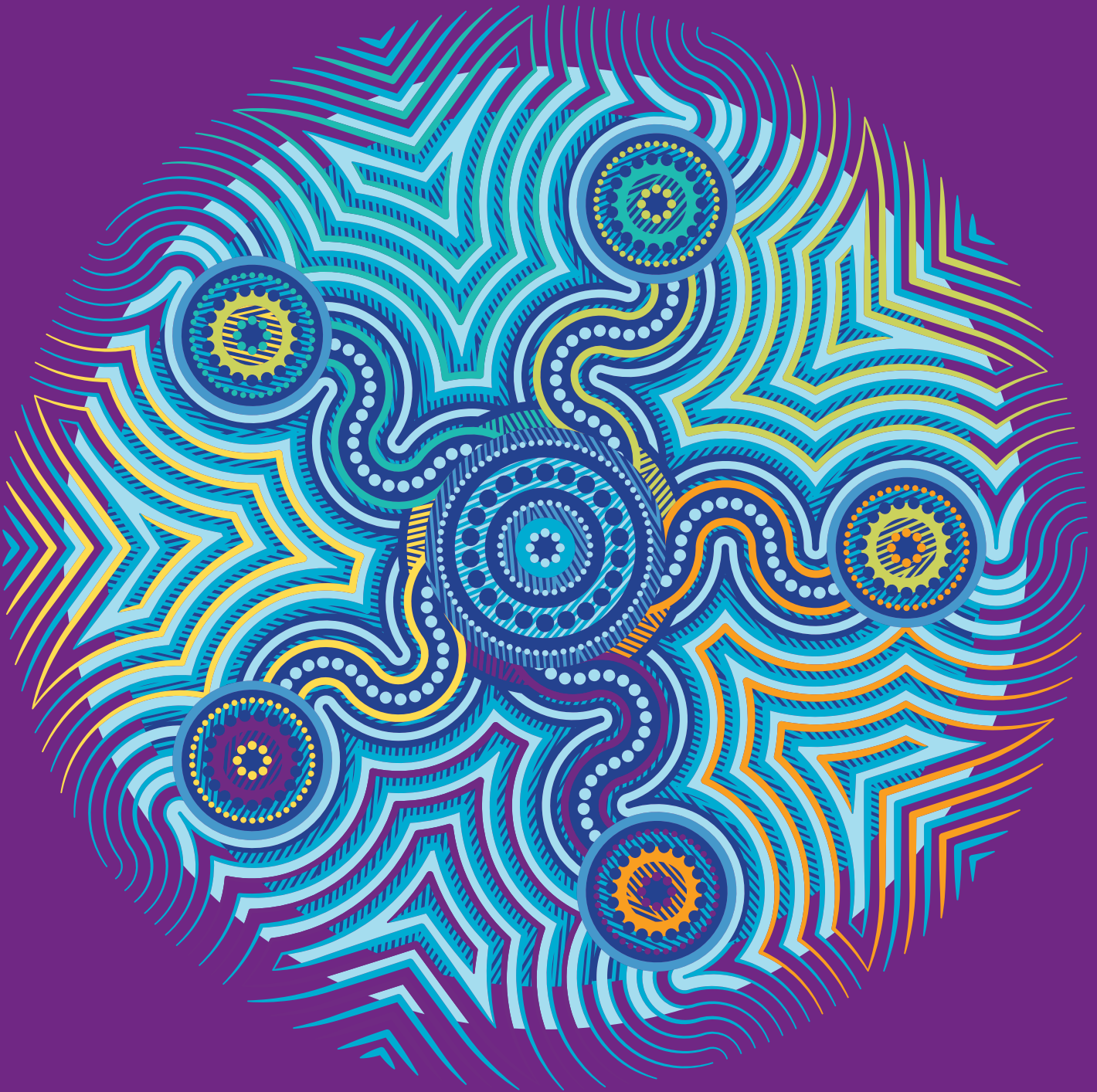


# Hall & Wilcox Innovate Reconciliation Action Plan

November 2022 - October 2024



# Hall & Wilcox Reconciliation Action Plan artwork story



This artwork design visually expresses Hall & Wilcox's vision for Reconciliation by a network of connecting pathways representing the journey of support that Hall & Wilcox will provide for startup Aboriginal and Torres Strait Islander businesses, ensuring equal access to the legal system.

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Inner radiating patterning represents the rivers and ocean that connect Hall & Wilcox offices to Country, and expresses the ripple effect of the ongoing, positive impacts for Aboriginal and Torres Strait Islander communities that result from parity of justice within the legal system. The five outer circular formations represent the five purpose-driven Hallmarks of Hall & Wilcox.

