

Financial institutions  
Energy  
Infrastructure, mining and commodities  
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Technology and innovation  
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 **NORTON ROSE FULBRIGHT**

# Innovate Reconciliation Action Plan

Norton Rose Fulbright Australia | 2017 - 2019



RECONCILIATION  
ACTION PLAN

INNOVATE

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Front cover image: ‘Yapung - Pathway’ by Saretta Fielding  
*Mixed medium on canvas, 1020 x 1020 mm*

Left image: ‘Borii Songlines - Fertile’ by Saretta Fielding  
*Mixed medium on canvas, 1020 x 1020 mm*

The original paintings were exhibited in our Sydney office for our 2016 “RAW” Indigenous art & music exhibition.  
 © Saretta Fielding 2016. Not to be reproduced without permission.

## Introduction from Wayne Spanner

Wayne Spanner, Managing Partner of Norton Rose Fulbright and member of the global executive team

Our commitment to reconciliation forms one of the key parts of our firm's national Corporate Social Responsibility program. Through this, and our first Reconciliation Action Plan launched in 2014, we are striving to continue to make meaningful contributions to reconciliation with Aboriginal and Torres Strait Islander peoples.

Our commitment to reconciliation extends across what we do as a firm – from pro bono legal work; to employment opportunities for Aboriginal and Torres Strait Islander peoples, particularly students; to taking action to ensure we have diversity in our supply chain. Through the work we have done, partnerships we have created and events we have held as part of our first Reconciliation Action Plan our people have had the opportunity to learn more about, and to participate in, reconciliation efforts.

A real highlight of our reconciliation program over the last two years has been our "RAW" Aboriginal and Torres Strait Islander art and music exhibitions. These exhibitions – held in Brisbane in 2015, Sydney in 2016 and Perth in 2017 – provide opportunities for Aboriginal and Torres Strait Islander artists to showcase and celebrate their artwork, and opportunities for our partners, staff and guests to meet and talk to the artists and their families. We are looking forward to continuing these initiatives and to supporting the immense creativity and inspiration of Aboriginal and Torres Strait Islander peoples across the country.

I am very proud to be launching our second Reconciliation Action Plan this year, which will provide the opportunity for us to continue these efforts and to do all that we can in the further pursuit of reconciliation.



Wayne Spanner  
Managing Partner

## Message from Tricia Hobson

Australian Chair, partner and senior sponsor of Norton Rose Fulbright reconciliation program in Australia

It is with great pleasure that I present the second Reconciliation Action Plan (RAP) of Norton Rose Fulbright in Australia.

Reconciliation is a very important focus for us as a firm. We recognise and respect Aboriginal and Torres Strait Islander peoples as Australia's First Peoples and Traditional Custodians of the land, and acknowledge the difference we can make to closing the social, economic and health gap between Aboriginal and Torres Strait Islander peoples and other Australians. Since launching our first RAP in 2014, we have worked to achieve the objectives and deliverables we set as part of this plan and are now building on them through this, our second RAP.

Our people have worked across a range of areas to promote reconciliation, including delivering significant pro bono legal support to Aboriginal and Torres Strait Islander peoples, communities and businesses. This has been an opportunity not just to increase access to justice for Aboriginal and Torres Strait Islander peoples but to expand the legal skills and experience of our lawyers, including in remote communities. We are also very proud to have employed four Aboriginal law students over the last two years, supporting them through their legal studies and providing real experience of working in a global law firm.

I am proud to be senior sponsor of Norton Rose Fulbright's Australian reconciliation program and have gained enormous personal and professional satisfaction from my involvement with it, particularly seeing the many people across our business who are keen to be involved with our reconciliation initiatives. I am very proud of the many individuals across our firm who have worked with the Aboriginal and Torres Strait Islander community over the past two years under our first RAP. This, our second RAP, enables us to again formalise our ongoing commitment to reconciliation and to build on what we have done under our first. It outlines our vision for building and maintaining strong relationships and enhanced respect with Aboriginal and Torres Strait Islander peoples, communities and organisations over the next two years, and provides measurable actions to ensure that continual improvements are made in this area. I look forward to reporting on our progress against the actions set out in this plan in the years to come.



Tricia Hobson  
Partner and Chair

## Message from Justin Mohamed

Reconciliation Australia congratulates Norton Rose Fulbright on developing its second Reconciliation Action Plan (RAP).

By adopting an Innovate RAP, Norton Rose Fulbright is demonstrating its readiness to develop and test innovative approaches to reconciliation and champion reconciliation at every level of the organisation. Norton Rose Fulbright's commitments in this RAP stand it in good stead to continue this progress across the key pillars of reconciliation—relationships, respect and opportunities.

