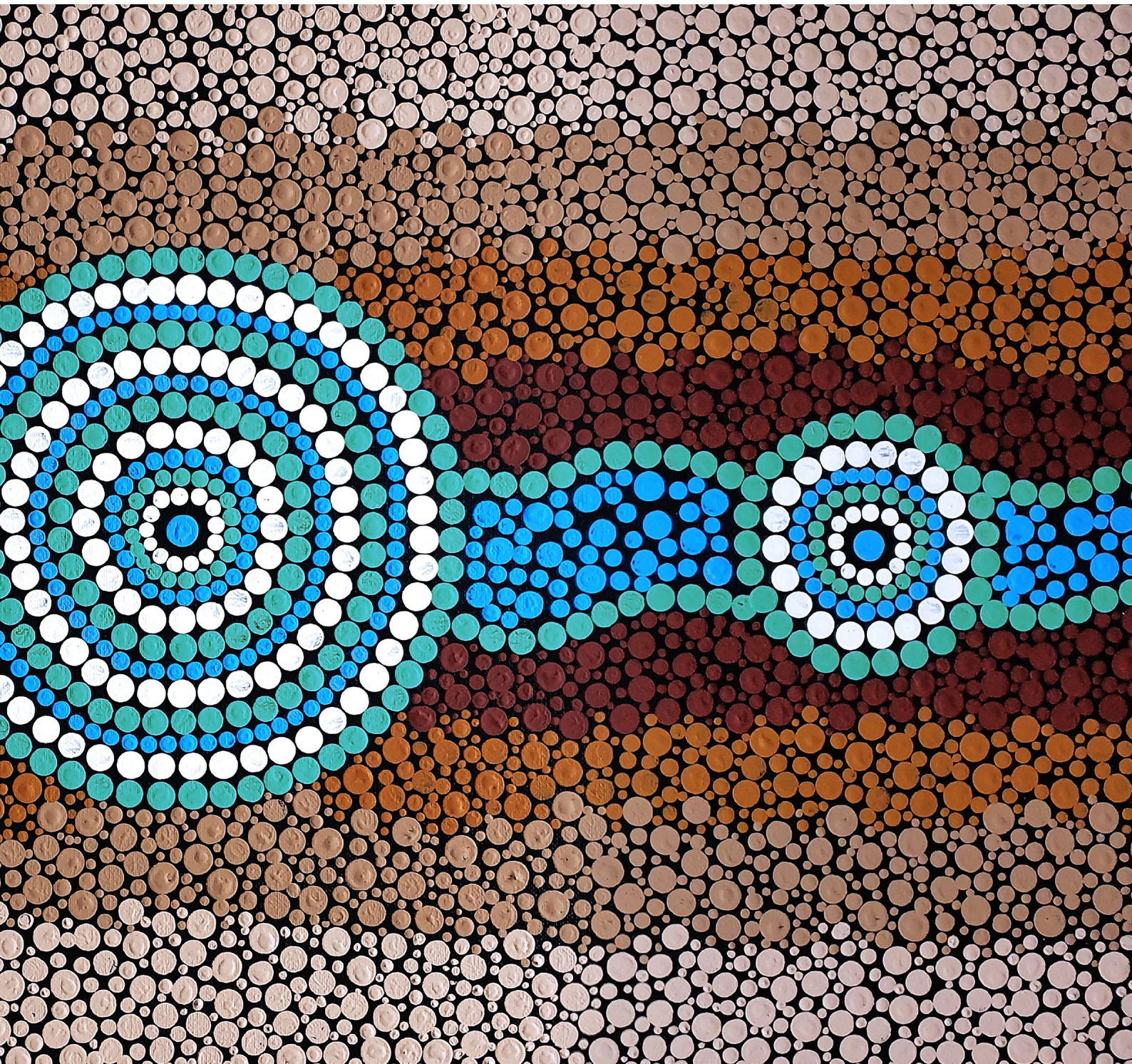


Innovate Reconciliation Action Plan

Corrs Chambers Westgarth

November 2021 – November 2023



Acknowledgement of Traditional Custodians

Corrs Chambers Westgarth acknowledges the First Peoples of Australia and their custodianship of Australian lands.

Corrs pays its respects to their Elders past and present and recognises that sovereignty has never been ceded.

Corrs acknowledges that its Brisbane office is on the traditional lands of the Turrbal and Jagera People.

Corrs acknowledges that its Sydney office is on the traditional land of the Gadigal People of the Eora Nation.

Corrs acknowledges that its Melbourne office is on the traditional land of the Wurundjeri People of the Kulin Nation.

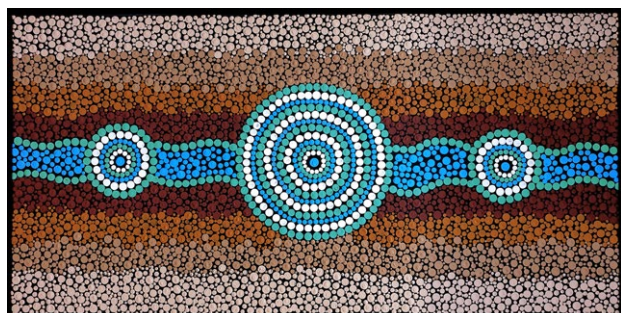
Corrs acknowledges that its Perth office is on the traditional land of the Noongar People from the Whadjuk region.

Corrs Chambers Westgarth employees are encouraged to invite a local Elder to deliver a Welcome to Country or to deliver an Acknowledgement of Country at firm events.



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About Our Artwork

Artist: Billy-Jay (BJ) O'Toole

Community: Wadawurrung, Kulin, VIC, Australia

Language: Wadawurrung

Title: *Wadawurrung Coastline*

Original Artwork Dimensions: 60.0 cm x 40.0 cm

Medium: Acrylic on canvas

Year Created: 2020



About The Artist – Billy-Jay (BJ) O'Toole

Billy-Jay (BJ) O'Toole is a proud Wadawurrung man residing on Wadawurrung country in Mount Duneed. He was born and raised on Wadawurrung country in Geelong, Victoria where he is a recognised Traditional Owner and member of Wadawurrung Traditional Owners Aboriginal Corporation where he also works as a Cultural Heritage Representative.

BJ holds qualifications in Cultural Heritage Management, which he undertook to strengthen his cultural commitment and connection to his Country, community and family. BJ has created many stories of Country covering themes from water, land and animals. His art style is a contemporary take on the stories and colours of Country.

Wadawurrung Coastline reflects BJ's interpretation of the coastline on Wadawurrung Country. The earth colours symbolise the ochre cliffs that line the coast and the blues symbolise the coastline. Both of these elements of Country are significant to Wadawurrung people; saltwater is where fresh seafood is collected and hunted and the ochre is a natural pigment mixed with water to form paint. It has been and is still traditionally used by Wadawurrung people in ceremonies on Wadawurrung Country.

Artwork © Billy-Jay O'Toole, *Wadawurrung Coastline*, 2020
Indigenous Arts Management by Dreamtime Art

CEO Message

Corrs Chambers Westgarth is strongly committed to continuing our contribution to reconciliation with Australia's First Nation's people.

Our 2021–2023 Innovate Reconciliation Action Plan builds on our active commitment to diversity, inclusion and community building, and the respect for the Traditional Owners of our Land. In this RAP, we describe our progress to date as well as outline our actions to further support reconciliation in Australia.

Our plan aims to:

- deepen our engagement with Australia's First Nations people and increase our contribution in relation to addressing systemic inequalities;
- create opportunities for Aboriginal and Torres Strait Islander peoples to achieve social inclusion and economic independence; and
- increase our people's awareness of cultural protocols to lift the level of understanding and respect of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.

We are proud of the progress we have made to date, and we look forward to working closely with Aboriginal and Torres Strait Islander peoples as we strive for reconciliation.