Stay true: truth-telling for fair and truthful relationships.

Be remarkable: strive for a better future for Aboriginal & Torres Strait Islander peoples.

Evolve always: explore Reconciliation initiatives to be actioned in future RAPs.

Respect, respect: respect for Aboriginal & Torres Strait Islander cultures.

Better together: develop meaningful relationships with Aboriginal & Torres Strait Islander communities and organisations.

A main central circular form symbolises Hall & Wilcox as a meeting place for storytelling and the building of relationships to help Aboriginal and Torres Strait Islander communities to thrive.

This artwork was created by Marcus Lee, creative director of Marcus Lee Design. Marcus Lee is a proud Aboriginal descendant of the Karajarri people. Marcus Lee Design is a creative design agency accredited by Supply Nation.

# Hall & Wilcox Innovate RAP CEO statement



Reconciliation Australia commends Hall & Wilcox on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

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

This Innovate RAP is both an opportunity and an invitation for Hall & Wilcox to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Hall & Wilcox will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Hall & Wilcox is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Hall & Wilcox's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Hall & Wilcox on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Message from Nathan Kennedy, Partner & Head of Pro Bono and Community



Hall & Wilcox is proud to launch our *Innovate* RAP and we are excited for the next stage in our Reconciliation journey.

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We look forward to the opportunity to form and build on our relationships with Aboriginal and Torres Strait Islander communities, particularly as the disruptions posed by COVID-19 are easing. Assisting Aboriginal and Torres Strait Islander peoples is a key focus area of our Pro Bono & Community practice. We recognise that listening to and being led by community is the key to being good allies. Over the last few months, we have been exploring opportunities to expand our firm's connections with communities throughout the Northern Territory.

We reaffirm our support for the Uluru Statement from the Heart, including the constitutionally enshrined First Nations Voice to Parliament it calls for. As a law firm, we understand the complexities of the process but also the importance of enshrining the Voice in our Constitution. We, along with other firms, are in a position to be strong allies walking with First Nations peoples to make the Voice a reality.

Our *Innovate* RAP sets out how we will work towards our vision for Reconciliation – an Australia where First Nations people experience equality and dignity under the law and where historical acceptance is entrenched in Australian institutions. An Australia where everyone has equal opportunities to thrive. We look forward to, and are grateful for, the opportunities this RAP will present for us to learn from, improve our relationships with, and better understand our First Nations communities. To walk with Australia's First Nations peoples for a better future.





# Message from Tony Macvean, Managing Partner



We are committed to creating and maintaining a diverse and inclusive workforce that reflects our people, our clients and our community.

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It is my pleasure to launch our *Innovate RAP*.

This RAP provides the framework for Hall & Wilcox to take practical actions to contribute to the goals of Reconciliation in Australia. It is a great opportunity for us to play an active part in the nation's endeavour to listen to the voices and stories of the original people of this land on which we live, and to build upon the progress made under our previous RAP.

There are a number of ways in which we feel we can contribute to Reconciliation through our RAP.

As a business law firm with a focus on 'Smarter Law', Hall & Wilcox is well placed to provide legal services to Aboriginal and Torres Strait Islander owned businesses and startups, including through Frank – our dedicated startup practice, and Frank Lab – our annual startup 'scale up' program. Under our previous RAP, we were proud to be appointed to the panel for Waalitj Hub (formerly known as Wirra Hub) in Western Australia. We look forward to progressing our goal of being the law firm of choice for Aboriginal and Torres Strait Islander businesses through this RAP.

We are committed to creating and maintaining a diverse and inclusive workforce that reflects our people, our clients and our community. Part of building a more inclusive future workplace for all Australians is ensuring Aboriginal and Torres Strait Islander people have opportunities to prosper and grow their careers. In 2022, we were proud to launch

our inaugural First Nations Pathway Program, which is a paid program providing First Nations university law students with a realistic insight into working life at Hall & Wilcox, enabling participants to apply for graduate roles at the firm upon completion of their studies. We look forward to continuing to roll out the program over the coming years.

Hall & Wilcox is proud to reiterate our support for the Uluru Statement from the Heart calling for a constitutionally enshrined First Nations Voice. We believe it is an integral step towards Reconciliation in Australia. We commend the Australian Government for its recent commitment to a referendum on the Voice during its first term.