Norton Rose Fulbright understands the importance of building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander peoples and organisations in order to achieve mutually beneficial outcomes. It displays this commitment through its actionable goal to promote and celebrate national campaigns such as National Reconciliation Week (NRW) on an internal and external level.

Respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to Norton Rose Fulbright's core values. It champions these values by committing to investigate opportunities to work with local

Traditional Custodians and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.

Norton Rose Fulbright is committed to driving reconciliation through developing employment and training opportunities for Aboriginal and Torres Strait Islander peoples. It demonstrates this through its goal to partner with Jawun to identify and support four employees to attend six week secondments into the Sydney region annually.

On behalf of Reconciliation Australia, I commend Norton Rose Fulbright on this Innovate RAP, and look forward to following its continued reconciliation journey.



Justin Mohamed  
Chief Executive Officer  
Reconciliation Australia

## Our vision for reconciliation

Our people want to make a meaningful contribution within Aboriginal and Torres Strait Islander communities. To achieve this we will utilise the skills of our lawyers and business professionals to engage with Aboriginal and Torres Strait Islander communities to make a lasting difference.

Our vision for reconciliation is for all Australians to have equitable access to justice, opportunities and legal support.

Our second Innovate RAP builds upon our existing initiatives and actions, developed under our first Innovate RAP in 2014. We want more employment opportunities across all areas of our firm to be accessible for Aboriginal and Torres Strait Islander peoples. We seek to empower our current and future Aboriginal and Torres Strait Islander employees with skills and knowledge to make a real difference for their communities. Our aspiration is for legal support to be just as readily available for Aboriginal and Torres Strait Islander peoples, communities and businesses as it is for other Australians. Our new RAP will enable us to form long lasting relationships with Aboriginal and Torres Strait Islander peoples from a range of communities, allowing opportunities to continue to emerge in an organic way.

## Our business

Norton Rose Fulbright is a global legal firm. We provide the world's pre-eminent corporations and financial institutions with a full business law service.

Following the announcement of our combination with Chadbourne and Parke we will have more than 4,000 lawyers based in over 58 cities across Europe, the United States, Canada, Latin America, Asia, Australia, Africa, the Middle East and Central Asia. Our Australian practice employs approximately 850-900 people nationally, with offices located in Sydney, Melbourne, Brisbane and Perth. We have a small number of people within our workforce who identify as Aboriginal and Torres Strait Islander peoples and we are working to increase this number.

Our firm is recognised for our industry focus, we are strong across all the key industry sectors: financial institutions; energy; infrastructure, mining and commodities; transport; technology and innovation; and life sciences and healthcare.

Wherever we are, we operate in accordance with our global business principles of quality, unity and integrity. We aim to provide the highest possible standard of legal service in each of our offices and to maintain that level of quality at every point of contact. We have an unwavering commitment at the most senior levels to creating a more inclusive and diverse workforce as well as continuing to build our Corporate Social Responsibility program, of which reconciliation is a key focus.

## Our RAP

In our first RAP period we supported Aboriginal and Torres Strait Islander peoples in a number of ways. Supporting Aboriginal and Torres Strait Islander peoples, businesses and communities is of particular importance to our firm and we believe that our work in this area is deserving of its own specific focus. Our first RAP (2014-2016) identified a number of actions for us to undertake, across a range of areas, to ensure we did our part in helping to bridge the social, economic and health gap impacting Aboriginal and Torres Strait Islander communities. Our first RAP was a great catalyst for increasing and coordinating our reconciliation efforts over the two years of its implementation. We are proud that during our first RAP period we were selected as a finalist for the Business category of the 2016 Queensland Reconciliation Awards.

## Jawun

In 2014 we entered into a partnership with Jawun, a not-for-profit organisation which supports the capacity of Indigenous leaders, organisations and communities to achieve their own development goals. This in turn leads to lasting, material and measurable improvements in the lives of Indigenous peoples in those communities.

To date, seven of our employees have participated in Jawun secondments to organisations in the Redfern and La Perouse communities in Sydney, NSW. Our first secondee participated in a six week secondment to Eastern Zone Gujaga Aboriginal Corporation (Gujaga). Gujaga is a not for profit organisation which, among other things, provides child care services in the local and surrounding area of La Perouse. We continue to work with Gujaga on a pro bono basis.

Our second secondee was seconded to the Aboriginal Housing Company, a not for profit affordable housing organisation located on “the Block” in the heart of Redfern. Our third secondee, a senior member of our business services team was seconded to Wyanga Aboriginal Aged Care in Redfern. Wyanga Aged Care provide culturally appropriate care and support for Elders in the community and through home visits.

