



# INNOVATE

## Reconciliation Action Plan

APRIL 2022 TO APRIL 2024



## “BUSH WALK” BY FIONA OMEENYO (2019)

The cover artwork for this Innovate Reconciliation Action Plan has been acquired and hung by Baker McKenzie in the Firm's Brisbane office. The work is reproduced digitally under licence from the artist.

Fiona Omeenyo first appeared on the contemporary art scene in the late 1990s as a member of the then newly established, and now renowned Lockhart River 'Art Gang' of far north Queensland. A small and remote community, Lockhart River is located eight hundred kilometres north of Cairns on the Eastern Cape York Peninsula.

Growing up, Fiona experienced traditional life – such as camping, fishing, gathering berries – within and around the Lockhart River, Claudie River, Quintell Beach, Chillil Beach, Great Barrier Reef, and the Iron Range (Kutini- Payamu) National Park.

More recently, Omeenyo has been living and working in Cairns, and completing private and corporate commissions in Brisbane studios. Omeenyo's works are currently held in numerous public collections both nationally and internationally including the National Gallery of Australia, National Gallery of Victoria, Cairns Regional Gallery, University of Queensland Art Museum, Queensland University of Technology Art Museum, International Education Services (IES) and the Thomas Vroom Collection Netherlands.

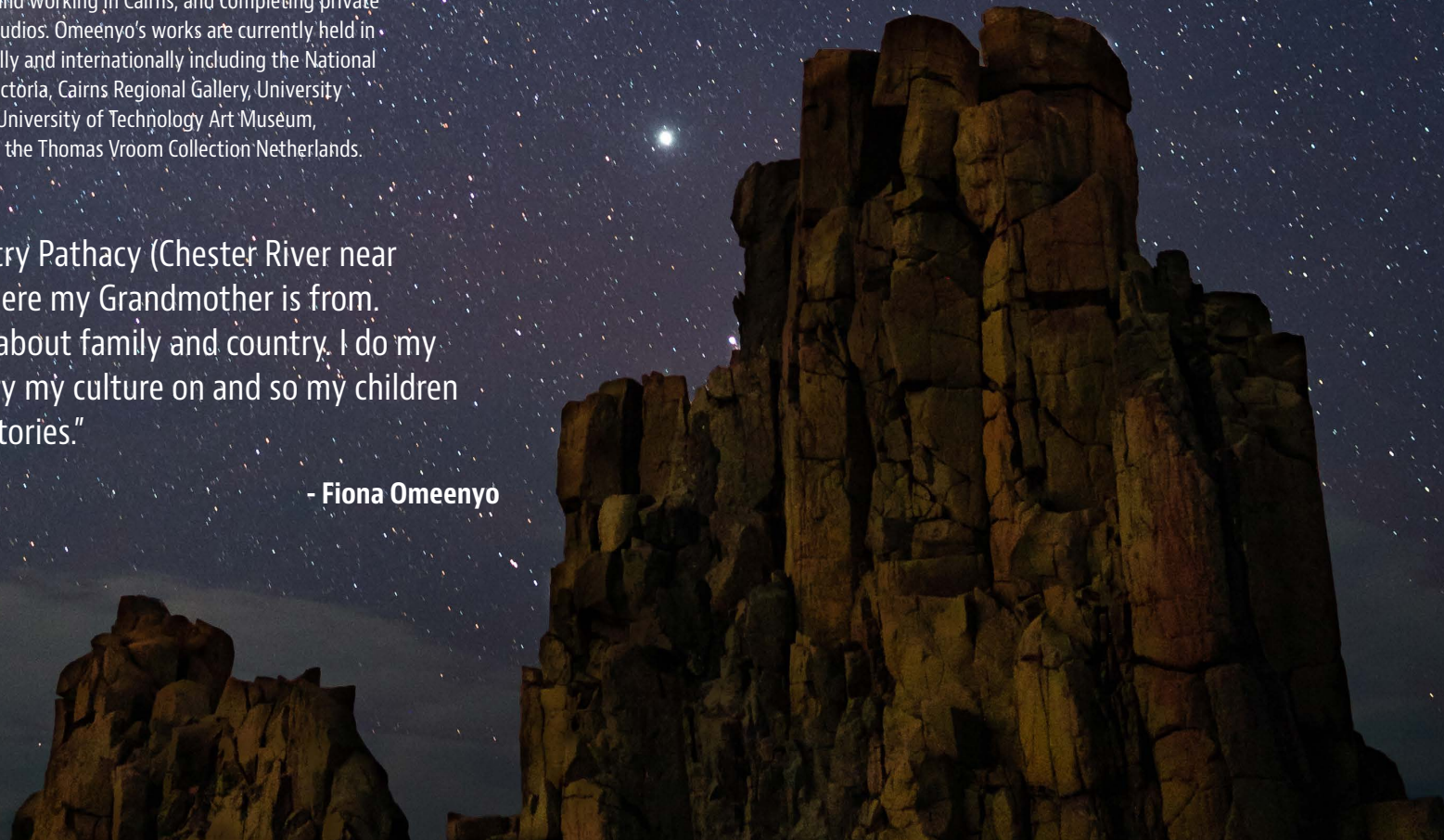
“ My country Pathacy (Chester River near Coen) that's where my Grandmother is from. My figures are about family and country. I do my painting to carry my culture on and so my children will know our stories.”