We recognise that each of us has a responsibility for a reconciled Australia and shaping a future where everyone can fulfill their potential. This can only happen through respectful listening which includes the voices of our own people, many of whom have contributed to our own RAP, and the consultation of our First Nations community. Together, we must continue to keep working to create a nation where respect, relationships, and opportunities are shared and experienced by all Australians.

# Our vision for Reconciliation

Our vision for Reconciliation is an Australia where First Nations peoples experience equality and dignity under the law and where historical acceptance is entrenched in Australian institutions. We see a reconciled Australia as one where First Nations peoples have a constitutionally enshrined Voice to Parliament giving them a rightful say in decisions that affect them. It is an Australia where everyone has equal opportunities to thrive.

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A key focus of our *Reflect* RAP was 'truth-telling' and acknowledging the wrongs of the past. In order to move towards Reconciliation in Australia, it is necessary to sit with the 'uncomfortable truth' and for our people to understand the ongoing effects of colonisation, dispossession, forced removal, and trauma suffered by Aboriginal and Torres Strait Islander peoples. It is only through truth-telling that we can begin to move forward. We are at the beginning of our journey of discovery – holding events such as our panel event on Aboriginal Deaths in Custody, regular sharing of resources, and the development of our cultural learning strategy (which we will progress further in our *Innovate* RAP).

In 2022, with renewed focus and a deeper understanding of our shared history, we look forward to continuing our Reconciliation journey through our *Innovate* RAP. We embrace the opportunity to be an active part of the Nation's endeavour to listen to the voices and stories of the Traditional Custodians of this land on which we live.

We also reaffirm our support for the Uluru Statement from the Heart calling for a constitutionally enshrined First Nations Voice to Parliament. We believe it is an integral step towards Reconciliation in Australia. As lawyers, we are in a unique position to assist in distilling down the complexity of the debate around the need for constitutional change. A legislated solution alone (without constitutional reform) is not sufficient. We encourage other law firms, professional services firms and corporations across the country to join us in lending their voice to this important movement.

# Our business

Hall & Wilcox is a leading national law firm, servicing clients nationally and globally from our offices across Australia. We are a firm of more than 950 people, including 100+ partners, delivering outstanding legal services to corporate, public sector and private clients, both Australian-based and those offshore doing business in Australia. We have offices in Melbourne, Sydney, Canberra, Newcastle, Brisbane, Darwin, Perth and Adelaide.

Our success depends upon the success of our clients, our people, and the communities in which we work and live.

Our firm was established in 1917 and has evolved to become a full-service commercial law firm. We are renowned for our 'Smarter Law' approach, which means we look beyond the status quo to think differently and help our clients achieve their business objectives. We work with clients across sectors who lead, challenge, and reshape their own industries.

We intend to roll out our next Diversity & Inclusion survey to better understand the experience of everyone in our firm – including uncovering any disparities between groups, knowing whether our underrepresented groups feel that decisions are fair and that their voices are heard, whether they see opportunities for them, and whether they feel a sense of belonging at the firm.

As part of our onboarding process, employees can self-identify as Aboriginal and/or Torres Strait Islander people, which is captured within their new starter documentation. We currently have two staff members who identify as Aboriginal and/or Torres Strait Islander people, and we are committed to increasing this within this RAP.

Hall & Wilcox's purpose is to enable our clients, our people and our communities to thrive. We are famous for our values-driven and collegiate culture. This is shaped by our five Hallmarks – 'stay true', 'be remarkable', 'evolve always', 'respect, respect' and 'better together'. Our purpose and our Hallmarks guide the way everyone at Hall & Wilcox works every day.

Our commitment to helping our communities thrive is embedded in our firm culture. We deliver on this commitment in a range of areas, including our substantial pro bono work, community initiatives and partnerships, and sustainable environmental and supply chain practices.

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# Our RAP

In embarking on our first RAP during a pandemic, we were confronted with a number of challenges, particularly in our ability to form relationships with the Aboriginal and Torres Strait Islander communities in which we work. A key focus of this RAP will be to reach out to those communities and build those necessary relationships. We recognise that walking together is key to Reconciliation and therefore strong community relationships are indispensable.

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Within the limitations that the last two years created, we spent our time focusing on learning about Aboriginal and Torres Strait Islander cultures, and the past and ongoing injustices hindering Reconciliation. We recognise that, as a law firm, we can have a powerful voice on issues of injustice and to be an ally in efforts to redress them.

