty Burgu, who has painted the beautiful artwork for the front cover of this RAP.

- We have offered over 20 estate planning workshops on a pro bono basis to Aboriginal people across New South Wales, working in partnership with local Aboriginal organisations. We have held workshops in Bourke, Brewarrina, Lightning Ridge, Walgett, the Hawkesbury/Nepean region, Coffs Harbour, Lake Cargelligo, Condobolin, Kempsey, Liverpool, Illawarra, Penrith, Dubbo, Mount Druitt, Tapiio Park, Central Coast, White Cliffs, Wilcannia, and Wyong. This project started in 2005, and involved our lawyers delivering community legal education sessions in relation to both wills and advanced decision-making and preparing estate planning documents. Through this project, we have been able to assist hundreds of clients with the preparation of their wills and estate planning documents.

Employment

- From 2014 – 2018, we have supported ten law students through Aboriginal and Torres Strait Islander work experience programmes, summer internships and cadetships at Ashurst. We look forward to building our programmes and working to support many more students and young people in the years ahead, across different teams and across all our Australian offices.

- We have supported two law students who commenced cadetships with NAAJA. We established this cadetship with NAAJA in 2012 to provide financial support and mentoring to an Aboriginal or Torres Strait Islander law student, as well as work placements with NAAJA and Ashurst in a range of areas of law.

- In 2017, we launched our Aboriginal and Torres Strait Islander Professional Services Cadetship. We have offered this programme for the first time in Brisbane in 2018.
Cultural Recognition and Awareness

- We have developed protocols for Acknowledgement of Country and Welcome to Country for our Australian offices, including State/Territory specific cultural protocols relevant to local communities.
- Since 2013, over 75 of our people have attended formal face-to-face cultural awareness and competency training, including members of our senior leadership team, partners, lawyers and business services personnel.
- In 2017, we commenced working with Corporate Culcha to deliver online training to our people across Australia. We now offer online training at various times throughout the year to all our people.
- In 2016, we commenced our Reconciliation Champion Network across our Australian offices, with Champions representing a cross-section of our business functions. Our Champions have organised events and outings to mark National Reconciliation Week and NAIDOC Week across our Australian offices.
- In 2016, we were very pleased to work with Dreamtime Art (trusted advisors for Indigenous Arts Management), who collaborated with artists and indigenous suppliers for the supply of bespoke acknowledgment plaques for each of our Australian offices.
- Since 2016, approximately 50 of our people in Canberra and Melbourne have participated in cultural heritage walking tours, and were joined by a number of our commercial clients. We worked with the Australian National University and Wally Bell of Buru Ngunawal Aboriginal Corporation to organise our walk in Canberra, and with our pro bono client, the Koorie Heritage Trust to organise our walks in Melbourne. These walking tours are now a key part of our cultural learning programme and we look forward to expanding this programme into Sydney, Perth and Brisbane. In Perth, we have been honoured to hold a language workshop and lunchtime learning session.
- Since 2016, we have attended the Garma Festival in the Northern Territory. Attending Garma each year is an important way in which we can immerse ourselves in culture and ongoing learning.
Working to ensure access to justice

Through our pro bono practice, we are committed to working with Aboriginal and Torres Strait Islander Australians who are in need of legal assistance, and the organisations and legal services that provide invaluable support in communities. Our focus is on supporting clients in rural, regional and remote communities across Australia, with a particular focus on the Northern Territory and Western, Northern and Central Coast regions of New South Wales.

Since 2014, we have provided legal assistance to clients in the areas of property law, consumer law, employment, corporate restructure, taxation, family violence, native title, incorporation, corporate governance, wills and estate planning, compensation, intellectual property and discrimination.

We have also represented our clients in public interest matters.
“NAAJA has been working with Ashurst for over 10 years. We have a great working relationship and they acknowledge and respect Aboriginal Elders and communities in the Northern Territory.

Through their pro bono work they support Aboriginal Legal Services and Aboriginal people in the justice system throughout the Northern Territory.

Ashurst is very professional and engages closely with NAAJA, and incorporates in their business lasting community benefits to Aboriginal people.