- Fiona Omeenyo

The artist's figurative compositions connect ancestral spirits with her kin relationships. These supernatural figures are more often placed amidst the coastal beach imagery of Far North Queensland. Much of her recent painting refers to Double Stone, a prominent site at Quintell Beach near Lockhart River.

For the artist, ancestors exist simultaneously with the present-day generation. Accordingly her themes constantly revolve around bloodline and connectivity. A continuous relationship with past and present is expressed through the artist's sense of line and space (both positive and negative). Omeenyo scrapes through the layers of paint revealing these distinctive forms. Whilst these may be reminiscent of some Quinkan rock art iconography (of Laura near Cooktown, Far North Queensland) Omeenyo explains that her figures are a personal interpretation of togetherness - her own family and spirit.

Statement courtesy of the Artist and FireWorks Gallery, Brisbane.





## ACKNOWLEDGEMENT OF COUNTRY

Baker McKenzie acknowledges the Traditional Custodians of the lands on which we operate and conduct our business across Australia. We pay our respects to Aboriginal and Torres Strait Islander peoples and to Elders, past, present and emerging.

## OUR BUSINESS

Baker McKenzie is a global law firm and has been operating in Australia for over 50 years, with offices in Sydney, Melbourne and Brisbane.

Currently, Baker McKenzie employs 500+ people as lawyers or business professionals in Australia, and 13,000+ people globally. While the number of Aboriginal and Torres Strait Islander people is currently not known, we will work within this Reconciliation Action Plan (RAP) to determine culturally appropriate ways to understand this.

We collaborate with colleagues and clients across Australia and globally, on legal matters (including a strong pro bono practice) and corporate social responsibility efforts.

We believe business must take a central role in fostering and championing sustainability. We are proud to leverage our talent, innovation and relationships to make a positive and sustainable societal impact for our clients, our people and the world. We are global citizens and recognize that the rule of law is an essential foundation for economic growth and development.

Our Firm is therefore committed to the UN Global Compact, the Sustainable Development Goals and the UNGC's Ten Principles on human rights, labor, environment and anti-corruption. Investments in these efforts is not only good business, but the right thing to do.

Baker McKenzie will leverage this philosophy, and strive to make an impact with our internal and external stakeholders, so together we can work towards reconciliation.

## OUR VISION FOR RECONCILIATION

**Our vision for reconciliation is for unity between First Nations peoples and the wider Australian community.**

Through our Innovate RAP, we envision Baker McKenzie people will have a greater awareness of issues and challenges facing First Nations communities and a deeper respect and understanding of the complex histories that have shaped the Australia we live in today. This includes the role of the legal system in that landscape and how we can contribute to redressing the inequities and inequalities experienced by First Nations peoples.