In National Reconciliation Week in 2021, we hosted an online panel event *'Where are we 30 years on from the 1991 Royal Commission into Aboriginal Deaths in Custody? Reconciliation takes action.'* Our panellists included Keenan Mundine, Co-Founder and Ambassador of Deadly Connections; Paul Silva, nephew of David Dungay Jr; and Sarah Crellin, Principal Solicitor

– Aboriginal Legal Service; who helped us examine the issues that continue to plague our criminal justice system in respect of First Nations peoples, and to consider what action needs to be taken to end the over-imprisonment of Aboriginal and Torres Strait Islander peoples in Australia.

During National Reconciliation Week 2020, we hosted Professor Megan Davis who spoke to our people about Reconciliation and the importance of the Uluru Statement from the Heart. We continued our public support of the Uluru Statement from the Heart and made a submission on the Interim Report to the Australian Government as part of the Indigenous Voice Co-Design Process. The Uluru Statement from the Heart calls for a First Nations Voice enshrined in the Constitution. The Voice would provide First Nations peoples with a say on laws and policies that affect them. The Government undertook a consultation process on what the design of a Voice would look like. We joined other law firms and legal academics in supporting the need for the Voice to be constitutionally enshrined, not simply legislated, in order to provide legitimacy, stability and independence, recognising it is the consensus position of Aboriginal and Torres Strait Islander peoples as requested through the Uluru Statement from the Heart.

We progressed our goal to be the preferred law firm for Aboriginal and Torres Strait Islander businesses, achieving an appointment to the panel for Waalitj Hub (formerly known as the Wirra Hub) in Western Australia. Waalitj Hub supports the business goals and aspirations of the

Aboriginal and Torres Strait Islander communities in WA. Unfortunately, due to border restrictions and the preference for in-person assistance, our progress with Waalitj Hub has been limited, however we hope to increase our support over this RAP.

Since the beginning of our dedicated pro bono practice in 2016, we have leveraged our expertise in Wills and estates law to undertake Wills clinics in First Nations communities in the south coast and north coast of NSW. The Wills clinics involve our firm sending lawyers out to communities to provide legal advice and assistance with the drafting of Wills and other estate planning documents for community members. Even during COVID lockdown periods we were able to work with the Shoalcoast Community Legal Centre (Nowra) to continue to deliver assistance to these communities. Plans that were in place for a Victorian Wills clinic were prevented by COVID-19, but hopefully can be reactivated. We have also recently commenced a Wills team in our Perth office, and so we plan to undertake similar clinics in Western Australia.

We also commenced the implementation of our cultural learning strategy, running regular 'Acknowledge This! Acknowledgement of Country' webinar training sessions. Facilitated by Emma Gibbens and Rhys Paddick, these sessions covered the first steps on how to create a genuine and authentic Acknowledgement about the place, people and position the person delivering the Acknowledgement is in, including how to articulate it (ie the words



used), and how to mean it (ie how to make it personal to both the person delivering it and to our business).

We also participated in our first ‘Yarn with Red Dust’ virtual session facilitated by Scott Stirling CEO. The session established a baseline understanding and awareness through dynamic conversation about Country, mob, family and identity. We also explored Aboriginal culture and Australian identity with storytelling from Aboriginal and non-Aboriginal facilitators.

We have started to actively explore how our firm can meaningfully engage with Aboriginal and Torres Strait Islander owned and led startups and small businesses through *Frank* – our dedicated startup practice, and *Frank Lab* – our annual startup ‘scale up’ program that involves a selected cohort of startups receiving dedicated support (both legal and non-legal) and mentorship, including \$5,000 worth of free legal assistance for each startup. It is our ambition to identify and work with these businesses and to help them grow into sustainable, mature businesses and long-term clients of the firm.

Our *Innovate* RAP will continue to provide the framework for Hall & Wilcox to take practical actions to contribute to the goals of Reconciliation – a united Australia that: values Aboriginal and Torres Strait Islander cultures and heritage as part of a shared national identity; provides Aboriginal and Torres Strait Islander peoples with the opportunities to achieve their full potential; and provides our people at Hall & Wilcox with an understanding

of the past, and a deep respect for Aboriginal and Torres Strait Islander cultures.

We want to walk beside Aboriginal and Torres Strait Islander peoples, listening and learning about First Nations cultures and the history of Australia that has often been hidden. As a business, we want to support Aboriginal and Torres Strait Islander peoples with opportunities to prosper and grow their careers. As a law firm, we want to use our privileged position to stand with Aboriginal and Torres Strait Islander peoples in working towards systemic change and leverage our commercial legal expertise to provide support to grow Aboriginal and Torres Strait Islander owned businesses.