I am pleased to launch Corrs' third Reconciliation Action Plan.

Gavin MacLaren
Chief Executive Officer
Corrs Chambers Westgarth



Message from Karen Mundine

Reconciliation Australia commends Corrs Chambers Westgarth on the formal endorsement of its third 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Corrs Chambers Westgarth continues to be part of a strong network of more than 1,100 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 Corrs Chambers Westgarth will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Corrs Chambers Westgarth 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.

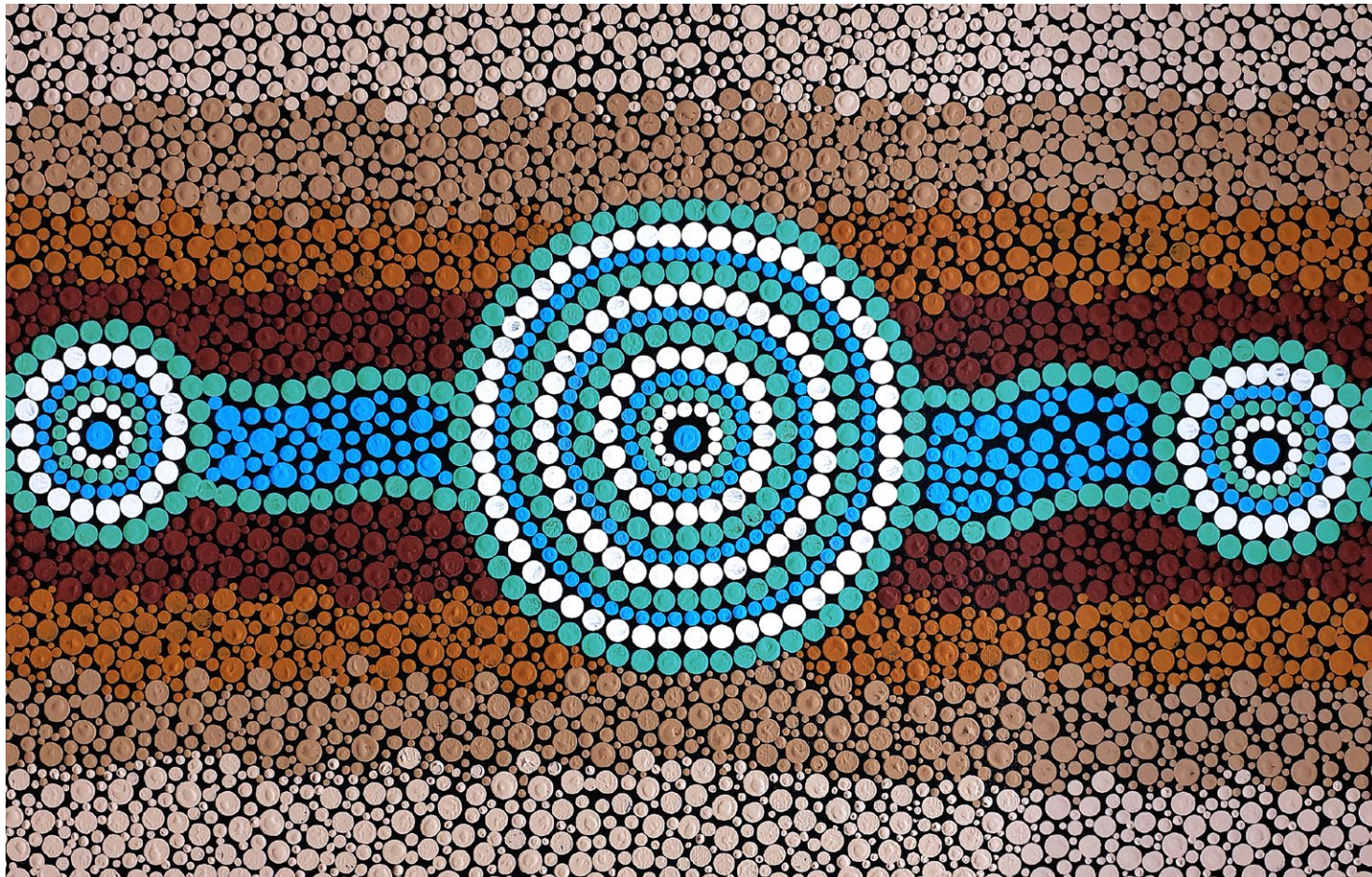
This Innovate RAP is an opportunity for Corrs Chambers Westgarth to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Corrs Chambers Westgarth will ensure shared and cooperative success in the long-term.

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

Congratulations Corrs Chambers Westgarth on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Corrs is a long time and proud supporter of the reconciliation movement in Australia. We welcome and are grateful for the opportunity to continue developing meaningful and positive relationships with Aboriginal and Torres Strait Islander people, businesses, organisations and communities based on the sharing of knowledge, resources and respect through our bold and ambitious initiatives.

Our vision is for an inclusive, equal and reconciled society across Australia that celebrates the histories and cultures of First Nations people. To achieve our vision, we educate our employees and support our suppliers, clients and associates through our sphere of influence.

Our third Reconciliation Action Plan (**RAP**) includes new goals supporting Reconciliation Australia's call for organisations to move from 'safe' to 'brave'. It contains a roadmap to expand on the successes of our first two RAPs and uncovers new opportunities to achieve substantial outcomes and positive change for Aboriginal and Torres Strait Islander people, organisations and communities.

Our employees have a genuine passion for achieving our reconciliation commitments with many successful outcomes already realised. In our next RAP we will be leveraging the established relationships that we have with many Aboriginal and Torres Strait Islander organisations and communities to build an even greater impact. We will grow our existing relationships and expand our sphere of influence with new and mutually beneficial partnerships to support a society that embraces Aboriginal and Torres Strait Islander cultures, histories, and equality across Australia.

Case studies

Case study – Reconciliation – Supporting the call for change with the Uluru Statement of the Heart

In 2019, Corrs joined 17 other leading law firms in welcoming the Uluru Statement From the Heart, the result of the 2017 National Constitutional Convention of Aboriginal and Torres Strait Islanders. Through our joint statement – made with the backing of Elders – Corrs declared its support for the establishment of a First Nations Voice in the Constitution as a national priority. Professor Megan Davis, Pro Vice-Chancellor Indigenous and Professor of Law at UNSW endorsed Corrs’ declaration, describing it as a “really significant development in the decade-long recognition process”.

In 2020, Corrs hosted two virtual events aimed at educating its staff about the Uluru Statement from the Heart and the path to constitutional recognition. At our first event Corrs was privileged to receive a presentation from Professor Davis as part of National Reconciliation Week. Professor Davis discussed the history that led to the Uluru Statement from the Heart and opined on the steps that would need to be taken for constitutional recognition to become a reality in the future.

Corrs hosted a second virtual panel event for NAIDOC Week. The panel featured constitutional law expert Professor Cheryl Saunders (Melbourne University), Tim Goodwin (Victorian Bar and member of the Yuin People of NSW) and Corrs partner James Whittaker, who discussed the legal framework and implications of constitutional recognition and a First Nations Voice to Parliament.

The event was well attended, with Corrs employees across all five offices participating. The panellists expressed full support for the idea of a First Nations Voice to Parliament enshrined in the Constitution, dispelled myths about the risk that a First Nations Voice would create a third chamber of Parliament, and called upon Corrs’ people, the legal profession and the Australian public to continue to advocate for constitutional recognition.

As part of its third RAP, Corrs intends to build on these events, educating about and advocating for constitutional recognition. Notably, Corrs made a submission to the Commonwealth Government in response to its co-design process for a Voice to Parliament.

The Uluru Statement from the Heart continues to be a significant mandate to create a fuller expression of Australia’s nationhood, and Corrs continues to walk with Aboriginal and Torres Strait Islanders in a movement of the Australian people for a better future.