Our fourth secondee was seconded to Tribal Warrior and assisted the Redfern All Blacks Rugby League Koori Knockout Committee. We continue to provide pro bono legal support to the RAB Koori Knockout Committee. The remainder of our secondees have been seconded to the La Perouse Local Aboriginal Land Council. The Land Council is responsible for Aboriginal land from Como to Elizabeth Bay in Sydney and provides support to the local Aboriginal community in La Perouse in terms of housing, community initiatives and strategies.

Following their secondments all of our Jawun alumni have become actively involved in our reconciliation program, participating in National Reconciliation Week and NAIDOC Week events hosted by the firm and assisting with pro bono matters for the community.



“Through Jawun we met with a lot of the Indigenous community leaders in La Perouse and Redfern. They have shared a lot of their community history and vision for their organisations. One common thread is that they all want sustainability and economic independence and Jawun is a great program through which they can fast track this vision.”

Gabriel Liew  
Services supervisor,  
Jawun secondee



‘The Culture Inside’ by Peta-Joy Williams  
Acrylic on emu egg, 140x80mm

## Law students

During our first RAP period we employed four Aboriginal law students across our business. The law students commenced their employment with us in our business services teams, including finance, HR and IT, to get an insight into how a law firm operates behind the scenes. The students have now rotated into our legal practice groups, including our pro bono practice, to get an early introduction into working as a lawyer. Our students work with us one to two days a week and we are hopeful that their employment with us will set them up for successful legal careers.

Three of our law students featured in our 2016 NAIDOC Week Video alongside members of our RAP Working Group and our external Aboriginal and Torres Strait Islander network.

“Without the assistance of Norton Rose Fulbright’s pro bono program the La Perouse Local Aboriginal Land Council would not be capable of obtaining quality legal advice required to act diligently and would rely on the skills and knowledge of non-legal staff to progress projects or matters.”

Chris Ingrey  
CEO, La Perouse Local  
Aboriginal Land Council

“Norton Rose Fulbright has invested its time and resources in building the capacity of our organisation to better place Gujaga in responding to the needs and aspirations of the local community we serve. The support provided by Norton Rose Fulbright has been invaluable.”

Ray Ingrey  
Chairperson, Eastern Zone  
Gujaga Aboriginal Corporation

## Pro bono legal support

As a law firm, we believe that providing pro bono legal assistance to the Aboriginal and Torres Strait Islander communities is one of the best ways that we can contribute to closing the education, health and employment gap between Indigenous and non-Indigenous Australians.

Through our RAP we committed to contributing five per cent of our total pro bono hours to assisting Aboriginal and Torres Strait Islander peoples, businesses and communities. By the end of the 2015-16 financial year we contributed around 26 per cent.

Nationally during 2016 we contributed almost 9,000 pro bono hours to Aboriginal and Torres Strait Islander peoples, businesses and communities. This equates to an investment of around \$4 million worth of legal fees in just 2 years.

We have provided assistance on a range of matters to Aboriginal and Torres Strait Islander peoples all over Australia. For the past two years our summer clerks have delivered pro bono projects directly supporting the Aboriginal community. In 2015 our summer clerks worked with the Aboriginal Legal Service (NSW/ACT Ltd) (ALS). Their work paved the way for a much larger national pro bono project for the firm which is still ongoing under the guidance of Reece Corbett-Wilkins, Associate and Fiona Murray-Palmer, Special Counsel.

In 2016 our summer clerks worked with the Redfern All Blacks Rugby League Koori Knockout committee to assist the committee in their preparations for hosting the Koori Knockout competition in October. A team of our lawyers now also continues to assist.

Through our partnership with Jawun we have worked on a number of pro bono opportunities with other Aboriginal businesses in the Redfern and La Perouse communities, assisting on a range of matters including leasing issues, employment issues, insurance issues, workplace health and safety, and environmental and construction issues.

# 9000hrs

Nationally, we have contributed over 9000 pro bono hours to Aboriginal and Torres Strait Islander peoples, businesses and communities this year.



# \$4M

Worth of legal fees in just 2 years to Aboriginal and Torres Strait Islander community.



## Queensland Reconciliation Awards

We were pleased that our work with the Aboriginal and Torres Strait Islander community was recognised in 2016 when we were selected as a finalist for the Business category of the 2016 Queensland Reconciliation Awards. Norton Rose Fulbright was also a major sponsor for the 2016 Queensland Reconciliation Awards. As sponsor we were given the opportunity to learn about all of the work being done by educators across Queensland in the reconciliation space and also to present the awards to the winners and highly commended recipients of the Education category. It was a truly inspiring experience and a wonderful opportunity to see all of the great work being done.