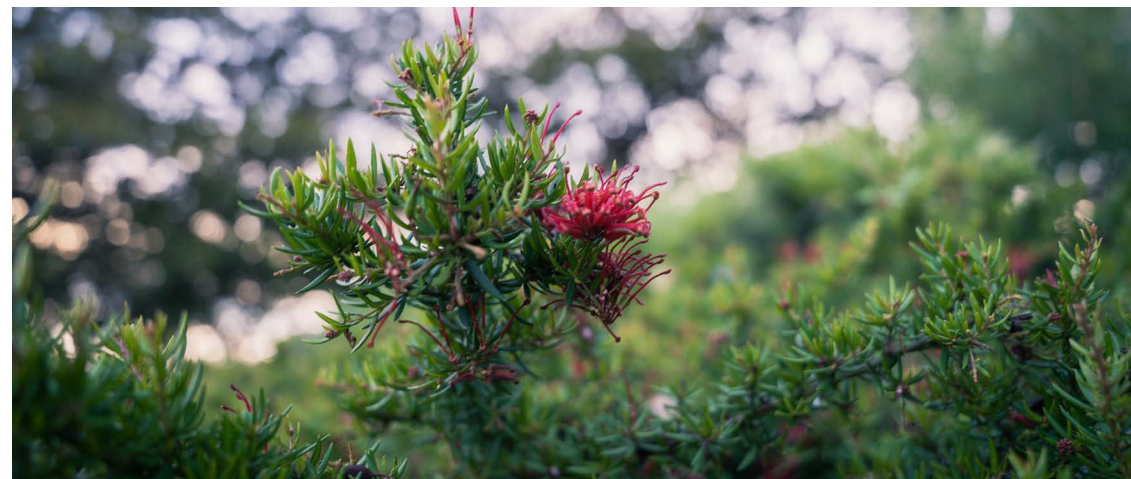
This RAP is an opportunity to mobilise:

- our business to provide employment opportunities and a culturally safe place for First Nations people, as well as increase our procurement of goods and services from First Nations peoples and businesses;
- our people to actively contribute to reconciliation via the provision of pro bono legal services, participation in volunteering opportunities and increased engagement with Inclusion & Diversity initiatives connected with First Nations engagement.

We hope that through this RAP Baker McKenzie can improve representation of First Nations peoples and perspectives across our firm and that our inclusive culture continues to grow and embrace First Nations peoples.

We look forward to everyone at the firm building stronger connections with First Nations peoples and a deeper appreciation of rich First Nations cultures.

Photograph by Emmanuel Respall ↴



## STATEMENT FROM CHAIR, RAP WORKING GROUP



Having successfully implemented our Reflect Reconciliation Action Plan (RAP), we are delighted to move forward in our reconciliation journey and to introduce our Innovate RAP.

Our Innovate RAP sets out our Firm's continued commitment to developing and strengthening our relationships with Aboriginal and Torres Strait Islander peoples, as well as reflecting on our challenges and learnings so far. It also outlines our proposed actions, which are intended to continue to bolster and reinforce our current strategies, to work towards our vision for reconciliation.

This RAP intends to make a meaningful contribution towards removing barriers that impact First Nations peoples, with a particular focus on improving employment, economic and social outcomes.

Our Firm's management team understands that effective leadership is critical on our path to achieve our vision for reconciliation.

In partnership with Reconciliation Australia, we continue our commitment to work with our stakeholders to advance reconciliation and make a positive impact as we progress on our reconciliation journey.

A handwritten signature in black ink, appearing to read 'John Walker'.

**John Walker**  
Partner  
Chair, RAP Working Group





## STATEMENT FROM PRO BONO PARTNER & CO-CHAIR, INDIGENOUS ENGAGEMENT COMMITTEE



Our Reflect RAP represented the commencement of Baker McKenzie's reconciliation journey. It has been a rewarding and educational start for all of those involved.

Through the provision of pro bono legal support, we have developed strong relationships with First Nations organisations including numerous Local Aboriginal Land Councils. We are proud to report that over the 2020 and 2021 financial years our lawyers provided about 1,320 pro bono hours (valued at almost \$700,000) to First Nations peoples, organisations and communities. Through our legal work, we have learnt more about the challenges and issues facing our First Nations clients.