We have developed a multi-tiered national RAP committee that includes members from our offices nationwide, as well as an Aboriginal representative:

**Erin Doyle**

RAP Committee Co-Chair, Senior Associate and Wiradjuri woman

**Tony Macvean**

Managing Partner

**Nathan Kennedy**

Partner & Head of Pro Bono and Community

**Brad Marland**

Partner

**Antoinette Totta**

Diversity, Inclusion & Well-Being Manager

**Claire Eichorn**

People & Culture Advisor

**Andrew Banks**

Lawyer

**Dan Poole**

Lawyer

**Deborah Berry**

Senior Risk & Compliance Advisor

**Janneke Maisey**

Operations Manager

**Jasmine Koh**

Senior Associate & Head of *Frank* Startup Practice

**Angela Welsh**

PR & Communications Advisor

We have also created individual working groups for ‘Relationships’ ‘Respect’ and ‘Opportunities’, which are chaired by RAP Committee members and consist of employees at all levels within the firm.

We have appointed Nathan Kennedy – Partner & Head of Pro Bono and Community – as our RAP Champion.



# Relationships



At the core of our business is the practice of law. Historically, the law has borne harshly on the First Nations peoples of Australia. In a number of ways, it continues to do so. Strong relationships with Aboriginal and Torres Strait Islander peoples is vital to provide an understanding of how we can walk with First Australians as allies to work towards systemic change to a legal system of which we are a central part. Relationships are also necessary so that we can listen to the aspirations of Aboriginal and Torres Strait Islander peoples, and where appropriate, use our skills and expertise to support them to reach their goals.

Action	Deliverable	Timeline	Responsibility
1 <b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	November 2022	RAP Committee Co-Chairs
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2022	RAP Committee Co-Chairs
	Work with Local Aboriginal Land Councils, particularly in metropolitan areas, to identify opportunities for connecting with stakeholders and organisations where we work.	January 2023	RAP Committee Co-Chairs
2 <b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and Reconciliation materials to our staff.	May 2023, 2024	Lead: RAP Committee Co-Chairs Support: Pro Bono & Community Co-ordinator
	RAP Committee members and RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023, 2024	RAP Committee Co-Chairs
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2023, 2024	Lead: RAP Committee Co-Chairs Support: Pro Bono & Community Co-ordinator
	Organise at least one NRW event each year.	27 May - 3 June 2023, 2024	RAP Committee Co-Chairs
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2023, 2024	Pro Bono & Community Co-ordinator

# Relationships

Action	Deliverable	Timeline	Responsibility
3 Promote Reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of Reconciliation across our workforce.	November 2022	RAP Committee Co-Chairs
	Share and promote Reconciliation events with external networks (including clients, industry groups, supply chain providers and community partners).	November 2022	RAP Committee Co-Chairs
	Communicate our commitment to Reconciliation publicly.	November 2022	Lead: RAP Committee Co-Chairs  Support: PR & Communications Advisor
	Explore opportunities to positively influence our external stakeholders to drive Reconciliation outcomes.	November 2022 - 2023	RAP Committee Co-Chairs
	Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance Reconciliation.	November 2022, 2023	RAP Committee Co-Chairs
4 Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2022, 2023	Lead: People & Culture Advisor  Support: Diversity, Inclusion & Well-Being Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation.	November 2022, 2023	Lead: People & Culture Advisor  Support: Diversity, Inclusion & Well-Being Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2022	Lead: People & Culture Advisor  Support: Diversity, Inclusion & Well-Being Manager
	Educate senior leaders on the effects of racism.	November 2022, 2023	Lead: Diversity, Inclusion & Well-Being Manager  Support: Head of Pro Bono & Community

# Respect



As a leading national law firm, respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is core to our professional responsibility to ensure the removal of inequalities in the law. As a large organisation, this respect is also important to provide a psychologically safe and respectful place for Aboriginal and Torres Strait Islander peoples to work and contribute to the diversity of our workforce – one more inclusive and reflective of the community in which we work, including the special and important place of Australia’s First Nations peoples.