Case Study – Access to justice – Strengthening access to justice for Aboriginal and Torres Strait Islander people by partnering with the Aboriginal Legal Service of Western Australia

Corrs has maintained a strong pro bono partnership with the Aboriginal Legal Service of Western Australia (ALSWA) for more than a decade. Our relationship is an important way for us to ensure that we put our skills to use effectively by working with Aboriginal and Torres Strait Islander people who require legal assistance, and who are often denied access to justice.

As part of that commitment, we have seconded law graduates from our Perth office one day each week to ALSWA's Civil & Human Rights team. Each graduate's secondment lasts about six months. While at the ALSWA, our graduates have assisted in a wide range of matters, including in relation to the excessive use of force by police and their dogs, coronial inquests, access to medical treatment for prisoners, racial discrimination, and – in one case – successfully obtaining an urgent injunction preventing an autopsy being carried out against a client's cultural beliefs. Graduates also have direct contact with ALSWA clients, including by taking initial instructions from clients using the ALSWA's duty phone service.

Corrs' lawyers and law graduates have also accompanied ALSWA lawyers on their regional outreach trips, during which they have met with and assisted ALSWA's clients in regional centres. Since February 2020, we have accompanied ALSWA lawyers to:

- Collie and Bunbury;
- Geraldton and Meekatharra;
- Kalgoorlie; and
- Northam.

Corrs lawyer Louis Mitchell spent a week in ALSWA's Geraldton office in February 2020. He assisted with preparing complaints against the police to enable ALSWA's clients to seek recognition of their mistreatment, visited Greenough Regional Prison to assist with client meetings, and attended proceedings in Geraldton Magistrates Court. Associate Chris Burch travelled to Northam in August 2020. He attended the Department of Justice's Aboriginal Justice Program Open Day, and assisted by offering a duty lawyer service to local First Nations people.



Chris Burch, Corrs and Alexander Dew, Aboriginal Legal Service of Western Australia, 2020.

Corrs has also provided pro bono advice on discrete matters. Most recently, we have provided advice on making applications for extraordinary drivers' licences and to remove licence disqualifications. This work will help those who have often attracted disqualifications because of circumstances of disadvantage, for whom the opportunity to regain a driver licence has great significance.

Corrs and ALSWA mutually enjoy and value our relationship and look forward to our ongoing work together.

Case Study – Respect – Protecting the copyright of the Australian Aboriginal Flag

Mr Harold Thomas, an artist and Luritja man, is the owner of the copyright in the Aboriginal flag as an artistic work, which he designed in 1971. Since the beginning of 2020, Corrs' intellectual property team, together with Colin Golvan AM QC, has been acting on a pro bono basis for Mr Thomas in a high profile matter involving the copyright in the Australian Aboriginal flag.

Mr Thomas is Australia's first Aboriginal visual arts university graduate. In addition to his deep cultural influences and identity, Mr Thomas has been heavily influenced by a number of European masters and artists including Rothko and Mondrian.

The ultimate design of the flag, which is now ubiquitous in this country, so powerfully represents the Aboriginal people, past, present and future, as well as the spiritual relationship with the earth and red ochre used in ceremonies, and centrally the Sun, the giver of life.

After its design, the now-iconic flag was taken to the east coast of Australia where it was promoted and eventually recognised as the official flag of Australia's First Peoples. In 1995 the flag was proclaimed a national flag under the Commonwealth Flags Act, and was brought to the international stage when Cathy Freeman draped herself in the flag during her victory lap after winning the 200 metre event at the 1994 Commonwealth Games. In 1997, Colin Golvan AM QC acted for Mr Thomas in the case of *Thomas v Brown and Tennant*, where the Federal Court declared Mr Thomas as the owner of the copyright in the Aboriginal flag.

The flag plays an unprecedented role in unifying the many Aboriginal nations as well as acting as a symbol for the promotion of reconciliation and national unity. There have been many statements of support for the flag, not least from The Hon Minister for Indigenous Australians, Mr Ken Wyatt AM MP, who stated that "it's the single thread that brings us all together" and has met with Mr Thomas to discuss its future. There is no substitute for the flag and the role it plays in Australian society. July 2021 marked the 50th anniversary of the Australian Aboriginal flag's creation, and among other commemorations that will occur in 2021, the flag will feature on a release of minted two dollar coins.

The matter in which Corrs is acting as Mr Thomas' closest advisors is high profile, and was the subject of a Select Senate Committee in September 2020, in which numerous witnesses from various stakeholder backgrounds were called to publicly answer questions on topics including negotiated outcomes involving the assignment of copyright to the Commonwealth, compulsory acquisition of the copyright in the flag, and mechanisms for management of the flag to protect its role and integrity into the future. The matter is politically and culturally sensitive and has attracted a great deal of press coverage.

This matter represents a significant pro bono commitment by Corrs which aligns with the firm's commitment to its stated RAP objectives. It is testament to the calibre of Corrs' intellectual property team to attract a matter of such national importance and complexity, which is being widely discussed amongst lawyers, academics and the wider Australian community.



Photo: Chrystal Dare

Case study – Opportunities – Promoting career opportunities for Aboriginal and Torres Strait Islander students

We have proudly partnered with the CareerTrackers Indigenous Internship Program since 2015 and this partnership successfully continued throughout our last RAP. The CareerTrackers program provides opportunities for Aboriginal and Torres Strait Islander university students to accelerate their professional development through paid internships over their university breaks. Since 2015, Corrs has hosted eight Aboriginal and Torres Strait Islander law students virtually and in person across our Brisbane, Melbourne and Sydney offices. Four of the interns returned for multiple internship placements across the summer and winter programs. One intern continued to work with Corrs on a casual basis as a research clerk whilst studying and secured a clerkship with the firm. Another intern completed their degree and is now permanently employed by Corrs. Both individuals joined the firm's RAP Steering Committee during this time and have assisted in local RAP activities.

The aim of the CareerTrackers program is to give Aboriginal and Torres Strait Islander students relevant industry exposure and opportunities to develop their skills and receive support from workplace mentors. While participating in the program, the Corrs interns have had opportunities to assist with work for Corrs' clients by conducting research, assisting with contracts and attending court hearings and client meetings. One of our 2018/2019 interns spent part of their internship with Corrs seconded to a client, providing a holistic experience of the way our industry operates, resulting in a successful collaboration.

During each internship, a senior lawyer and a junior lawyer are appointed as the intern's manager and buddy to offer individual support and guidance. By supporting the interns throughout their time with Corrs, the Corrs lawyers involved have enhanced their cultural awareness and understanding. At the end of each internship, the intern presents to their team and others they have worked closely with about themselves, their journey towards the legal profession, the projects they have been working on at Corrs and their key learnings. The benefit of the presentation is two-fold – it gives the interns the opportunity to practice presenting in a professional context while giving our people better insight into the intern's cultural background, experiences and perspectives and how the intern has made a meaningful difference in their time at Corrs.

One of our CareerTrackers interns shares their experience below:

"I feel very lucky to have participated in the CareerTrackers Internship program at Corrs' Sydney office. During my internships, I had the chance to apply what I had been learning at university to real legal scenarios and challenged to develop my professional skills in a manner I don't believe would have been possible in a typical academic setting. I felt encouraged and supported at all times by my buddy as well as many of the other passionate and intelligent individuals I was fortunate to work with. I have since joined Corrs on a fulltime basis and the skills and relationships that I developed during my internships have proven to be an invaluable asset in my new role. I could not be more grateful to Corrs and CareerTrackers and am immensely proud to be part of a business who sees the value in this wonderful program."

Each year, CareerTrackers provides a Leadership Development Institute (LDI) day to assist with professional growth and confidence as well as a Gala Dinner for all interns and the organisations they have gained experience with across Australia to celebrate the internships and learn more about the experiences and achievements of the cohort. I felt incredibly humbled and hopeful to be sitting amongst people who I could only describe as Blak Australia's up and comers in the corporate world and I feel many of our Industry partners in attendance would have been similarly awestruck."