“Throughout the RAP, our people enjoyed volunteering for the students' morning reading program at Gawura, a primary school for Aboriginal and Torres Strait Islander children based in Sydney. We especially enjoyed our interaction with the Gawura students who are always ready with a cheeky smile or warm welcome. We are delighted to have resumed our involvement with Gawura in 2022, as the easing of COVID restrictions permitted volunteering.”

Many of our people benefited from attending cultural awareness training at various times throughout the period of the RAP. These sessions provided all of us with opportunities to learn more about the histories, cultures, strengths and issues facing Aboriginal and Torres Strait Islander peoples. Thank you to our training providers. A special thanks to Shelley Reys AO from Arilla who provided training to about twenty of our management and senior leadership, some who travelled from interstate for the opportunity. It was an enlightening and thought-provoking morning for all involved.

We continued our involvement with the CareerTrackers internship program. We always look forward to the arrival of our interns. The CareerTrackers interns' presentations to our people are always fun and informative and one of the highlights of our year.

Other highlights from our Reflect RAP included a firm-wide trivia night with a First Nations theme to mark National Reconciliation Week; an interview with Isaiah Dawe, the Founder and Chief Executive Officer of ID Know Yourself - NSW's first Aboriginal mentoring organisation for Aboriginal young people in foster care; our partnership with Go Foundation; the purchase of a beautiful new artwork for our Brisbane office - Bush Walk by Fiona Omeeny from Lockhart River on Cape York; and a firm-wide screening of The Final Quarter.

Thank you to everyone who has contributed to and supported our reconciliation journey so far. Special thanks to members of the RAP Working Group and the Indigenous Engagement Committee; Bruce Webb and John Walker as successive Chairs of the RAP Working Group; David Jones and Mark Andrews as Co-Chairs of the Indigenous Engagement Committee; Anne-Marie Allgrove as Chair of the Inclusion & Diversity Committee and RAP Champion; Vicki Kontellis as First Nations Lead; Ross McLean for his artistic expertise; Angelique Holden for co-ordinating the CareerTrackers internship program; Al Meredith for his contribution to this RAP booklet; and the team at Reconciliation Australia for their guidance.

**Kate Gillingham**

Partner, Pro Bono

Co-Chair, Indigenous Engagement Committee

## STATEMENT FROM RECONCILIATION AUSTRALIA



Reconciliation Australia commends Baker McKenzie on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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 Baker McKenzie 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, Baker McKenzie 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. Baker McKenzie 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 Baker McKenzie'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 Baker McKenzie on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## RAP GOVERNANCE

We continue to establish and maintain an effective RAP Working Group to drive governance of the RAP. We aim to continue to build accountability, and to develop the initiative further through continual iteration and revision, integrating both internal and external learnings throughout the process.

The role of RAP Champion is held by Anne-Marie Allgrove, Baker McKenzie Partner, Chair of the Inclusion & Diversity Committee (Australia), Head of the IP Tech Global Practice Group and a member of the Global Finance Committee. Anne-Marie is a senior leader within Baker McKenzie and as RAP Champion will drive internal engagement and awareness of our RAP.

## MEMBERS OF OUR RAP WORKING GROUP



**Alex Hartmann**  
Partner



**David Jones**  
Of Counsel  
& Business Manager



**Jeremy Hyman**  
Communications  
Leader



**John Walker**  
Partner  
Chair, RAP Working  
Group



**Jonathan Georgiadis  
(Tommeginer)**  
Paralegal



**Kate Gillingham**  
Pro Bono Partner  
Co-Chair, Indigenous  
Engagement  
Committee



**Louise Campbell**  
Director of Talent  
Management  
Australia



**Mark Andrews**  
Director, Global IT  
Service Delivery,  
Technology  
Co-Chair, Indigenous  
Engagement Committee



**Richard Spivey**  
Pitch & Pursuits  
Manager



**Serena Bedelis**  
Events and  
Marketing  
Co-ordinator



**Shayne Foster**  
Operations  
Director



**Vicki Kontellis**  
First Nations &  
Community Service  
Lead

## RECONCILIATION THROUGH ACTION

Carrying forward our commitment to reconciliation, Baker McKenzie continued to support a number of engagement initiatives which provided our people with opportunities to:

- improve cultural awareness and continue learning about First Nations cultures, histories and challenges
- acknowledge, celebrate and create respect for First Nations culture and achievements

We set out several highlights below.