Action	Deliverable	Timeline	Responsibility
<b>5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	November 2022, 2023	Lead: Diversity, Inclusion & Well-Being Manager Support: Learning & Development Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on our cultural learning strategy.	February 2023	Lead: RAP Committee Co-Chairs Support: Diversity, Inclusion & Well-Being Manager
	Review and update our existing cultural learning strategy.	February 2023	Lead: Diversity, Inclusion & Well-Being Manager Support: Learning & Development Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	August 2023	Lead: Diversity, Inclusion & Well-Being Manager Support: Learning & Development Manager
	Investigate local cultural immersion opportunities for our people as part of our cultural learning strategy.	February 2023	Lead: Diversity, Inclusion & Well-Being Manager Support: Learning & Development Manager
	Complete full-day cultural awareness training with staff members working in Waalitj Hub.	February 2023	Lead: Head of <i>Frank</i> Startup Practice Support: Learning & Development Manager



# Respect

Action	Deliverable	Timeline	Responsibility
6 <b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2023	Lead: Diversity, Inclusion & Well-Being Manager Support: Learning & Development Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2023	Lead: Diversity, Inclusion & Well-Being Manager Support: People & Culture Advisor Support: Pro Bono & Community Co-ordinator
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	February 2023, 2024	Lead: RAP Committee Co-Chairs Support: Diversity, Inclusion & Well-Being Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2022, 2023	Lead: Diversity, Inclusion & Well-Being Manager Support: Head of Pro Bono & Community
	Update the Hall & Wilcox website to include Traditional Owners of the lands of each of our office locations.	February 2023	Lead: Diversity, Inclusion & Well-Being Manager
7 <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023, 2024	Lead: RAP Committee Co-Chairs Support: Diversity, Inclusion & Well-Being Manager Support: Pro Bono & Community Co-ordinator
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2023, 2024	Lead: People & Culture Advisor Support: Diversity, Inclusion & Well-Being Manager Support: Pro Bono & Community Co-ordinator
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2023, 2024	Lead: Diversity, Inclusion & Well-Being Manager Support: Pro Bono & Community Co-ordinator

# Respect

Action	Deliverable	Timeline	Responsibility
8 Promote understanding of the history of the places where we work.	Provide information of the histories of local Aboriginal and Torres Strait Islander peoples and lands on the intranet.	January 2023, 2024	Lead: Pro Bono & Community Co-ordinator Support: Marketing & Communications Manager
	Develop booklets for each local office that provide information on the local histories of Aboriginal and Torres Strait Islander peoples and lands.	January 2023, 2024	Lead: Pro Bono & Community Co-ordinator Support: Marketing & Communications Manager
	Display these booklets in the reception areas of each local office and ensure that they are easily accessible to clients.	January 2023, 2024	Lead: Pro Bono & Community Co-ordinator Support: Marketing & Communications Manager
	Invite a Traditional Owner to each office at least once per year to speak to our people about the history and culture of the local area.	February 2023, 2024	Lead: Pro Bono & Community Co-ordinator
	Consult with local Traditional Owners around renaming office meeting spaces to names of significance in traditional languages.	March 2023	Lead: Diversity, Inclusion & Well-Being Manager
	Based on this consultation, name at least one meeting room with a name of significance for Traditional Owners, if appropriate.	August 2023	Lead: Diversity, Inclusion & Well-Being Manager
9 Support the right of self-determination of Aboriginal and Torres Strait Islander peoples and cultures by supporting and promoting the Uluru Statement from the Heart.	Promote events run by the Uluru Dialogue to our people ensuring they are kept updated on the progress of the implementation of the Uluru Statement from the Heart.	November 2022, 2023	Lead: Head of Pro Bono & Community Support: RAP Committee Co-Chairs
	Support the Uluru Dialogue by promoting campaigns to our people which provide ways in which our people can support the Uluru Statement from the Heart within their personal networks.	June 2023, 2024	Lead: Head of Pro Bono & Community Support: RAP Committee Co-Chairs
	Arrange a speaker from the Uluru Dialogue to present to our people and clients, providing an update on implementation of the Voice to Parliament at least once per year.	September 2023, 2023	Lead: Head of Pro Bono & Community Support: RAP Committee Co-Chairs
	Continue our participation in the Legal Profession Reconciliation Network to investigate ways to work with other law firms in activities to promote and advocate for the Voice to Parliament.	November 2022, 2023	Lead: Head of Pro Bono & Community Support: RAP Committee Co-Chairs

# Opportunities



Diversity and inclusion are vital components of our role as a leading national law firm, and our firm's purpose of enabling our people, our clients and communities to thrive.

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We are committed to creating and maintaining a diverse and inclusive workforce that reflects our community. It is especially important that we assist in working towards greater representation of Aboriginal and Torres Strait Islander peoples within the legal profession given the historic and ongoing injustices imposed by the legal system on First Nations peoples. For this reason, providing opportunities for First Nations lawyers and other professionals to join the firm and develop their careers is a priority area for us; hence, for instance, our newly announced 'First Nations Pathway Program', which is a paid clerkship/ internship program that for four weeks will provide Aboriginal and Torres Strait Islander university law students with a realistic insight into life at Hall & Wilcox.