Ashurst staff that work at NAAJA receive cultural awareness training and have the opportunity to work in remote communities, with Aboriginal people who speak English as a third or fourth language and experience a rich Aboriginal culture first hand.

We greatly appreciate all the support we receive from Ashurst and we can only speak highly of all their staff we work with.”

Priscilla Atkins, Chief Executive Officer, NAAJA
Opportunity of a lifetime: Our secondment with the North Australian Aboriginal Justice Agency

We are proud to have worked closely with NAAJA in various ways for over a decade. Since 2004, we have run a full time six month secondment on a rolling basis with NAAJA in their Katherine office. Our lawyers join NAAJA’s civil practice, which provides legal services to Aboriginal and Torres Strait Islander people living within a 20,000 square kilometre area from the Gulf of Carpentaria, to the Western Australia border, and south to the Tanami Desert. Our secondees advise clients on a wide range of issues including discrimination, debt recovery, housing, consumer affairs, coronial inquests, seized motor vehicles and industrial relations. The secondment involves regular travel to remote communities to provide legal advice clinics, as well as attending Katherine Local Court, providing community legal education for Aboriginal and Torres Strait Islander people on their legal rights and responsibilities, and undertaking civil law casework.

“I was able to work with amazing clients and see some very special parts of Australia. NAAJA is serious about access to justice and services an area ranging east to the Gulf of Carpentaria, west to the Western Australia border, and south to the Tanami Desert. Within this area I travelled to remote communities over 500km from Katherine to conduct legal advice clinics and talk to clients face-to-face. My communication and client relationship skills were tested in a very different way to the corporate setting.

I found the secondment to be an exceptionally rewarding experience, both personally and professionally. More importantly, the addition of a full time lawyer to the civil team increases NAAJA’s capacity to deliver services to more clients, and reduces the very heavy workload of permanent staff. While six months flew by far too quickly, I managed to learn a lot in a short space of time. In a legal sense, I developed knowledge of new areas of law and NT practice and procedure, learnt how to communicate through language and cultural barriers, practiced my advocacy skills and tested my file and time management skills. In a practical sense, I learnt how to 4wd, avoid crocodiles and survive in extreme heat. In a personal sense, I developed a greater understanding of Indigenous cultures and made some very dear friends. I am glad to have had this uniquely valuable experience, and would encourage any lawyer to take up the opportunity.”

Former NAAJA secondee
Going from strength to strength: Working with Good to Great Schools Australia

Good to Great Schools Australia (GGSA) is a not-for-profit organisation that supports schools in their improvement journey. GGSA’s programmes focus on three important practices commonly found in high performing school systems: Great Teachers, Effective Instruction and Every Child. We are proud to have supported GGSA with pro bono legal assistance since they were established in 2014. Partner, Tony Denholder, sits on the GGSA Board.

“Ashurst has been a valuable partner in supporting us achieve our mission. When we began our journey four years ago, Ashurst were right there with us. Their pro-bono legal support was crucial in helping us structure our organisation. They have also helped us with taxation advice regarding our international partnerships, supported us with our industrial employment framework and assisted us with copyright and licencing expertise around our products and service. We know a lot about education and schools, but Ashurst are the legal experts. Ashurst believe in our work and we are proud that they are partnering with us to make a difference in the lives of Australian children.”

Bernadine Denigan, Chief Executive Officer, Good to Great Schools
Working with young people: Supporting education and employment

We have been inspired by the young Aboriginal and Torres Strait Islander people we have met and worked with through our programmes and other programmes we support. Whether these young people choose to build careers in the law, business services or other fields; either with us or elsewhere, we are proud to support them in their education and career journeys.

SUPPORTING YOUNG ADVOCATES

Our first RAP set out our commitment to supporting programmes at law schools aimed at increasing the number of, and opportunities for, Aboriginal and Torres Strait Islander lawyers.