### Gawura Morning Reading Program

A number of our people volunteered in Gawura's morning reading program.

Gawura is a Sydney primary school for First Nations children, established by St Andrew's Cathedral School in response to the disparity in educational outcomes of Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

Its program focuses on literacy and numeracy acquisition in an environment that celebrates First Nations cultures. The morning reading program provides invaluable support in lifting literacy levels amongst the students.

Before school, during school terms our people volunteered to attend Gawura and help the students with their reading. We worked through guided reading texts and assisted with sound blending and comprehension.

We thoroughly enjoyed working with the children. They were always positive, bright and eager to learn. Often, the students were the ones who taught us. As some of the books are in the students' own First Nations languages, we required their help to understand meanings and pronounce words.

It was wonderful to see the students' confidence grow as they realised that they knew more than us!

We are very excited to have resumed working with the Gawura students in Term 1, 2022 after Covid restrictions prevented volunteering for such a long time.



## CareerTrackers

**Baker McKenzie continued its commitment to the CareerTrackers program.**

CareerTrackers is a national not-for-profit organisation with the goal of creating pathways for Aboriginal and Torres Strait Islander students to attend and graduate from university with high marks, industry experience and bright professional futures.

CareerTrackers facilitates the placement of Aboriginal and Torres Strait Islander university students in internships in Australian businesses and organisations nationally. It also supports those students during the internships and throughout the year.

Baker McKenzie has welcomed CareerTrackers Interns annually since 2018 and looks forward to continuing this initiative and offering career opportunities for First Nations lawyers.



## National Reconciliation Week and NAIDOC Week

**Baker McKenzie ran several events to mark these important weeks since implementation of our first RAP.**

In 2019, Cultural Awareness Training was conducted by Avelina Tarrago, Wangkamadla woman, barrister and president of the Indigenous Lawyers Association of Queensland.

A presentation was offered by Yerrapingin, an Aboriginal owned and managed business working to deliver Australia's first First Nations urban food production farm as well as the design and tours of the Eveleigh Aboriginal Cultural Landscapes Garden which grows native and medicinal plant species and bush food.

At the event, Yerrapingin representatives spoke about their business and provided demonstrations of native bush food and beeswax food wrap preparation.

In the unique circumstances of 2020 and 2021, Baker McKenzie marked both weeks by inviting everyone at the firm to join in a number of virtual events.

In 2020, the Baker McKenzie Indigenous Engagement Committee, in collaboration with the Baker McKenzie Sports and Social Committees, ran a National Reconciliation Week virtual trivia night with the theme Indigenous Australia.

During NAIDOC Week we interviewed the inspiring and dynamic Isaiah Dawe, a proud Butchulla and Gawara saltwater man, whose experiences in foster care drove him to establish ID Know Yourself, NSW's first Aboriginal mentoring organisation for Aboriginal young people in foster care.

In 2021, the Baker Indigenous Engagement Committee organised cultural awareness training as well as an awareness raising campaign which profiled First Nations organisations and individuals.

Photograph by Emmanuel Respall

# INNOVATE



## A WORD FROM OUR CLIENTS

Photograph by Emmanuel Respall

### CULTURE COLLEGE

Culture College Arnhem Land Aboriginal Corporation (CCALAC) would like to take this opportunity to formally thank Baker McKenzie for its continued Pro Bono support of our organisation.



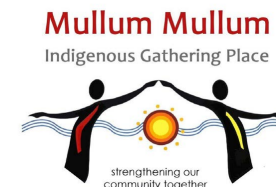
Assistance has been provided in a variety of areas to help streamline processes and create legal documents to protect our organisation. In particular, assistance has related to employment contracts, client organisations and intellectual property protection.