“

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”

Case study – Opportunities – Corporate Board Training with Kinaway

Since 2018, Corrs has enjoyed a strong relationship with Kinaway, the Victorian Aboriginal Chamber of Commerce, as one of their earliest corporate partners. Kinaway and Corrs have achieved (and continue to seek) numerous synergies, one of which occurred in June 2020, when members of Corrs' corporate/M&A practice group presented a workshop on corporate governance to Kinaway's Board of Directors. In addition to the Kinaway Board, members of the RAP Steering Committee and Corrs' RAP Working Group attended the virtual workshop and participated in the learning and the discussion.

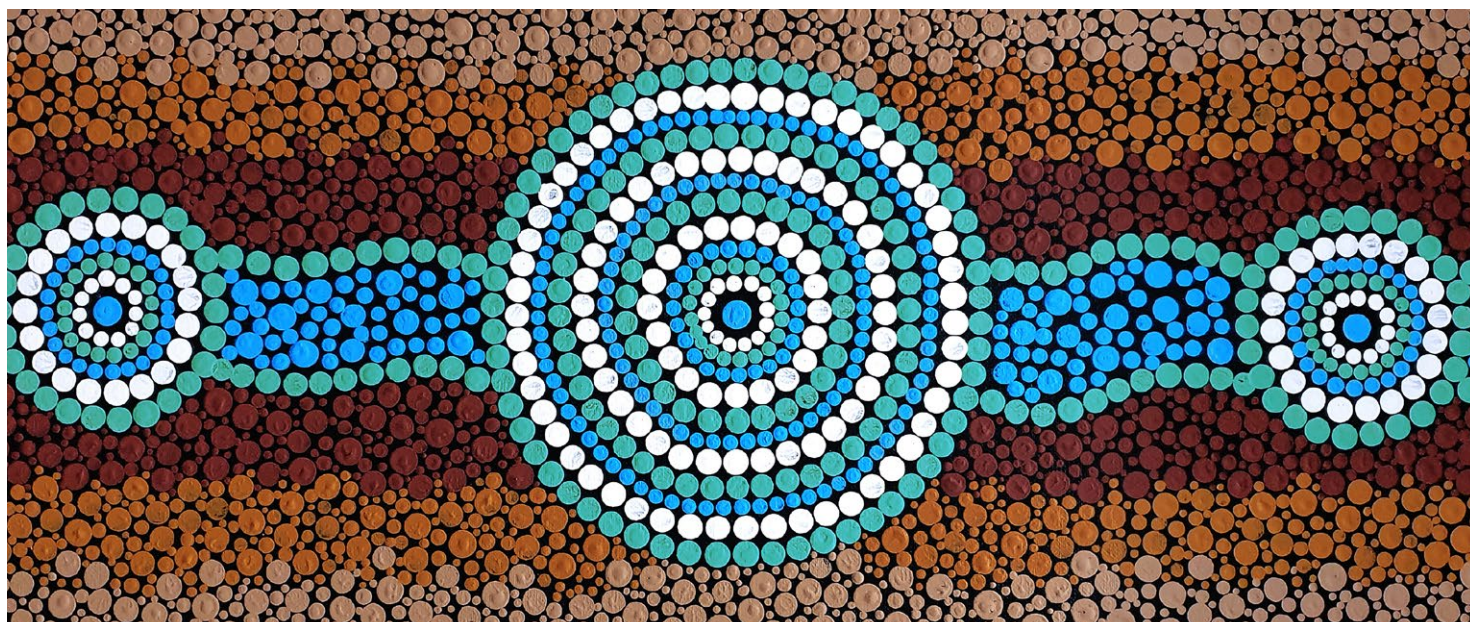
The workshop program comprised two parts, the first being an overview of directors' duties, the role and powers of boards and managing conflicts of interest. The second part of the workshop focused on two hypothetical case studies covering key topics covered in the first part, which were prepared with the assistance of numerous members of the RAP Working Group. The case studies were approved by Kinaway's CEO prior to the workshop to ensure that the subject matter would be appropriate and engaging for the Board.

The Kinaway Board was highly engaged during the workshop and there was a great level of participation in relation to each case study. Kinaway shared the following feedback:

"Thank you for the training yesterday, we had an executive meeting [afterwards] and it provoked some great discussion around our governance processes."

Following this workshop, the same corporate/M&A team was able to leverage its experience and content from the Kinaway workshop when the opportunity arose to present a second presentation to an Aboriginal and Torres Strait Islander incorporated entity (i.e. not Kinaway), on corporate governance and risk management. This additional workshop, which also involved the development of bespoke case studies in collaboration with the board, was another terrific opportunity to share governance knowledge and best practice.

“
Thank you for the training
yesterday, we had an
executive meeting
[afterwards] and it
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Corrs Chambers Westgarth is Australia's leading independent law firm. We provide exceptional legal services across the full spectrum of matters, including major transactions, projects and significant disputes, offering strategic advice on our clients' most challenging issues.

With more than 175 years of history and a talented and diverse team of over 1000 people based in Melbourne, Sydney, Brisbane, Perth and Papua New Guinea, we pride ourselves on our client-focused approach and commitment to excellence. Our fundamental ambition is the success of our clients, and this is reflected in everything we do.

We advise on the most significant global matters and connect with the best lawyers internationally to provide our clients with the right team for every engagement. We are also at the forefront of some of the most high-profile public international law matters in our region, assisting governments and corporations with the resolution of highly complex cross-border disputes.

We are the firm of choice for many of the world's leading organisations, with our people consistently recognised for providing outstanding client service and delivering exceptional results.

As part of our broader diversity and inclusion program, we support meaningful reconciliation with Aboriginal and Torres Strait Islander people and aim to increase opportunities for Aboriginal and Torres Strait Islander communities to participate in legal education and careers, while also developing our engagement with the wider Aboriginal and Torres Strait Islander community. We currently employ five Aboriginal and Torres Strait Islander staff and aim to extend this further during this RAP.

Corrs was one of 18 law firms to declare support for the Uluru Statement from the Heart in 2019, recognising it as a historic mandate to create a fuller expression of Australia's nationhood and a next step towards reconciliation.

This RAP provides a clear roadmap for Corrs to continue its reconciliation support efforts, including bold new goals and progression of our existing activities. Through this RAP, we will strengthen our relationships with Aboriginal and Torres Strait Islander communities, businesses and individuals in all states where Corrs operates, pushing for progress towards and achievement of reconciliation in Australia.

Our RAP journey and highlights since 2014

Corrs launched its first RAP in 2014, followed by a second Innovate RAP in 2018. These plans built on the firm's contribution to Australia's reconciliation journey, which predated our first RAP, and formalised our commitment to achieving meaningful reconciliation with Aboriginal and Torres Strait Islander people and non-Indigenous Australians. Through our new Innovate RAP we continue our journey to working with Aboriginal and Torres Strait Islander peoples to meaningfully build and strengthen relationships, understand and show respect for Aboriginal and Torres Strait Islander peoples, cultures and histories as well as increasing opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities. This in turn will contribute to closing the social, economic and health gap between Aboriginal and Torres Strait Islander peoples and the broader Australian Society.

As we progress, our employees have shown a genuine passion for contributing to our reconciliation commitments. The firm's reconciliation activities have been championed by our national RAP Steering Committee and implemented locally by RAP Working Groups in each state in which we operate. Our people, particularly those who identify as Aboriginal and/or Torres Strait Islander, are invited to participate in our Working Groups and support our Steering Committee. The RAP Steering Committee is comprised of partners, senior and junior lawyers and business support staff and is open for anyone in the firm to join. This includes two Partners (one of which is the Partner Diversity & Inclusion), two Special Counsel, one Senior Associate, three Associates, one Lawyer, two Paralegals, Diversity & Inclusion Manager, Diversity & Inclusion Coordinator, Senior Project Manager and a Communications Manager. Two Aboriginal and Torres Strait Islander employees are part of the RAP Committee.