Since 2015, we have co-sponsored the Aboriginal and Torres Strait Islander Students’ Moot Competition in Queensland. The competition is a collaboration between Ashurst, Allens, North Quarter Lane Chambers and the Indigenous Lawyers Association of Queensland. The competition aims to support law students’ understanding of commercial law and advocacy.
BILATA LEGAL PATHWAYS PROGRAMME

In 2017, we were pleased to support a new programme, the Bilata Legal Pathways Programme (Bilata), which aims to address the low numbers of Aboriginal and Torres Strait Islander people within the legal profession in the Northern Territory, by encouraging Aboriginal and Torres Strait Islander students to study law.

The programme works by engaging, empowering and offering practical support to Aboriginal and Torres Strait Islander students from high schools and universities from metropolitan, regional and remote demographics. Bilata, pronounced (Bee-lat-ta) is a Larrakia word for a wooden spear-throwing device, also known as a woomera. Traditionally a Bilata was utilised to guide a spear along a pathway, assisting with direction, speed, and accuracy.
PROJECT IMBA

Project Imba was co-founded and is run by law graduates and former Ashurst cadets Allison Boland and Corey Curran. The programme aims to create future career pathways for Aboriginal High School students in Cunnamulla, in South-West Queensland. It is focused on providing students from that community with the opportunity to attend academic and cultural workshops and learn about the opportunities a university degree can provide them with.

We are proud to have sponsored Project Imba since 2014, and to have delivered career pathways discussion panels as part of the programme since 2016.

“Ashurst’s strong commitment to reconciliation is demonstrated by Ashurst’s support of Project Imba. Ashurst has been the principal sponsor of the programme since its creation in 2014. Project Imba has had remarkable outcomes in inspiring students to complete high school and then pursue higher education or employment. The programme has had a substantially positive impact on the lives of the young people in Cunnamulla and this achievement would not be possible without Ashurst’s support.”

Allison Boland, Co-Founder, Project Imba
Relationships

Building strong relationships based on trust and mutual respect is of central importance to the work we do to support reconciliation. Through building strong relationships, we can share experiences and learn from one another.

**ACTION**

1. Our RAP Working Group will continue to actively monitor RAP development and implementation

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Timeline</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>• RAP Working Group to oversee the development, launch and implementation of the RAP, as it has done in the past.</td>
<td>November 2018</td>
<td>Corporate Responsibility (CR) Manager</td>
</tr>
<tr>
<td>• Meet at least four times per year to monitor and report on RAP implementation.</td>
<td>February, May, August and November 2018-2020</td>
<td>CR Manager</td>
</tr>
<tr>
<td>• Establish Terms of Reference for the RAP Working Group.</td>
<td>January 2019</td>
<td>CR Manager</td>
</tr>
<tr>
<td>• Invite our people who identify as Aboriginal and/or Torres Strait Islander people to join the RAP Working Group.</td>
<td>May 2019</td>
<td>CR Manager</td>
</tr>
<tr>
<td>• Invite Reconciliation Champions to attend the August RAP Working Group meetings to engage in discussion about RAP initiatives and experiences, and to reflect on progress made and learnings.</td>
<td>August 2019 and 2020</td>
<td>CR Manager</td>
</tr>
<tr>
<td>• Review the constitution of the RAP Working Group on an annual basis, to ensure that it has senior representation from across our Australian offices.</td>
<td>June 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Ensure RAP objectives are built into our Diversity and Inclusion strategy.</td>
<td>November 2018</td>
<td>Diversity and Inclusion (D&amp;I) Manager</td>
</tr>
</tbody>
</table>
# OUR STRETCH RAP – RELATIONSHIPS

## ACTION
### 2. We will continue to celebrate National Reconciliation Week (NRW) nationally

<table>
<thead>
<tr>
<th>Deliverable</th>
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</thead>
<tbody>
<tr>
<td>• Organise at least three internal NRW events across our Australian offices.</td>
<td>May 2019 and 2020</td>
<td>Reconciliation Champions; CR Manager</td>
</tr>
<tr>
<td>• Register all our NRW events on Reconciliation Australia’s NRW website.</td>
<td>May 2019 and 2020</td>
<td>Reconciliation Champions; CR Manager</td>
</tr>
<tr>
<td>• Encourage all our people in Australia to participate in external events to recognise and celebrate NRW.</td>
<td>May 2019 and 2020</td>
<td>Reconciliation Champions; CR Manager; Office Managing Partners</td>
</tr>
<tr>
<td>• Ensure members of our RAP Working Group participate in at least one external NRW event each year</td>
<td>May 2019 and 2020</td>
<td>RAP Working Group</td>
</tr>
</tbody>
</table>