This assistance has been critically important for CCALAC as we prepare for a post COVID-19 environment for our programs in the Northern Territory, as well as starting new initiatives that can create future opportunities for our partner institutions and the Indigenous communities of North East Arnhem Land. This in-kind support is essential for our organisation as we are a registered charity and social enterprise.

All the interactions we have had with the Baker McKenzie staff have been professional and courteous. They support the Mission and Vision of CCALAC and our drive to create greater understanding between the two worlds and cultures. They have a passion and drive for Indigenous issues and we are very grateful for the relationship and look forward to further collaboration into the future.

**Justin Porter**  
CEO, Culture College Arnhem  
Land Aboriginal Corporation

### MULLUM MULLUM INDIGENOUS GATHERING PLACE LTD



I wish to provide this Client Statement of Support on behalf of Baker McKenzie in reference to their Innovate Reconciliation Action Plan (RAP) and the continued Pro Bono legal support they have provided to Mullum Mullum Indigenous Gathering Place Ltd (MMIGP).

MMIGP is an Aboriginal Community Controlled Organisation (ACCO) that was established in 2005 to provide a central location for the Aboriginal community to gather and connect culturally.

MMIGP is based on a Neighbourhood House model and has evolved over the years as a key ACCO covering the seven local government areas across the Eastern Metropolitan Region (EMR). MMIGP's suite of services and programs involve the provision of social support, education, cultural connection and key events for programs that focus on our Elders, men's, women's and youth programs. MMIGP also recently introduced a social enterprise arm called Mullum Creations which provides catering and cultural experiences.

MMIGP has over its lifetime supported a number of collaborations with local councils in the development of their RAPs and continues to have successful partnerships with local and state government, other not-for-profit organisations, the local Reconciliation Eastern Metro (REM) group and ACCOs in joint work that contributes to the cultural health and wellbeing of our communities.

As a small not for profit registered charity, MMIGP did not have the funding to access legal advice when I first engaged with Baker McKenzie in 2019 concerning our rights as tenants. Since then and through the kind assistance of Justice

Connect, Baker McKenzie have supported us to understand copyright law, industrial relations law, and corporations law. Mind you some of these projects are still ongoing and this is where I appreciate the kind consideration towards us as a small ACCO where time knows no boundaries.

The assistance provided to MMIGP to date has been outstanding and perhaps one of the most significant highlights of these engagements has been the flexibility, understanding of our cultural needs and excellent communication skills that have made me feel personally supported all the way through each matter.

I am so pleased to know that Baker McKenzie has embarked on this journey to develop its own RAP. It tells me that the firm is serious about its engagement with the Aboriginal community here in Victoria and it also demonstrates an honest regard for First Nations people.

MMIGP is proud to provide this Client Statement and happy to work with them in any way we can to help strengthen the process in the future.

I wish Baker McKenzie all the best in their development of an Innovate Reconciliation Action Plan and also offer my assistance if required.

**Elke Smirl**  
CEO, MMIGP

## UNDERSTANDING CULTURE THROUGH NATURE

Baker McKenzie has engaged cultural experts Joshua Brown and Kalkani Choolburra to profile flora local to our offices, to offer an insight into the rich cultural landscape in which we are honoured to live and work.

Josh is a proud Worimi man of the Forster-Tuncurry region. Josh is an Aboriginal strategy and engagement consultant as well as a cultural awareness educator. Previously, Josh led the Botanic Gardens Greater Sydney Aboriginal Strategy, managed the Aboriginal Education and Programs team at the Botanic Gardens and Centennial Parklands and has been a driving force in leading Aboriginal cultural initiatives across New South Wales.

Kalkani is a Girramay, Kuku Yalanji, Kalkadoon, Pitta woman from Far North Queensland, most notably Cape York and the Gulf of Carpentaria. Traveling all over Australia growing up and working for over 8 years in cultural tourism and education, Kalkani has a wealth of knowledge reaching far beyond her corner of the continent. Now focusing her knowledge on Indigenous flora, Kalkani enjoys working on the revival of everyday uses and cultural practices plants provide, along with the historical significance of most.