We also regularly seek guidance and explore new ideas with our many external Aboriginal and/or Torres Strait Islander business partners, and we will be inviting some of them to join our RAP external advisory group going forward. We are proud of the progress we are making and know there is more to do.

Our reconciliation activities and progress since the launch of our first RAP include:

- performing pro bono legal work for Aboriginal and Torres Strait Islander organisations and communities nationally, to the value of more than \$3.4 million. For example, we provide pro bono legal assistance and administrative support to clients through the Aboriginal Legal Service of Western Australia;
- declaring support for the Uluru Statement from the Heart and its call for the establishment of a First Nations voice in the Constitution. During National Reconciliation Week 2020, Corrs held a virtual event where guest speaker Professor Megan Davis (Pro Vice-Chancellor Indigenous and Professor of Law at UNSW), shared the importance of the Uluru Statement from the Heart and its appeal for Voice, Treaty and Truth;
- increasing Aboriginal or Torres Strait Islander business procurement spend and maintaining ongoing membership with Supply Nation, an organisation which facilitates opportunities for Aboriginal and Torres Strait Islander businesses to be integrated into the supply chain of Australian organisations. Corrs has spent over \$200,000 since our first RAP;
- a longstanding 30-year partnership with Oxfam. Since 2014, Corrs and its employees have donated more than \$95,000 to Oxfam's Aboriginal and Torres Strait Islander Peoples Programs through our workplace giving program;
- continued participation in the CareerTrackers Indigenous Internship Program which provides Aboriginal or Torres Strait Islander law students with valuable paid work experience (eight interns with 14 placements) and the introduction of an internal Catering Indigenous Work Placement Program in Corrs' Perth office (three placements);
- creating opportunities for Aboriginal and Torres Strait Islander university students and young people through scholarships, tutoring and mentoring of university students. For example, we have partnered with the University of Melbourne to fund an annual Indigenous scholarship at Melbourne Law School, to the amount of \$37,500 to date;
- continuing membership of the Legal Profession Reconciliation Network;
- recognising and celebrating key events in the Aboriginal and Torres Strait Islander calendar, including National Reconciliation Week and NAIDOC Week;
- hosting a group of students annually from the University of Queensland Aboriginal and Torres Strait Islander Unit (UQ Aboriginal or Torres Strait Islander) InspireU program for high school students considering tertiary studies in law;
- undertaking cultural walks and running photography competitions to enhance staff knowledge and increase engagement with Aboriginal and Torres Strait Islander cultures and histories;
- building new and strengthening existing relationships with Aboriginal and Torres Strait Islander communities, businesses and individuals in all Australian states where Corrs operates. This includes but is not limited to the Aboriginal Legal Service of Western Australia, Victorian Aboriginal Legal Service, Dreamtime Art, Kinaway Chamber of Commerce, Noongar Chamber of Commerce and Industry, Clontarf, Kulbardi, Abundance, Yaru Australia, Yokai, the Aboriginal Health Services Queensland and Aboriginal Land Councils; and
- raising more than \$5,000 for the Indigenous Literacy Foundation through book fairs and swaps during Indigenous Literacy Week.

Several further highlights are outlined in the case studies section within this document.

The four pillars of the way we work

Our supportive and inclusive culture – which is built on excellence, collaboration, commitment and respect – sustains our diverse, engaged and high performing team.

These values guide how we partner with clients and allow us to attract the best people, help them realise their potential and build positive and engaged teams. It is important to us that we provide our people with exceptional opportunities to perform challenging and rewarding work and achieve personal and professional growth at every stage of their careers.

We offer high-quality professional development programs to equip our people with the skills they need to succeed, and market-leading benefits to reward their contributions to our success.

Our values, diverse and inclusive culture, flexibility and wellbeing programs empower our people within the firm, and within the communities in which we live and work. They also align with our journey of reconciliation that forms part of the foundation of working at Corrs.

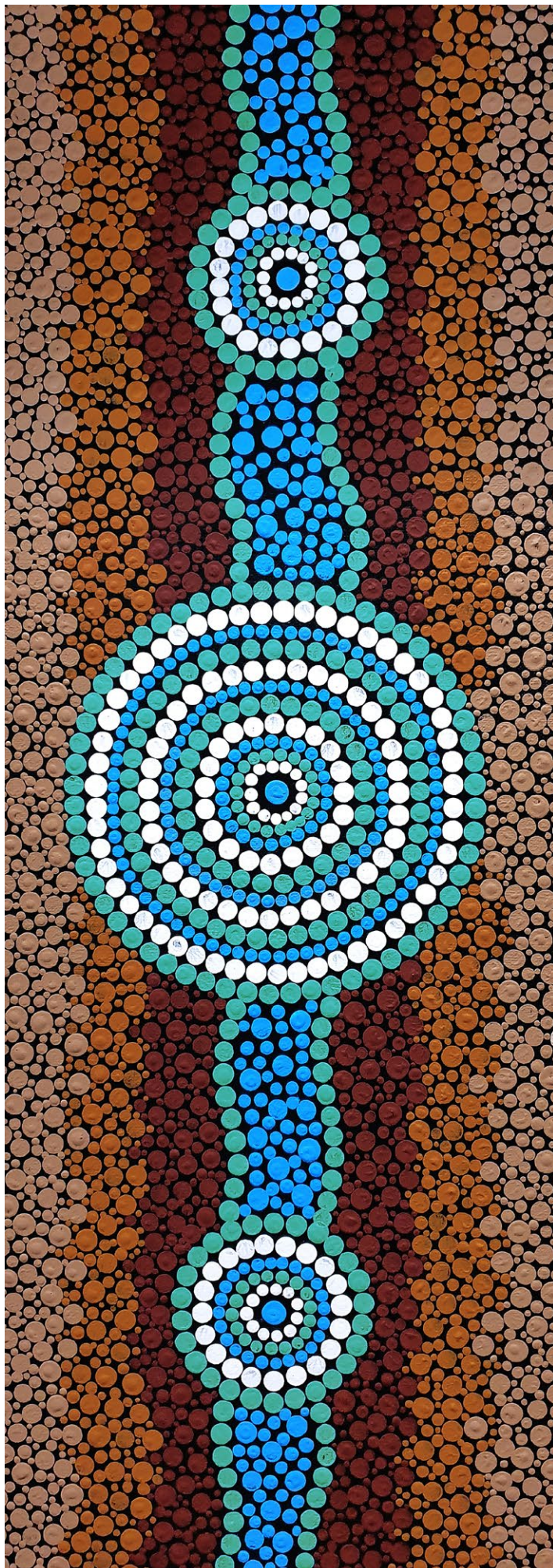
We respect the diversity of our people and we take active steps to promote diversity and inclusion, including finding new ways to reach our staff and engage them to raise awareness of Aboriginal and Torres Strait Islander issues, cultures, truth telling, histories and achievements. We extend our circle of influence and celebrate reconciliation through key Aboriginal and Torres Strait Islander events.

We strive for excellence in everything that we do and deliver innovative and exceptional services to the Aboriginal and Torres Strait Islander communities, businesses and individuals that we serve.



Collaboration is a core strength of the firm. We collaborate with many Aboriginal and Torres Strait Islander communities, businesses and individuals to build strong lasting partnerships and relationships and continue to support their work.

We are committed to building an enduring legacy for the firm in everything we do. We continue to grow the diversity of our people ensuring that we embrace and celebrate our differences. We are committed to making cultural awareness a norm within the firm and growing opportunities for Aboriginal and Torres Strait Islander communities, businesses and individuals.