Recognition of being a 2016 Queensland Reconciliation Awards finalist.

“For me, reconciliation is about acknowledging past injustices, building relationships and striving for equality. Achieving reconciliation between Indigenous and non-Indigenous people is a responsibility we all share. There are health, education and other gaps between Indigenous and non-Indigenous Australians. Working with the Aboriginal and Torres Strait Islander community in a legal context is one of the contributions I can make to assist in reducing those gaps and assists me in building relationships and developing an understanding of the rich culture of Australia’s first inhabitants.”

Christine Small  
Partner, Brisbane



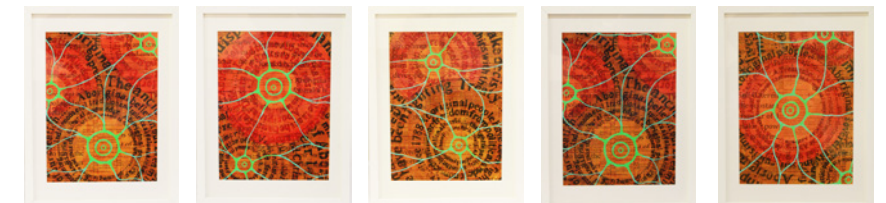
‘Marra Baayi-bu Dirriwang (handprints and emu feathers’ by Peta-Joy Williams

Acrylic on emu egg, 140x80mm

## “RAW” art and music exhibition

In 2015 we launched our inaugural “RAW” art and music exhibition in Brisbane. The 2015 exhibition showcased the art and music of five emerging Indigenous artists and was an excellent opportunity to highlight some of the beautiful elements of Aboriginal and Torres Strait Islander cultures. Songwoman Maroochy Barambah of the Turrbal People performed a breathtaking Welcome to Country for our guests and Black Indie entertained all with his soulful music. Our catering for the exhibition was by Platters on Willow, an Indigenous inspired catering company, run by Redbank Plains State High School students in consultation with local Aboriginal Elders.

All of the artists and their families attended the exhibition to share in the celebration and talk to our clients and staff about their art, music and culture. Over 30 pieces of art went on display and more than half sold on the night. The event was filmed by Aboriginal producer, Donald Johannessen (then) of ABC Brisbane for his Speaking Out program and now Indigistream.



*United We Stand - Nicole Phillips*  
Text based, oil on canvas paper, framed, 423 x 322 mm each

Our 2016 exhibition was hosted by our Sydney partners. The exhibition showcased the art of 10 emerging Aboriginal artists and two Aboriginal musicians, Mi-kaisha and Green Hand Band. Indigiearth, a 100 per cent Aboriginal owned and operated catering company, also provided our partners and guests with delicious food throughout the evening. Around 40 artworks went on display for the exhibition and almost half of those sold on the night. All of the sales proceeds were kept by the artists. The exhibition was also filmed by an SBS – NITV news crew.

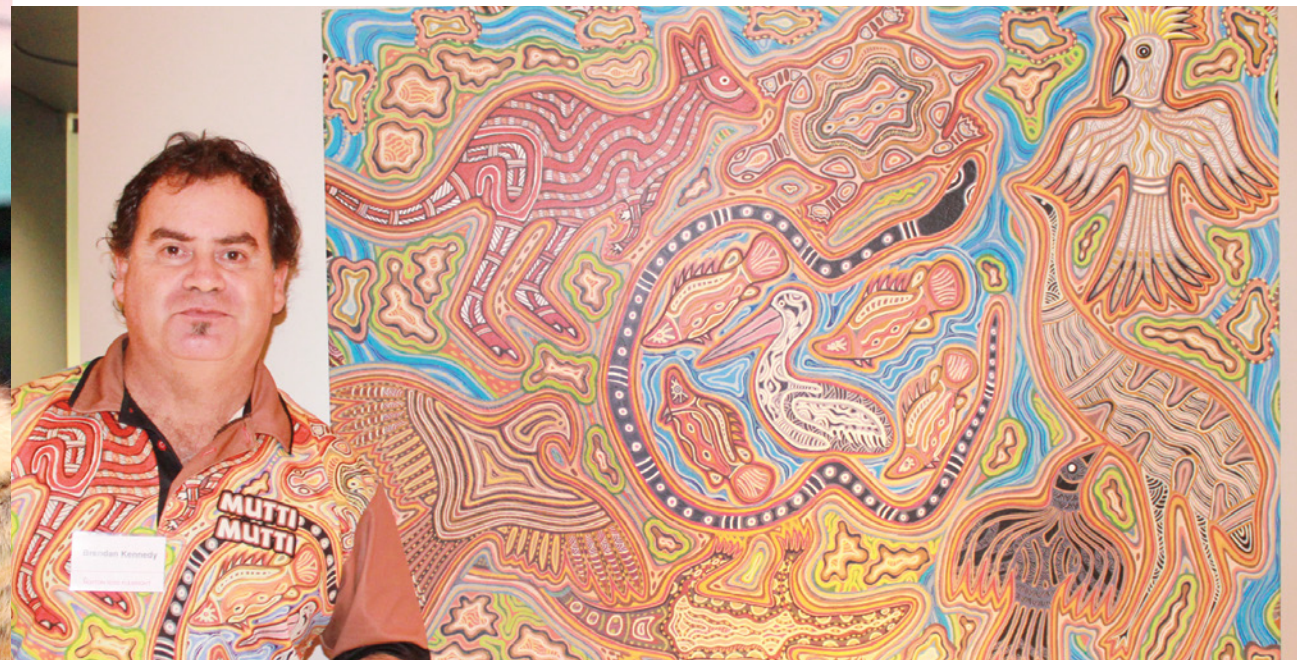
Our Perth office hosted our 2017 ‘RAW’ Exhibition in early May, showcasing the artwork of six Indigenous artists, a fashion parade, catering by Kuditj and music by the Phil Bartlett band.