## ACTION
### 3. We will work to develop and strengthen relationships with Aboriginal and Torres Strait Islander people, communities and organisations

<table>
<thead>
<tr>
<th>Deliverable</th>
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<tbody>
<tr>
<td>• Meet with at least three new Aboriginal and Torres Strait Islander organisations per year, in order to develop mutually beneficial relationships and to understand how we might work together (e.g. through shared projects, partnerships, pro bono support, training or community capacity building).</td>
<td>January 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Continue to support Aboriginal and Torres Strait Islander clients and organisations through our pro bono practice and secondments, and CR programme.</td>
<td>January 2019 and 2020</td>
<td>Global Pro Bono and CR Partner</td>
</tr>
<tr>
<td>• Implement and review an organisational engagement strategy to work with our Aboriginal and Torres Strait Islander clients and partners.</td>
<td>March 2019</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Work with external community advisors to develop guiding principles for future engagement with Aboriginal and Torres Strait Islander clients and partners.</td>
<td>February 2019</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Develop at least two new formal partnerships with Aboriginal and Torres Strait Islander organisations out of each of our Australian offices to support local community programmes.</td>
<td>July 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager; Office Managing Partners</td>
</tr>
</tbody>
</table>
### ACTION

#### 4. We will continue to help promote reconciliation across our business and in the wider community

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>• Continue to share our RAP with our people (in Australia and globally) through our internal communications channels, including our monthly national Pro Bono Update and CR Newsletter.</td>
<td>January 2019 and 2020</td>
<td>CR Manager; Internal Communications Managers</td>
</tr>
<tr>
<td>• Continue to raise awareness of our reconciliation partnerships and opportunities for our people and clients to become involved each month in our national Pro Bono Update and CR Newsletter and across our social media channels.</td>
<td>January 2019 and 2020</td>
<td>CR Manager; Communications Managers</td>
</tr>
<tr>
<td>• Invite our commercial clients to work on RAP projects and initiatives.</td>
<td>January 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager;</td>
</tr>
<tr>
<td>• Continue to participate in external reconciliation networks (including the Business Council of Australia’s Business Indigenous Network, the Legal Profession Reconciliation Network and the Business Council of Australia’s Indigenous Engagement Task Force) to share our reconciliation journey, and collaborate where possible, to maximise impact.</td>
<td>January 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Publish our Stretch RAP on our website.</td>
<td>November 2018</td>
<td>Communications Managers</td>
</tr>
<tr>
<td>• Share publications produced by Reconciliation Australia and other organisations and thought leaders with our people on our Global Intranet and in our Pro Bono Update and CR Newsletters.</td>
<td>January 2019 and 2020</td>
<td>CR Manager; Communications Managers</td>
</tr>
</tbody>
</table>

### ACTION

#### 5. We will encourage our people to engage with the firm’s work to support reconciliation

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>• Produce an internal guide to notify our people of ways they can each support reconciliation through engagement in our activities and programmes.</td>
<td>November 2018</td>
<td>RAP Working Group; Communications Managers; Reconciliation Champions; Learning and Development</td>
</tr>
<tr>
<td>• Continue to include information about our commitment to reconciliation in our new partners and staff induction programmes and provide the opportunity to new starters to ask questions about our RAP.</td>
<td>January 2019 and 2020</td>
<td>CR Manager; Pro Bono Managers</td>
</tr>
<tr>
<td>• Publish a calendar of dates and anniversaries that are important in our national history and in the history of the reconciliation movement in Australia on our Global Intranet.</td>
<td>January 2019</td>
<td>CR Manager; Communications Managers</td>
</tr>
<tr>
<td>• Engage our senior leaders in the delivery of RAP outcomes</td>
<td>November 2018</td>
<td>RAP Working Group</td>
</tr>
</tbody>
</table>
Respect

We are on the journey towards reconciliation for the long-term, driven by our commitment to justice. We believe that respect, mutual trust and integrity are fundamental to achieving reconciliation in Australia.