Relationships



Corrs continues to build strong and meaningful relationships with Aboriginal and Torres Strait Islander people and communities in all Australian states where we operate.

This includes investing in local Aboriginal and Torres Strait Islander legal networks, suppliers and charities with an Aboriginal and Torres Strait Islander focus, extending relationships with suppliers and charities and actively seeking new opportunities. We lead by example and provide multiple opportunities for our staff through our pro bono program, initiatives and events. This is important to us because it allows our people to live the values we strive for and lets them develop their relationships with Aboriginal and Torres Strait Islander people, which supports broader reconciliation goals. In this RAP we will extend how our people learn about our reconciliation efforts and provide more opportunities for employees to be involved in our national RAP Steering Committee, Working Groups, activities and events held each year.

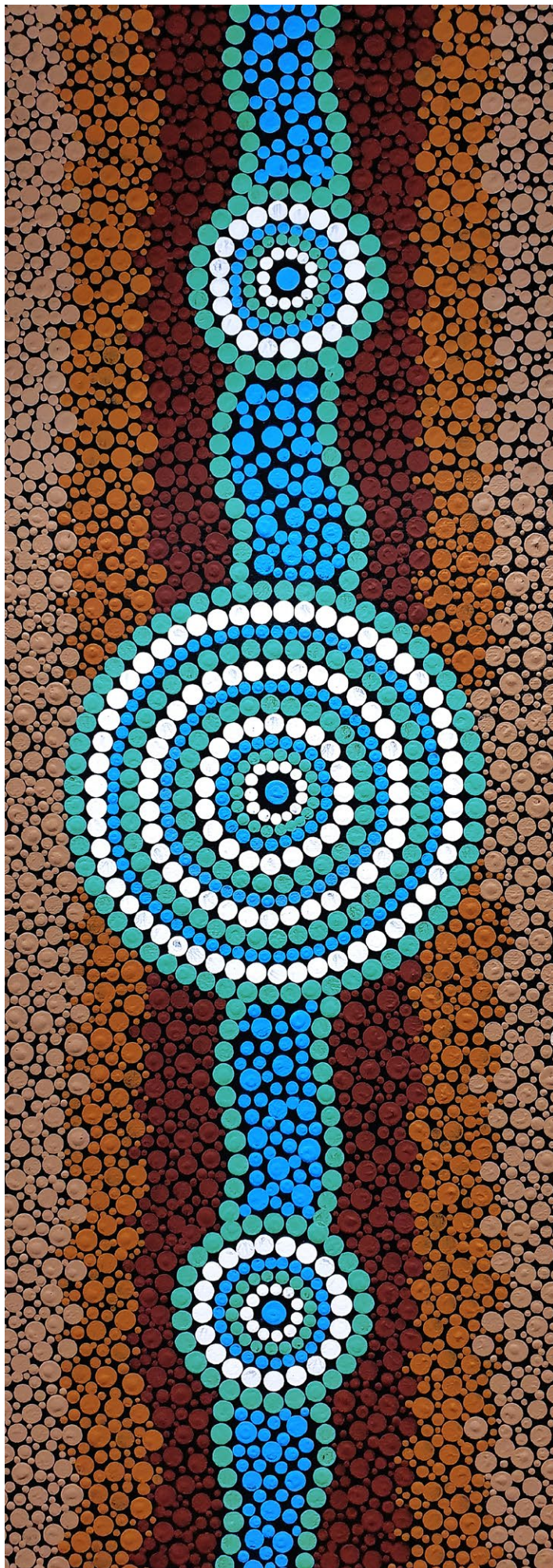
Focus area:

One of the key focus areas for Corrs is to extend Aboriginal and Torres Strait Islander representation in our RAP Steering Committee and Working Groups. We will seek to add external expertise to help drive new strategies that assist us to broaden our relationships with Aboriginal and Torres Strait Islander people, organisations and communities.

We want to extend the deep and successful relationships we have built with Aboriginal and Torres Strait Islander organisations, communities and individuals through our first two RAPs and continually improve outcomes.

Action	Deliverable	Timeline	Responsibility
1.1 Building on Corrs' existing guiding principles for engagement, strengthen relationships with key stakeholders, Aboriginal and Torres Strait Islander people, organisations and communities working together to enhance opportunities or address issues they have identified, supporting mutually positive outcomes.	<ul style="list-style-type: none"> Engage an external advisory group made up of two or three business leaders within the Aboriginal and/or Torres Strait Islander community to meet twice a year to provide guidance on strategic priorities. 	February 2022, 2023 August 2022, 2023	Chair RAP Steering Committee (RSC)
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander stakeholders to explore new opportunities to expand Corrs' existing engagement plan to drive positive outcomes for Aboriginal and Torres Strait Islander people, organisations and communities. 	March 2022	RAP Working Group (RWG) Chairs
	<ul style="list-style-type: none"> Develop new and continue existing relationships with key Aboriginal and Torres Strait Islander stakeholders by inviting relevant parties to attend Corrs events, programs and training opportunities, both virtually and at Corrs' offices. 	March 2022, 2023	Chair RSC
1.2 Build relationships through celebrating National Reconciliation Week.	<ul style="list-style-type: none"> Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to the RWGs and employees. 	April 2022, 2023	Chair RSC
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external National Reconciliation Week event. 	27 May – 3 June 2022, 2023	Chair RSC
	<ul style="list-style-type: none"> Promote and encourage employees and senior leaders to attend external National Reconciliation Week events in their local cities. 	27 May – 3 June 2022, 2023	RWG Chairs
	<ul style="list-style-type: none"> Organise at least one event to celebrate National Reconciliation Week each year. Invite Aboriginal and Torres Strait Islander stakeholders to speak at National Reconciliation Week events where possible. 	27 May – 3 June 2022, 2023	Chair RSC
	<ul style="list-style-type: none"> Register all National Reconciliation Week events on Reconciliation Australia's NRW website. 	May 2022, 2023	RWG Chairs

Action	Deliverable	Timeline	Responsibility
1.3 Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander organisations and communities that Corrs can connect with in their local areas. 	March 2022	Partner Diversity & Inclusion
	<ul style="list-style-type: none"> Share project updates and outcomes of programs we engage with on our reconciliation journey and opportunities for employee involvement via Corrs' intranet and/or D&I newsletter. 	March 2022, 2023 September 2022, 2023	Partner Diversity & Inclusion
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	October 2022, 2023	Partner Diversity & Inclusion
	<ul style="list-style-type: none"> Engage with key clients, suppliers and other like-minded organisations to identify ways to work together to advance reconciliation. 	June 2022	Director of Business Development
1.4 Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a further review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	June 2023	Chief People Officer
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander employees and/or advisors to explore and enhance relevant anti-discrimination policies with a focus on Corrs' Respect in Our Workplace and Unconscious Bias training undertaken by people. 	June 2022	Chair RSC
	<ul style="list-style-type: none"> Hold an event focused on educating employees and Corrs senior leaders on the effects of racism, including an opportunity for Aboriginal and Torres Strait Islander guests to share their experience, their community's experience and suggestions for building strong relationships and trust between Corrs and Aboriginal and Torres Strait Islander people and communities. 	October 2022	Chair RSC



Respect



We continue to provide opportunities to celebrate NAIDOC Week with events internal and external to the firm.