Greater representation can help lead to systemic change, and we believe that our people expect to see greater representation throughout our workforce. As a business law firm, we are also well placed to provide legal services to Aboriginal and Torres Strait Islander owned businesses, and also to provide support through our various supply chains. Accordingly, we consider that achieving greater representation in our workforce will enable us to engage more meaningfully and successfully with our existing First Nations clients and to increase our client base of First Nations peoples, businesses and organisations.

To continue our work with First Nations businesses, we are also excited to start working with the Waalitj Hub, which we anticipate will be a key introducer of new clients. A barrier to our involvement to date has been the need for us to complete a full-day cultural awareness training. We will aim to complete this as soon as possible so that we can start our important work together.

Some examples of the recent work we have completed with First Nations businesses and organisations include:

- assisting 'Voice of Hope' (a First Nations owned and operated organisation) to set up their corporate structure and protect key intellectual property. Voice of Hope provides support and assistance to Aboriginal and Torres Strait Islander women as they are released from corrective services facilities.
- assisting 'Didg' (a First Nations owned and operated organisation) to provide advice on corporate structure and assist with terms and conditions of service. Didg is a professional dance troupe for deaf Aboriginal and Torres Strait Islander women.
- assisting BlackRoo Vending to document arrangements with new partners, draft terms and conditions of supply, and document licensing arrangements. BlackRoo Vending works with corrective services industries to assist First Nations men as

they are released from corrective services facilities to find work in the construction industry. BlackRoo Vending also provides education and training to inmates of NSW correction facilities.

Focus areas: the promotion of diversity & inclusion in the workplace and legal profession; social procurement and thriving communities

# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2022, 2023	People & Culture Advisor
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	November 2022, 2023	People & Culture Advisor
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2022, 2023	People & Culture Advisor
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2022, 2023	People & Culture Advisor
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2022, 2023	People & Culture Advisor
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	November 2023	People & Culture Advisor
<b>11 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2023	Lead: Operations Manager Support: Legal Excellence & Risk; Procurement Consultant
	Maintain Supply Nation membership.	June 2023	
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2022	
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2022	
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	November 2022, 2023	



# Opportunities

Action	Deliverable	Timeline	Responsibility
12 Investigate opportunities to support Aboriginal and Torres Strait Islander students to enable them to pursue a career in the law.	Identify organisations that the firm can partner with to provide scholarships for Aboriginal and Torres Strait Islander students.	December 2022	People & Culture Advisor
	Offer two scholarships per year to Aboriginal and Torres Strait Islander university students studying law.	July 2023, 2024	Lead: People & Culture Advisor Support: Diversity, Inclusion & Well-Being Manager
	Explore possible partnerships with clients/other corporates to collaborate in offering scholarships and other career opportunities to Aboriginal and Torres Strait Islander students (for instance, partnerships that involve offering joint/shared internships during which students spend time working at both our firm and at the partner organisation(s) so that the student gains the benefit of exposure to two organisations and two different career pathways).	December 2022	Lead: People & Culture Advisor Support: Diversity, Inclusion & Well-Being Manager
	Investigate potential opportunities to connect with Aboriginal and Torres Strait Islander students early in their studies such as networking events and First Nations student organisations.	November 2022	Lead: People & Culture Advisor Support: Diversity, Inclusion & Well-Being Manager
	Have a minimum of two First Nations Law Students participate in the firm's First Nations Pathway Program.	July 2023, 2024	People & Culture Advisor



# Opportunities

Action	Deliverable	Timeline	Responsibility
13 Investigate opportunities to increase our provision of pro bono legal services to Aboriginal and Torres Strait Islander individuals and organisations.	Deliver four Wills clinics per year in regional and remote Aboriginal and Torres Strait Islander communities with our current partners in NSW and Victoria.	February 2024	Head of Pro Bono & Community
	Investigate partnership opportunities in Western Australia to deliver one Wills clinic per year.	February 2024	Head of Pro Bono & Community
	Explore partnerships with organisations advocating for systemic change to the justice system and those advocating for First Nations Constitutional recognition and self-determination.	February 2024	Head of Pro Bono & Community
	Create a partnership with at least one organisation to provide pro bono assistance with research and drafting of reports and submissions for law reform on the above issues.	February 2024	Head of Pro Bono & Community
	Engage in Skilled Volunteering projects with our partners to enhance their capacity and impact.	February 2024	Head of Pro Bono & Community
	Prioritise pro bono referrals involving Aboriginal and Torres Strait Islander clients.	February 2024	Head of Pro Bono & Community