Our ‘RAW’ exhibition has become a significant event in our calendar supporting Aboriginal and Torres Strait Islander art, music, food and culture.

Left image: ‘Bantimiti - Message Stick’ by Seretta Fielding  
Mixed medium on canvas, 1020 x 1020 mm

The original paintings were exhibited in our Sydney office for our 2016 “RAW” Indigenous art & music exhibition.  
© Nicole Phillips 2016. © Seretta Fielding 2016. Not to be reproduced without permission.





Clockwise from top – Artworks by Peta-Joy Williams, introducing artists; “RAW” catalogue; Wayne Spanner, Leanne Collingburn and Uncle Chika Madden, Elder from Gadigal Land; Brendan Kennedy with Mutti Mutti Thangurata; Mi-kaisha Masella performing at “RAW” exhibition; Artwork on display for “RAW” Exhibition, Green Hand Band.

## Cultural awareness training

Our people in all our Australian offices engaged in cultural awareness training with Tom Kirk, who is an Aboriginal man of the Gurreng-Gurreng (Western Burnett River district, Queensland) and the Birri Gubba peoples (Burdekin River district - Queensland).

Tom has a unique style and is able to capture the audience's attention in a session to learn about Aboriginal history and culture, connection to country, family structure and hierarchies and how that has an impact on reconciliation.

We see cultural awareness training as an important component of our reconciliation program. It offers our partners and staff the opportunity to learn about the complex nature of Aboriginal and Torres Strait Islander cultures and current and historical interactions with non-Indigenous people and communities.

“

### Feedback from Tom Kirk's training

“A pleasure to spend three hours listening to. Such a gift to share with us this morning but I didn't want to say too much, as he was already so humble. I got a lot out of it, I'll spread it as far as possible, will go on about it for a while I'm sure.”

“Tom's ability to deliver what are difficult to swallow facts in a non-offensive yet confronting manner was amazing. I am surprised at how much information I absorbed from the session - a 'yarn' was a refreshing change to the usual method in which training is presented.”

“Fantastic. Most interesting and thought provoking session I've seen in a long time.”

“Fantastic course. Really great content that greatly increased my understanding of Indigenous culture and issues and was actually very moving. Should be compulsory for everyone in the practice.”

”

## Our RAP Working Group

Our RAP working group led by Partner, Nuncio D'Angelo, meets to discuss and develop initiatives to ensure we meet our reconciliation objectives.

We would like to thank each of the working group members for their involvement in the development of this second RAP. We value the contribution of all our RAP Working group members and we are grateful for the ongoing contribution of our three Aboriginal and Torres Strait Islander representatives:

- Adele Gray  
Special Counsel, Melbourne
- Amelia Britton  
National Diversity & Inclusion Manager, Sydney
- Amy Chen  
Associate, Perth
- Bronwen Williams  
HR and National Graduate Advisor, Sydney
- Danielle Phillips  
Senior L&D Coordinator, Melbourne
- Duncan Webber  
Associate, Sydney
- Fiona Murray-Palmer  
Special Counsel, Melbourne
- Gabriel Liew  
Client Services Supervisor, Perth
- Heather McIntyre  
Senior Associate, Perth
- Leanne Collingburn  
National Pro Bono Executive, Brisbane
- Jessica Moody  
Cadet, Sydney
- Jessie Wooderson  
Cadet, Brisbane
- Kristyn Glanville  
Associate, Sydney
- Nicole Morris  
CSR Assistant, Brisbane
- Nuncio D'Angelo  
Partner, RAP Working Group Chair, Sydney
- Raj Pillay  
Associate, Melbourne
- Reece Webster  
Cadet, Brisbane
- Tricia Hobson  
Partner, Chair and Senior Sponsor, RAP, Sydney