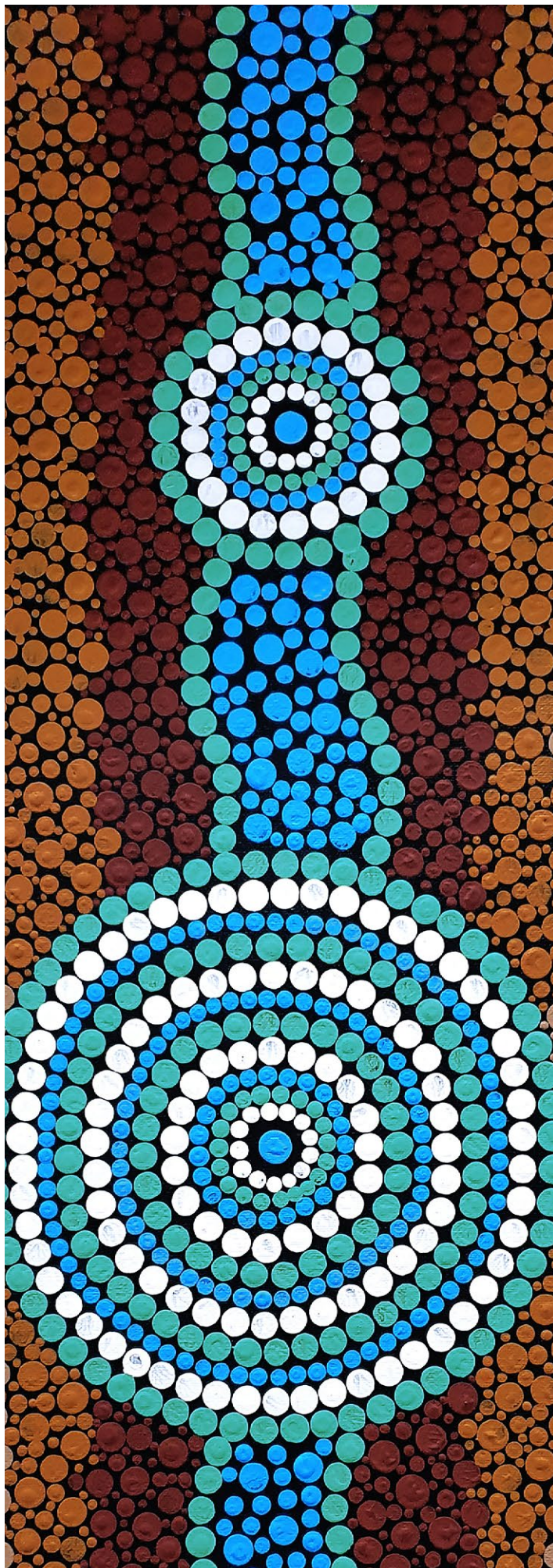
We will continue to promote our cultural protocols document to ensure all employees understand and can appropriately coordinate a Welcome to Country or deliver an Acknowledgement of Country. We will look for innovative ways to promote respect for Aboriginal and Torres Strait Islander people, communities and organisations.

Focus area:

One of the key focus areas of Corrs' 2021–2023 Innovate RAP is to strengthen the cultural learning programs that we have engaged in during our previous two RAPs and provide further opportunities for our people. We will extend training more broadly across the firm to lift the level of understanding and respect of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. This will support our future goals to expand the number of Aboriginal and Torres Strait Islander people in our workforce and help them integrate within Corrs.

Action	Deliverable	Timeline	Responsibility
2.1 Enhance Corrs' continuous cultural learning program to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Measure the current levels of understanding around Aboriginal and Torres Strait Islander histories, cultures and contributions and repeat post implementation of sessions to measure improved levels of understanding. 	October 2022, April 2023	Chair RSC
	<ul style="list-style-type: none"> Review Corrs' cultural learning strategy with Corrs' external RAP advisory group. 	April 2022	Chair RSC
	<ul style="list-style-type: none"> Investigate opportunities to further increase employee understanding and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. 	April 2022	Chair RSC
	<ul style="list-style-type: none"> Develop a cultural learning framework for RWG members, HR managers and other key leaders to participate in formal and structured cultural awareness training, building upon various levels of knowledge and experience. 	April 2022	Chief People Officer
	<ul style="list-style-type: none"> Gather advice from Aboriginal and Torres Strait Islander stakeholders to develop additional resources for employees to find out more about the local cultures and values of each office within its local Aboriginal and Torres Strait Islander community. 	June 2022	RWG Chairs
2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase employees' understanding of our implemented Acknowledgement of Country and Welcome to Country protocols, including their purpose and significance. For example, through 'lunch and learn' sessions in each office. 	November 2022	RWG Chairs
	<ul style="list-style-type: none"> Review, update and communicate our cultural protocol document to all employees. 	June 2022	Partner Diversity & Inclusion
	<ul style="list-style-type: none"> Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	June 2022, 2023	Chair RSC
	<ul style="list-style-type: none"> Include an Acknowledgement of Country protocol at the commencement of key meetings and client events. 	October 2022, 2023	Chair RSC

Action	Deliverable	Timeline	Responsibility
2.3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Ensure representatives from RSC and RWGs to participate in a local NAIDOC Week event and strengthen relationships with the local community. 	First week in July 2022, 2023	RWG Chairs
	<ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week. 	May 2022	Chief People Officer
	<ul style="list-style-type: none"> Promote calendar of events for NAIDOC Week to all employees and encourage attendance. 	June 2022, 2023	Chair RSC
	<ul style="list-style-type: none"> Provide updates of Corrs' RAP and future opportunities during NAIDOC Week. 	First week in July 2022, 2023	Chair RSC



Opportunities



We will continue to strengthen relationships with Aboriginal and Torres Strait Islander recruitment organisations to facilitate the employment of Aboriginal and Torres Strait Islander peoples in legal and non-legal roles at Corrs.

We will continue to grow our relationships with educational organisations to provide mentoring support services, including our relationships with universities, and funding scholarships while also exploring opportunities to provide work experience and career insights for year 10-12 Aboriginal and Torres Strait Islander students. We will expand our procurement of goods and services from Aboriginal and Torres Strait Islander businesses.

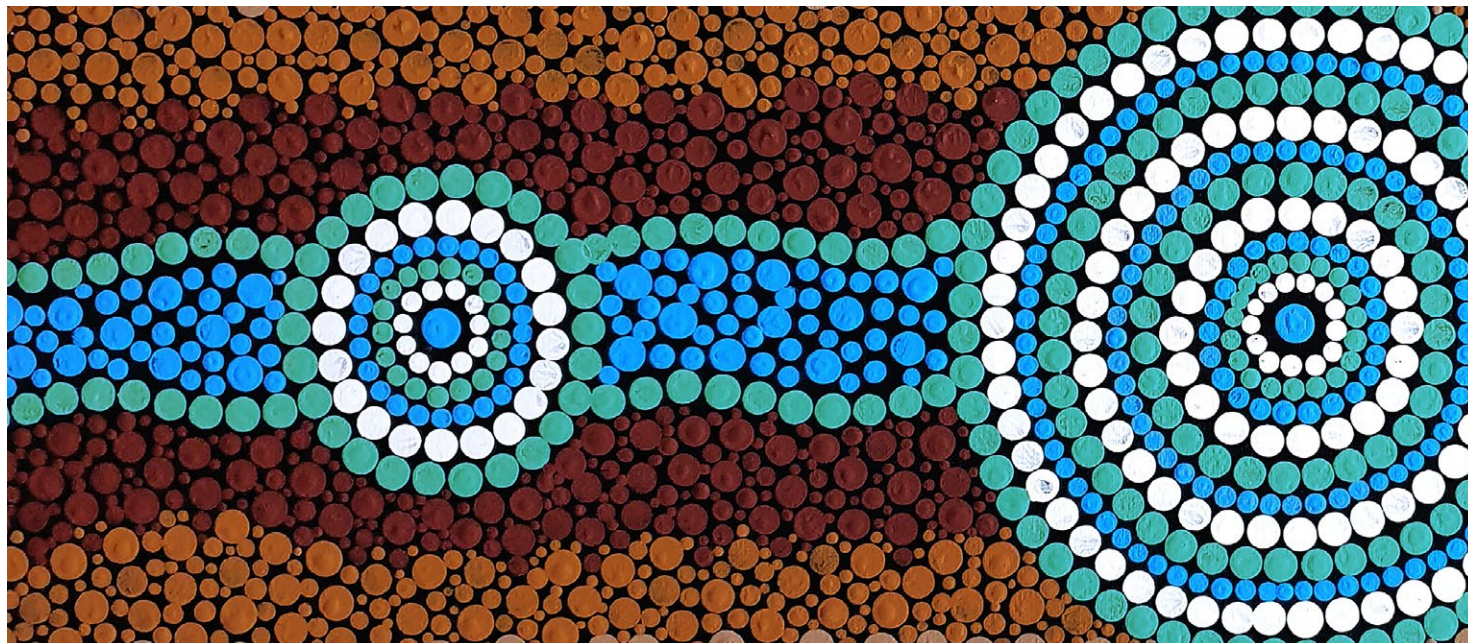
Focus area:

A key focus area for Corrs' 2021–2023 Innovate RAP is recruitment. We want to recruit Aboriginal and Torres Strait Islander people into a variety of positions across Corrs and demonstrate our strong commitment to improving employment outcomes for Aboriginal and Torres Strait Islander people.