<table>
<thead>
<tr>
<th>ACTION</th>
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</thead>
<tbody>
<tr>
<td>1. We will work to increase our knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements</td>
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<tr>
<th>Deliverable</th>
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<tbody>
<tr>
<td>• Develop our cultural competency training strategy, including various different training platforms (online, face-to-face workshops, on country learning and cultural heritage experiences).</td>
<td>February 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager; Learning and Development</td>
</tr>
<tr>
<td>• Promote Reconciliation Australia’s Share Our Pride online tool with our people on our Global Intranet.</td>
<td>December 2018</td>
<td>Communications Managers</td>
</tr>
<tr>
<td>• Invite our commercial clients to join us on our learning journey, including participating in cultural heritage walking tours.</td>
<td>May 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Incorporate cultural learning into our annual Learning and Development calendar.</td>
<td>January 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager; Learning and Development</td>
</tr>
<tr>
<td>• At least 10% (approximately 100) of our people in Australia to undertake online cultural learning activities.</td>
<td>November 2020</td>
<td>CR Manager; Learning and Development</td>
</tr>
<tr>
<td>• At least 30% (approximately 300) of our people in Australia to have undertaken face-to-face cultural learning activities and training sessions.</td>
<td>November 2020</td>
<td>CR Manager</td>
</tr>
<tr>
<td>• At least 10% (approximately 100) of our people in Australia to undertake cultural immersion learning activities (including workshops and cultural heritage walking tours).</td>
<td>November 2020</td>
<td>CR Manager</td>
</tr>
<tr>
<td>• Senior executives to undertake cultural learning activities.</td>
<td>November 2019</td>
<td>CR Manager</td>
</tr>
<tr>
<td>• Develop opportunities for key pro bono partners, such as the Northern Region Aboriginal Alliance, to provide cultural knowledge and information to our people.</td>
<td>February 2019</td>
<td>Pro Bono Managers</td>
</tr>
</tbody>
</table>
### ACTION

#### 2. We will provide opportunities for our people to experience and learn about Aboriginal and Torres Strait Islander cultures and to build meaningful relationships with Aboriginal and Torres Strait Islander people

<table>
<thead>
<tr>
<th>Deliverable</th>
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</thead>
<tbody>
<tr>
<td>• Attend the Garma Festival in North-East Arnhem Land on a regular basis.</td>
<td>August 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Facilitate at least two opportunities per year for a lawyer to undertake pro bono legal secondments or other work in remote communities.</td>
<td>September 2019 and 2020</td>
<td>Global Pro Bono and CR Partner</td>
</tr>
<tr>
<td>• Work with Aboriginal and Torres Strait Islander people and community organisations to explore opportunities for our people to learn about the Aboriginal and Torres Strait Islander histories of the cities in which our Australian offices are based, and experience Aboriginal and Torres Strait Islander cultures.</td>
<td>August 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
</tbody>
</table>

### ACTION

#### 3. We will demonstrate respect to Aboriginal and Torres Strait Islander people and communities by embedding cultural protocols as part of the way our business functions

<table>
<thead>
<tr>
<th>Deliverable</th>
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<tbody>
<tr>
<td>• Continue to communicate our cultural protocol document for Welcome to Country and Acknowledgement of Country on our Global Intranet and in our monthly Pro Bono Update and CR Newsletter.</td>
<td>January 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Invite a Traditional Custodian to provide a Welcome to Country at at least five significant firm events per year including a Reconciliation Week event.</td>
<td>May 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager; Events</td>
</tr>
<tr>
<td>• Encourage our people to provide an Acknowledgement of Country at events hosted by the firm (internal and external) and at important internal meetings.</td>
<td>January 2019 and 2020</td>
<td>Office Managing Partners; RAP Working Group</td>
</tr>
<tr>
<td>• Develop and maintain a list of key contacts for organising a Welcome to Country.</td>
<td>January 2019</td>
<td>CR Manager</td>
</tr>
</tbody>
</table>
### ACTION