# Opportunities

Action	Deliverable	Timeline	Responsibility
14 Explore relationships with Aboriginal and/or Torres Strait Islander small businesses and startups in order to promote their ability to access commercial legal services.	Expand our <i>Frank</i> program to formally include a focus on assisting Aboriginal and/or Torres Strait Islander startup businesses.	November 2022	Lead: Head of <i>Frank</i> Startup Practice Support: Diversity, Inclusion & Well-Being Manager
	Give preference to First Nations startup applicants over non-Indigenous startups to increase our assistance to First Nations businesses.	January 2023	Lead: Head of <i>Frank</i> Startup Practice Support: Diversity, Inclusion & Well-Being Manager
	Explore ways to directly promote our <i>Frank</i> startup practice to Aboriginal and/or Torres Strait Islander startups.	February 2023	Lead: Head of <i>Frank</i> Startup Practice Support: Diversity, Inclusion & Well-Being Manager Support: PR & Communications Advisor
	Explore ways to promote the firm's broader commercial practice to Aboriginal and/or Torres Strait Islander small businesses.	February 2023	Lead: Managing Partner, COO Support: PR & Communications Advisor
	Investigate potential opportunities to offer reduced fees to Aboriginal and Torres Strait Islander small business clients to increase the capacity of those businesses to compete with non-Indigenous businesses.	February 2023	Lead: Managing Partner, COO
	Investigate and build relationships with organisations and stakeholders focused on assisting Aboriginal and Torres Strait Islander businesses (eg startup hubs, small business and entrepreneurial organisations, etc).	February 2023	Lead: Head of <i>Frank</i> Startup Practice Support: Diversity, Inclusion & Well-Being Manager
	Attend events and build networks with organisations and businesses identified (see the action item directly above), with the objective of building our client base of First Nations businesses and to ensure those businesses are aware of the support available from our firm.	November 2022 and ongoing	Lead: Head of <i>Frank</i> Startup Practice Support: Diversity, Inclusion & Well-Being Manager

# Governance and Tracking Progress



Action	Deliverable	Timeline	Responsibility
15 <b>Establish and maintain an effective RAP Committee to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	December 2022, 2023 March, June, September 2023, 2024	RAP Committee Co-Chairs
	Establish and apply a Terms of Reference for the RAP Committee.	November 2022, 2023	RAP Committee Co-Chairs
	Meet at least four times per year to drive and monitor RAP implementation.	December 2022, 2023 March, June, September 2023, 2024	RAP Committee Co-Chairs
	RAP working groups for each pillar of 'Relationships', 'Respect' and 'Opportunities' to meet six times per year to drive and monitor implementation of deliverables in each pillar and to report at each RAP Committee meeting.	November 2022, 2023 January, March, May, July, September 2023, 2024	RAP Working Group Chairs
16 <b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	November 2022, 2023	RAP Working Group Chairs
	Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2022, 2023	RAP Committee Co-Chairs Support: Head of Pro Bono & Community
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2022, 2023	RAP Working Group Chairs
	Appoint and maintain an internal RAP Champion from senior management.	2022, 2023	RAP Committee Co-Chairs Support: Head of Pro Bono & Community



# Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
17 <b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023, 2024	RAP Committee Co-Chairs Support: RAP Working Group Chairs
	Report RAP progress to all staff and senior leaders quarterly.	December 2022, 2023 March, June, September 2023, 2024	RAP Committee Co-Chairs Support: Head of Pro Bono & Community
	Publicly report our RAP achievements, challenges, and learnings, annually.	May 2023, 2024	RAP Committee Co-Chairs Support: Head of Pro Bono & Community
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Committee Co-Chairs
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	November 2022, 2023	RAP Committee Co-Chairs
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023, 2024	RAP Committee Co-Chairs
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2024	RAP Committee Co-Chairs

# Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
18 Continue our Reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	July 2024	RAP Committee Co-Chairs
19 Create the role of a RAP Office Leader, a local point of contact for every Hall & Wilcox office.	Appoint a RAP Office Leader for every Hall & Wilcox office.	November 2022	Lead: RAP Committee Co-Chairs Support: Pro Bono & Community team
	Ensure that each RAP Office Leader is familiar with RAP priorities and relevant local organisations.	December 2022, 2023	Lead: RAP Committee Co-Chairs Support: Pro Bono & Community team
	Ensure that each RAP Office Leader promotes local cultural learning opportunities for staff to be involved in.	March 2023	Lead: RAP Committee Co-Chairs Support: Pro Bono & Community team



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