Action	Deliverable	Timeline	Responsibility
3.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	December 2021	Chief People Officer
	<ul style="list-style-type: none"> Review and update Corrs' Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy in consultation with our external advisory group and Aboriginal and Torres Strait Islander employees. 	April 2022	Chief People Officer
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander recruitment organisations and advertise roles to encourage more Aboriginal and Torres Strait Islander applicants. 	June 2022	Chief People Officer
	<ul style="list-style-type: none"> Seek guidance from Aboriginal and Torres Strait Islander stakeholders to help identify employment opportunities. 	September 2022	Partner Diversity & Inclusion
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander people employed in our workforce. 	June 2023	Chief People Officer
	<ul style="list-style-type: none"> Explore opportunities to connect with secondary schools to provide career insights and, where possible, provide work experience opportunities for Aboriginal and Torres Strait Islander year 10-12 students. 	March 2022	Chair RSC
	<ul style="list-style-type: none"> Source external mentors and/or support networks for Corrs' Aboriginal and Torres Strait Islander employees. 	June 2023	Partner Diversity & Inclusion
	<ul style="list-style-type: none"> Investigate opportunities to partner/work with and share learnings with an Aboriginal and Torres Strait Islander legal firm. Explore providing a pathway for Aboriginal and/or Torres Strait Islander people to work with Corrs to provide legal or administrative services to Aboriginal and/or Torres Strait Islander people. Investigate opportunities for secondment of staff to assist in the provision of legal services to Aboriginal and/or Torres Strait Islander people. 	December 2022	Partner Diversity & Inclusion
	<ul style="list-style-type: none"> Continue to review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	September 2022	Chief People Officer

Action	Deliverable	Timeline	Responsibility
3.2 Continue to invest in Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Review and update our Aboriginal and Torres Strait Islander procurement strategy. 	June 2022	National Operations Manager
	<ul style="list-style-type: none"> Continue to review and update Corrs' current procurement practices and processes to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	June 2022	National Operations Manager
	<ul style="list-style-type: none"> Maintain membership of Supply Nation and meet with a Supply Nation representative once yearly. 	June 2022, 2023	National Operations Manager
	<ul style="list-style-type: none"> In cases where Corrs directly procures goods or services, communicate and provide responsible employees with access to the Supply Nation list of Aboriginal and Torres Strait Islander suppliers that can be used to procure the goods or services. 	April 2022	National Operations Manager
	<ul style="list-style-type: none"> Engage with our indirect suppliers to encourage increased procurement from current and new Aboriginal and Torres Strait Islander suppliers. 	August 2022	National Operations Manager
	<ul style="list-style-type: none"> Monitor spend and impact from our purchases and adjust supporting policies and guides as required. 	July 2022	National Operations Manager
	<ul style="list-style-type: none"> Continue to support digital art leases to provide cultural images, photography and art to be used in digital communication and displays. 	May 2022	Chair RSC
	<ul style="list-style-type: none"> Engage with new premises and art committees to promote and support the purchase/lease of cultural art works. 	April 2022	Chair RSC

Action	Deliverable	Timeline	Responsibility
3.3 Embed a commitment to Aboriginal and Torres Strait Islander people, organisations and communities as a strategic priority of Corrs' pro bono program.	<ul style="list-style-type: none"> Engage with the Head of Pro Bono and the state pro bono partners to build on the existing foundations of Corrs' pro bono program and increase our commitment to Aboriginal and Torres Strait Islander people, organisations and communities. 	December 2021	Partner Diversity & Inclusion
	<ul style="list-style-type: none"> Continue engaging with national and state based Indigenous Chambers of Commerce to support the growth of Aboriginal and Torres Strait Islander owned and led businesses by providing pro bono advice and assisting with training to increase governance skills e.g. board training. 	June 2022	Partner Diversity & Inclusion
	<ul style="list-style-type: none"> Explore opportunities to sponsor/ co-sponsor an event for an Aboriginal and Torres Strait Islander charity through our pro bono relationships. 	June 2023	Chair RSC
	<ul style="list-style-type: none"> A member of the RSC to attend the National Indigenous Legal Conference and the National Native Title Conference each year. 	June 2022, 2023	Chair RSC
3.4 Identify further opportunities to support, mentor and foster the next generation of Aboriginal and Torres Strait Islander lawyers and business support personnel.	<ul style="list-style-type: none"> Fund at least one scholarship per year for an Aboriginal and Torres Strait Islander student to assist with completing their law-related higher education qualification. 	June 2022, 2023	Chair RSC
	<ul style="list-style-type: none"> Continue to engage with CareerTrackers to fund at least two internships for Aboriginal and/or Torres Strait Islander university law students annually. 	August 2022, 2023	Partner Diversity & Inclusion
	<ul style="list-style-type: none"> Continue to support the Indigenous Literacy Foundation and explore opportunities to further engage in literacy promotion programs. 	August 2022, 2023	RWG Chairs



Governance



Action	Deliverable	Timeline	Responsibility
4.1	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RSC and RWGs. 	November 2021, 2022, 2023	Chair RSC
Continue to maintain a National RAP Steering Committee (RSC) to drive governance of Corrs' RAP and RAP Working Groups (RWG) in each office to coordinate the implementation of RAP actions, track progress and report to the RSC.	<ul style="list-style-type: none"> Review and update established Terms of Reference for RWGs. 	March 2022	Chair RSC
	<ul style="list-style-type: none"> RSC to meet at least four times annually to drive, monitor and report on RAP implementation. 	February 2022, 2023	Chair RSC
		May 2022, 2023	
		August 2022, 2023	
		November 2022, 2023	

Action	Deliverable	Timeline	Responsibility
4.3	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	November 2021	Partner Diversity & Inclusion
Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Engage our senior leaders and other employees in the delivery of RAP commitments. 	March 2022, 2023	Chair RSC
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	December 2021	Chair RSC
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP champion from senior leadership. 	November 2021	Partner Diversity & Inclusion
4.4	<ul style="list-style-type: none"> Complete and submit a RAP Impact Measurement Questionnaire to Reconciliation Australia each year. 	September 2022, 2023	Chair RSC
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Report RAP progress to all employees and senior leaders at least quarterly through Corrs' intranet, D&I newsletter or through reconciliation events. 	March 2022, 2023 June 2022, 2023 September 2022, 2023 December 2022, 2023	Partner Diversity & Inclusion
	<ul style="list-style-type: none"> Publically report upon our RAP achievements, challenges and learnings, annually. 	October 2022, 2023	Director of Communications
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP barometer. 	May 2022	Chair RSC
4.5	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	January 2023	Chair RSC
Continue our reconciliation journey by developing our next RAP.			

Contact



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