4. We will support our people to engage with culture and community during NAIDOC Week

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>• Review HR policies and procedures to ensure there are no barriers to our people participating in NAIDOC Week.</td>
<td>November 2018</td>
<td>D&amp;I Manager</td>
</tr>
<tr>
<td>• Encourage our people to participate in NAIDOC Week events at the firm and in the local community.</td>
<td>July 2019 and 2020</td>
<td>CR Manager; Reconciliation Champions; Communications Managers; Office Managing Partners</td>
</tr>
<tr>
<td>• Raise awareness about NAIDOC Week across our Australian offices.</td>
<td>July 2019 and 2020</td>
<td>CR Manager; Reconciliation Champions; Communications Managers</td>
</tr>
<tr>
<td>• Working together with Aboriginal and Torres Strait Islander clients and community partners, host at least two NAIDOC Week events across our Australian offices.</td>
<td>July 2019 and 2020</td>
<td>Reconciliation Champions; CR Manager</td>
</tr>
</tbody>
</table>
**Opportunities**

*We are committed to working with Aboriginal and Torres Strait Islander people to remove barriers to educational and employment opportunities that exist; ensure Aboriginal and Torres Strait Islander people have access to legal services; and see that our business reflects the diversity of our Australian community.*

### ACTION

1. **We will continue to provide legal assistance and advocacy to Aboriginal and Torres Strait Islander individuals and organisations through our pro bono practice**

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>• Maintain legal assistance for Aboriginal and Torres Strait Islander clients as one of the key priority areas of our Australian pro bono practice.</td>
<td>November 2018, 2019 and 2020</td>
<td>Global Pro Bono and CR Partner</td>
</tr>
<tr>
<td>• Work to achieve the goal that at least 30% of our pro bono referrals accepted per year in Australia are to assist Aboriginal and Torres Strait Islander people and organisations.</td>
<td>November 2018, 2019 and 2020</td>
<td>Global Pro Bono and CR Partner</td>
</tr>
<tr>
<td>• Work collaboratively with front line service providers to address systemic issues impacting Aboriginal and Torres Strait Islander communities through our Law Reform Project. This will involve developing advocacy documents through extensive case study collation, literature review and submissions.</td>
<td>November 2018, 2019 and 2020</td>
<td>Global Pro Bono and CR Partner</td>
</tr>
<tr>
<td>• As part of our Law Reform Project, our pro bono team will visit organisations in the Northern Territory every three months to discuss areas in need of reform.</td>
<td>November 2018, 2019 and 2020</td>
<td>Global Pro Bono and CR Partner</td>
</tr>
<tr>
<td>• Continue to second two lawyers a year to NAAJA in Katherine, Northern Territory.</td>
<td>November 2018, 2019 and 2020</td>
<td>Global Pro Bono and CR Partner</td>
</tr>
<tr>
<td>• Continue to develop and strengthen existing key pro bono partnerships including, but not limited to, the Northern Region Aboriginal Alliance, to ensure that these organisations have access to legal advice and capacity building supports.</td>
<td>November 2018, 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; Pro Bono Managers</td>
</tr>
</tbody>
</table>
### ACTION

2. **We will work to support an increase in Aboriginal and Torres Strait Islander recruitment and retention at the firm**

<table>
<thead>
<tr>
<th>Deliverable</th>
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</thead>
<tbody>
<tr>
<td>• Engage with our people who identify as Aboriginal and/or Torres Strait Islander people to consult on employment strategies, including professional development.</td>
<td>July 2019</td>
<td>D&amp;I Manager; Head of HR, Australia; Resourcing Managers</td>
</tr>
<tr>
<td>• Develop, implement and review an Aboriginal and/or Torres Strait Islander recruitment and retention strategy that includes professional development.</td>
<td>November 2019</td>
<td>D&amp;I Manager; Head of HR, Australia; Resourcing Managers</td>
</tr>
<tr>
<td>• Increase Aboriginal and Torres Strait Islander employment by at least two roles in 2019, and at least three roles in 2020, reviewing this on an annual basis.</td>
<td>December 2019</td>
<td>Head of HR, Australia; Resourcing Managers</td>
</tr>
<tr>
<td>• Promote job opportunities for our Australian offices through Aboriginal and Torres Strait Islander media channels.</td>
<td>July 2019</td>
<td>Head of HR, Australia; Resourcing Managers</td>
</tr>
<tr>
<td>• Advertise clerkship and graduate opportunities through university Aboriginal and Torres Strait Islander student support services.</td>
<td>July 2019</td>
<td>Head of HR, Australia; Resourcing Managers</td>
</tr>
</tbody>
</table>
OUR STRETCH RAP – OPPORTUNITIES