## Relationships

We seek to build strong and meaningful relationships to help close the social, economic and health gap between Aboriginal and Torres Strait Islander peoples and other Australians. We have forged strong working relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses, by delivering significant pro bono legal support, for example in Redfern and La Perouse. We seek to build on these relationships, make them stronger and look to explore new relationships through our Aboriginal and Torres Strait Islander networks and partnerships to expand our pro bono legal offering. We celebrate and participate in National Reconciliation Week and raise internal and external awareness of Norton Rose Fulbright’s Reconciliation Action Plan to promote reconciliation across Australia.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	Diversity & Inclusion Manager and RAP Working Group	May 2017	<ul style="list-style-type: none"> <li>RWG to oversee the development, endorsement and launch of the RAP</li> </ul>
		May, August, November, February 2017, 2018, 2019	<ul style="list-style-type: none"> <li>Meet quarterly to monitor and report on RAP implementation and to debate and discuss new initiatives and partnerships</li> </ul>
		Review May 2017 and 2018 and May 2019	<ul style="list-style-type: none"> <li>Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG</li> </ul>
		May 2017	<ul style="list-style-type: none"> <li>Establish Terms of Reference for the RWG</li> </ul>
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Diversity & Inclusion Manager and RAP Working Group	27th May - 3rd June 2017, 2018, 2019	<ul style="list-style-type: none"> <li>Organise an internal event within each of Norton Rose Fulbright’s four Australian offices to celebrate NRW</li> <li>Circulate Reconciliation Australia’s NRW Factsheet to employees in Australia prior to NRW to raise awareness of this significant week</li> <li>Register all Norton Rose Fulbright NRW events on Reconciliation Australia’s website to register support and participation</li> <li>Support an external NRW event</li> <li>Ensure our RWG participants are invited to attend an external event to recognise and celebrate reconciliation either during NRW or at another time of year</li> </ul>

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	National Pro Bono Executive and RAP Working Group	January 2018	<ul style="list-style-type: none"> <li>Develop guiding principles for engagement with our current and future Aboriginal and Torres Strait Islander stakeholders</li> <li>Update our calendar of community events and encourage partners and staff from Norton Rose Fulbright in Australia to attend those external events throughout the year to deepen and expand the relationships we have developed with Aboriginal and Torres Strait Islander communities</li> <li>Leverage the existing relationships we have developed with Aboriginal and Torres Strait Islander peoples and businesses, for example in the Redfern and La Perouse communities and seek opportunities to develop those relationships further, for example, by continuing pro bono legal support</li> <li>Explore new relationships through our Aboriginal and Torres Strait Islander networks, opportunities and partnerships for the purpose of expanding our pro bono legal offering (among other things)</li> <li>Explore opportunities to support Aboriginal and Torres Strait Islander health, including but not limited to offering pro bono legal support to medical associations, to ensure that our reconciliation focus is broadened</li> </ul>
Raise internal and external awareness of Norton Rose Fulbright’s RAP to promote reconciliation across our business and sector	Diversity & Inclusion Manager and RAP Working Group	June, December 2017, 2018, 2019	<ul style="list-style-type: none"> <li>Continue to raise internal and external awareness of our RAP and in order to promote reconciliation to key stakeholders across Norton Rose Fulbright in Australia</li> </ul>
		December 2017	<ul style="list-style-type: none"> <li>Continue to promote opportunities for staff to be involved in RAP activities and initiatives through induction activities, internal CSR events and the staff intranet</li> <li>Distribute information about the RAP and our commitment to reconciliation (including information about how to get involved) to all new starters at Norton Rose Fulbright in Australia</li> </ul>