ACTION

3. We will continue to work with Aboriginal and Torres Strait Islander businesses and organisations and to explore new ways we can work together

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy for our offices in Australia.</td>
<td>November 2019</td>
<td>Head of Operations, Australia; Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Set an internal target for goods and services to be procured from Aboriginal and Torres Strait Islander businesses.</td>
<td>November 2020</td>
<td>Head of Operations, Australia; Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Maintain Supply Nation membership and attend the Supply Nation Connect Tradeshows each year.</td>
<td>May 2019 and 2020</td>
<td>Head of Operations, Australia; CR Manager</td>
</tr>
<tr>
<td>• Work with at least three Aboriginal and Torres Strait Islander organisations per year to identify mutually beneficial ways to share skills and supports to help build capacity (including delivering training sessions, and skills based volunteering opportunities for our people).</td>
<td>March 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Establish at least two commercial relationships with Aboriginal and Torres Strait Islander businesses each year.</td>
<td>May 2019 and 2020</td>
<td>Head of Operations, Australia; CR Manager</td>
</tr>
</tbody>
</table>

ACTION

4. We will continue to work with Aboriginal and Torres Strait Islander people to facilitate opportunities for skills development and through providing meaningful work experiences as they plan for and build their careers

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Timeline</th>
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</tr>
</thead>
<tbody>
<tr>
<td>• Support at least three youth programmes per year to support young Aboriginal and Torres Strait Islander peoples in their education and career journeys.</td>
<td>February 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Through our Aboriginal and Torres Strait Islander Legal Internship Programme, offer at least two places per year to law students in our Brisbane office.</td>
<td>February 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager; D&amp;I Manager</td>
</tr>
</tbody>
</table>
### TRACKING PROGRESS AND REPORTING

#### ACTION

**6. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in RAP Impact Measurement Report.**

<table>
<thead>
<tr>
<th>Deliverable</th>
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</thead>
<tbody>
<tr>
<td>• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.</td>
<td>30 September 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Investigate participation in the RAP Barometer.</td>
<td>May 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Work to develop and implement systems and capability to track, measure and report on RAP activities.</td>
<td>December 2018, 2019 and 2020</td>
<td>CR Manager</td>
</tr>
</tbody>
</table>

#### ACTION

**7. We will report RAP achievements, challenges and learnings internally and externally**

<table>
<thead>
<tr>
<th>Deliverable</th>
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</tr>
</thead>
<tbody>
<tr>
<td>• Publically report our RAP achievements, challenges and learnings through Reconciliation Australia, our Global Intranet, internal publications and our Global Pro Bono and CR Report.</td>
<td>June 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager; Communications Managers</td>
</tr>
<tr>
<td>• Prepare an annual RAP progress report to be displayed on the Reconciliation Australia website.</td>
<td>November 2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager; Communications Managers</td>
</tr>
<tr>
<td>• Communicate monthly updates on RAP progress to our people.</td>
<td>2019 and 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager; Communications Managers</td>
</tr>
</tbody>
</table>

#### ACTION

**8. We will review, refresh and update our RAP in 2020**

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<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.</td>
<td>May 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
<tr>
<td>• Submit our draft RAP to Reconciliation Australia for formal feedback and endorsement.</td>
<td>November 2020</td>
<td>Global Pro Bono and CR Partner; CR Manager</td>
</tr>
</tbody>
</table>
We acknowledge the Traditional Custodians of the land on which we work across Australia, and pay our deep respects to their Elders past, present and emerging.
CONTACTS

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Sarah Steele  
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sarah.steele@ashurst.com

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