We recognise and respect Aboriginal and Torres Strait Islander peoples as Australia’s First Peoples and Traditional Custodians of the land, and acknowledge the difference we can make to help close the social, economic and health gap between Aboriginal and Torres Strait Islander peoples and other Australians. We show our respect by helping our employees understand the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, and ensure that all partners and staff include an Acknowledgment of Country at all major internal and external events. We encourage our employees to engage in cultural learning opportunities to increase their understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements. We seek to create a culturally welcoming workplace that demonstrates our commitment to reconciliation and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week	Diversity & Inclusion Manager and National Pro Bono Executive	December 2017	<ul style="list-style-type: none"> <li>Review existing and any new HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week</li> </ul>
		First Sunday to second Sunday in July 2017 and 2018 (Naidoc), 2019	<ul style="list-style-type: none"> <li>Provide opportunities for Aboriginal and Torres Strait Islander employees to participate with local communities during NAIDOC Week</li> </ul>
		July 2017, 2018, 2019	<ul style="list-style-type: none"> <li>In consultation with Aboriginal and Torres Strait Islander stakeholders, organise at least one internal event or communication piece for NAIDOC Week to celebrate Aboriginal and Torres Strait Islander cultures</li> </ul>
		July 2017, 2018, 2019	<ul style="list-style-type: none"> <li>RAP Working Group to attend an external NAIDOC Week event either during NAIDOC Week or at another time of the year</li> </ul>
Create a culturally welcoming workplace that demonstrates our commitment to reconciliation	National Facilities and Procurement Manager and RAP Working Group	December 2017	<ul style="list-style-type: none"> <li>Create a place for our RAP to be displayed prominently within our office where possible</li> </ul>
		27th May - 3rd June 2017 and 2018 and 1st Sunday to 2nd Sunday in July 2017, 2018, 2019	<ul style="list-style-type: none"> <li>Switch reception television screens to NITV during NRW and NAIDOC Week</li> </ul>

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
		July 2017	<ul style="list-style-type: none"> <li>Subscribe to Aboriginal and Torres Strait Islander media sources and distribute through client areas and staff areas</li> </ul>
		Review in May 2017, 2018, 2019	<ul style="list-style-type: none"> <li>Provide support to an Aboriginal or Torres Strait Islander artist or artists and provide opportunities for staff and clients to enjoy and learn from the artists’ work, for example, by investigating the possibility of hosting our “RAW” Indigenous art and music exhibition annually</li> </ul>
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	RAP working group chair and Events and marketing team	May 2017	<ul style="list-style-type: none"> <li>Review, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country</li> </ul>
		December 2017	<ul style="list-style-type: none"> <li>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships</li> </ul>
		May 2017	<ul style="list-style-type: none"> <li>All partners and staff to include an Acknowledgment of Country at all major internal and external events</li> </ul>
		December 2017	<ul style="list-style-type: none"> <li>Encourage staff to include an Acknowledgement of Country at the commencement of internal meetings</li> </ul>
Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Diversity & Inclusion Manager and RAP working group chair	May 2017	<ul style="list-style-type: none"> <li>Ensure each office invites a Traditional Custodian to provide a Welcome to Country for at least one significant client (external facing) event annually. For example our “RAW” art and music exhibition</li> </ul>
		July 2018	<ul style="list-style-type: none"> <li>Investigate opportunities to work with local Traditional Custodians and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training</li> <li>Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training</li> <li>Ensure that information about the histories of Aboriginal and Torres Strait Islander peoples and lands for Brisbane, Sydney, Melbourne and Perth (where our offices are located) is accessible to our employees and clients</li> </ul>
		May 2017	<ul style="list-style-type: none"> <li>Encourage all Norton Rose Fulbright employees in Australia to access the “Share our pride” online tool through Reconciliation Australia’s website as a part of their induction. A link to the program to be kept on the Reconciliation intranet site</li> </ul>



As a global law firm, we are able to offer Aboriginal and Torres Strait Islander peoples a broad range of opportunities. We support Aboriginal and Torres Strait Islander students through employment pathways at our firm and look to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace. We seek to broaden and build upon our existing pro bono program in Australia and increase the number of hours of pro bono support provided to Aboriginal and Torres Strait Islander peoples and organisations. And we look to identify opportunities for Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services in Australia. We are committed to the provision of these opportunities as we strive to make meaningful contributions to reconciliation with Aboriginal and Torres Strait Islander peoples.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
Broaden and build upon Norton Rose Fulbright's existing pro bono program in Australia to increase the number of hours of pro bono support provided to Aboriginal and Torres Strait Islander peoples and organisations	National Pro Bono Executive and Pro Bono Practice	August 2017 and 2018 (review 30 June 2017 and 2018)	<ul style="list-style-type: none"> <li>Ensure a minimum of 10% of all pro bono hours relate to matters for Aboriginal and Torres Strait Islander people, businesses or services</li> </ul>
		October 2018 (review October 2017)	<ul style="list-style-type: none"> <li>Continue to build our pro bono profile in the Aboriginal and Torres Strait Islander community and continue to work with organisations such as the Aboriginal Legal Service (NSW/ACT) where we can assist with their legal needs</li> </ul>
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	HR Consultant and National Pro Bono Executive	December 2017	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy</li> </ul>
		October 2018 (review August 2017)	<ul style="list-style-type: none"> <li>Continue to engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development</li> </ul>
		December 2017	<ul style="list-style-type: none"> <li>Advertise staff vacancies in Aboriginal and Torres Strait Islander media</li> <li>Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities</li> <li>Review any HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace</li> <li>Include in all job advertisements that Aboriginal and Torres Strait Islander peoples are encouraged to apply</li> </ul>

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
Support Aboriginal and Torres Strait Islander students through employment pathways at Norton Rose Fulbright	HR Consultant and National Pro Bono Executive	February 2018	<ul style="list-style-type: none"> <li>Continue to employ Aboriginal and Torres Strait Islander law students</li> <li>Investigate the opportunity to employ at least one law student in Melbourne and one law student in Perth to join our current law student cohort in Brisbane and Sydney</li> </ul>
		July 2017 & 2018 (30 June 2017 & 2018)	<ul style="list-style-type: none"> <li>Offer to at least one Aboriginal and Torres Strait Islander law student association in Brisbane, Sydney, Melbourne and Perth for Norton Rose Fulbright to host an event in each office for Aboriginal and Torres Strait Islander law students</li> </ul>
		April 2017, 2018, 2019 (annual)	<ul style="list-style-type: none"> <li>Offer mentoring for unsuccessful law student applicants to assist with career development</li> </ul>
Work with Jawun to support secondments from Norton Rose Fulbright in Australia into Aboriginal and Torres Strait Islander communities	National Pro Bono Executive and CSR Committee	May 2017	<ul style="list-style-type: none"> <li>Partner with Jawun and identify and support four Australian employees to attend six week secondments into the Sydney (Redfern and La Perouse) region annually</li> <li>Establish an internal Jawun alumni group and ensure there is a transfer of knowledge and learning to Norton Rose Fulbright Australia staff and partners</li> </ul>
		Dec 2017 and 2018	<ul style="list-style-type: none"> <li>Support Norton Rose Fulbright's senior leaders to attend Jawun Executive visits in the Inner-Sydney region</li> </ul>
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within Norton Rose Fulbright in Australia	National Diversity & Inclusion Manager and Head of Corporate Services	October, 2017 and 2018	<ul style="list-style-type: none"> <li>Continue to review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services</li> </ul>
		June 2017	<ul style="list-style-type: none"> <li>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services</li> </ul>
		October 2018 (review progress; June, 2017 and 2018)	<ul style="list-style-type: none"> <li>Develop one new commercial relationship with an Aboriginal and/or Torres Strait Islander owned business</li> <li>Direct a minimum of \$50,000 to Aboriginal and Torres Strait Islander organisations through the procurement of goods and services</li> <li>Continue to invest in and expand our existing commercial relationships with Aboriginal and Torres Strait Islander businesses</li> </ul>

## Tracking progress and reporting

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
Report RAP achievements, challenges and learnings to Reconciliation Australia	RAP working group chair and Diversity & Inclusion Manager	September 2017, 2018	<ul style="list-style-type: none"> <li>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually</li> </ul>
		May 2018	<ul style="list-style-type: none"> <li>Investigate participating in the RAP Barometer</li> </ul>
Report RAP achievements, challenges and learnings internally and externally	RAP working group chair and Diversity & Inclusion Manager	February, May, August, November 2017, 2018	<ul style="list-style-type: none"> <li>The RAP working group will meet quarterly to continually monitor the impact of the reconciliation initiatives</li> </ul>
		December, 2017, 2018	<ul style="list-style-type: none"> <li>The RAP working group will report directly to the CSR Committee on RAP progress</li> <li>Include RAP achievements and learnings on Norton Rose Fulbright's Australian website</li> </ul>
Review, refresh and update our RAP	RAP working group chair and Diversity & Inclusion Manager	February 2018	<ul style="list-style-type: none"> <li>In partnership with Reconciliation Australia, develop a new RAP based on learnings, achievements and challenges of previous RAPs</li> </ul>
		December 2018	<ul style="list-style-type: none"> <li>Submit draft RAP to Reconciliation Australia for review and endorsement</li> </ul>

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Right image: 'Borii Songlines - Dusk' by Seretta Fielding  
 Mixed medium on canvas, 1020 x 1020 mm

The original paintings were exhibited in our Sydney office for our 2016 "RAW" Indigenous art & music exhibition.  
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