Partnering with Josh and Kalkani provided us with an opportunity to engage with First Nations stakeholders, beyond existing relationships, and gain a deeper appreciation of First Nations connections with the lands on which our offices are located. Our experience with Josh and Kalkani is a good example of the way in which our people have gained a deeper appreciation of First Nations cultures by listening to and engaging with Aboriginal and Torres Strait Islander people. This education process is an important step towards reconciliation and an integral part of our RAP.

The below information, in this section, has been provided by Josh and Kalkani as First Nations stakeholders. We thank them for sharing their insights and perspectives.

### SYDNEY XANTHORRHOEA - GRASS TREE



"Grass Tree or Gulgadya (Cadigal) is a prominent species of the Sydney region due to its unique features and most importantly, its cultural significance and uses. It's widely known as the 'fire stick' throughout many Aboriginal cultures, due to its need for high heat reproduction, and is still used today to traditionally create fire using the stem and friction. The grass tree is used for a variety of purposes:



Photograph by Emmanuël Respal

**STEM:** The stem residing from the middle is used for nectar in its growth and flowering stage, and to create a natural sweet drink. Nectar is often gathered in the mornings when the stem will often look as if it 'sparkles'. Once the stem has flowered and entered into its last phase to shed this stem, it will naturally fall to the ground. When this occurs, it is commonly used as a practice spear due to its light weight and buoyancy, particularly around coastal regions. The stem can then also be used to create fire using the stem as a base and using a traditional rubbing technique to create friction and heat (join a cultural tour in your local area to learn about this and watch it in action).

The other reason it is called the 'fire stick' is due to the plant's need for high heat/fire for it to reproduce and disperse seeds. The small flower pods on the stem will only open when put under extreme heat, therefore ... fire and cultural burning practices are essential within the Australian landscape for this species, and many other native plant life cycles.

**LEAVES:** Often used in varying forms of weaving and basket making.

**TRUNK:** The most unique part of the Grass Tree, which when enough heat is applied, will produce a resin type liquid. Once the liquid cools, it becomes a strong adhesive for weapon and tool making (just like superglue)."



## MELBOURNE PROSTANTHERA LASIANTHOS - CORANDERRK



"The name Coranderrk originates from an Indigenous name, of the Melbourne region, for the Victorian Christmas Bush. Flowering in late spring/early summer, the Coranderrk can be found growing near creeks around Victoria, down to Tasmania and north to southern Queensland, with flowers growing from the tree showing a white or pale lilac in colour and roughly 2cm long in size, with a beautiful minty scent to accompany them. Aboriginal people within Melbourne, traditionally, had a particularly close relationship with the Coranderrk, using the hard stalk of the plant as a fire drill with a soft wood like the stem of a Grass Tree (xanthorrhoea) to make fire for travel, cooking and keeping warm during Melbourne's colder months.

Affectionately named after the plant, Coranderrk Aboriginal Mission Station in Healsville was established in the 19th century. The local Indigenous community requested the name Coranderrk for both its cultural importance within the area and to pay respects to the abundant population of the plant in the local area, between Badger's Creek and Watt's River, on Wurundjeri country. This reserve also became the home to many other Aboriginal people brought from Acheron Station on the Goldburn River. As a result of this history, many residents and descendants from Goldburn River call Coranderrk Mission 'Geringdah' – the Indigenous name of this bush in their respective homeland.

Coranderrk Mission highlights the methods of survival for the Wurundjeri. It has been noted Wurundjeri people living on Coranderrk learned English, English ways, ran a successful station and sold cloaks, baskets and boomerangs to purchase farming appliances and clothes.

Soon after, between 1863 to its forced closure in 1924, Coranderrk was a thriving village with a sawmill, school, bakery, butcher's shop and successful Aboriginal enterprise selling wheat, award-winning hops and crafts to the developing Melbourne market.

The Coranderrk plant tells a story of survival, from the creation of fire to the creation of a hugely successful Indigenous community."



Photograph by Kalkani Choolburra

## BRISBANE WATTLE

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“Wattle is used throughout many Aboriginal cultures along the east coast of Australia, with a variety of cultural uses including food, fishing and cleansing. Silver Wattle or ‘Brisbane Golden Wattle’ is a prominent species within Queensland.

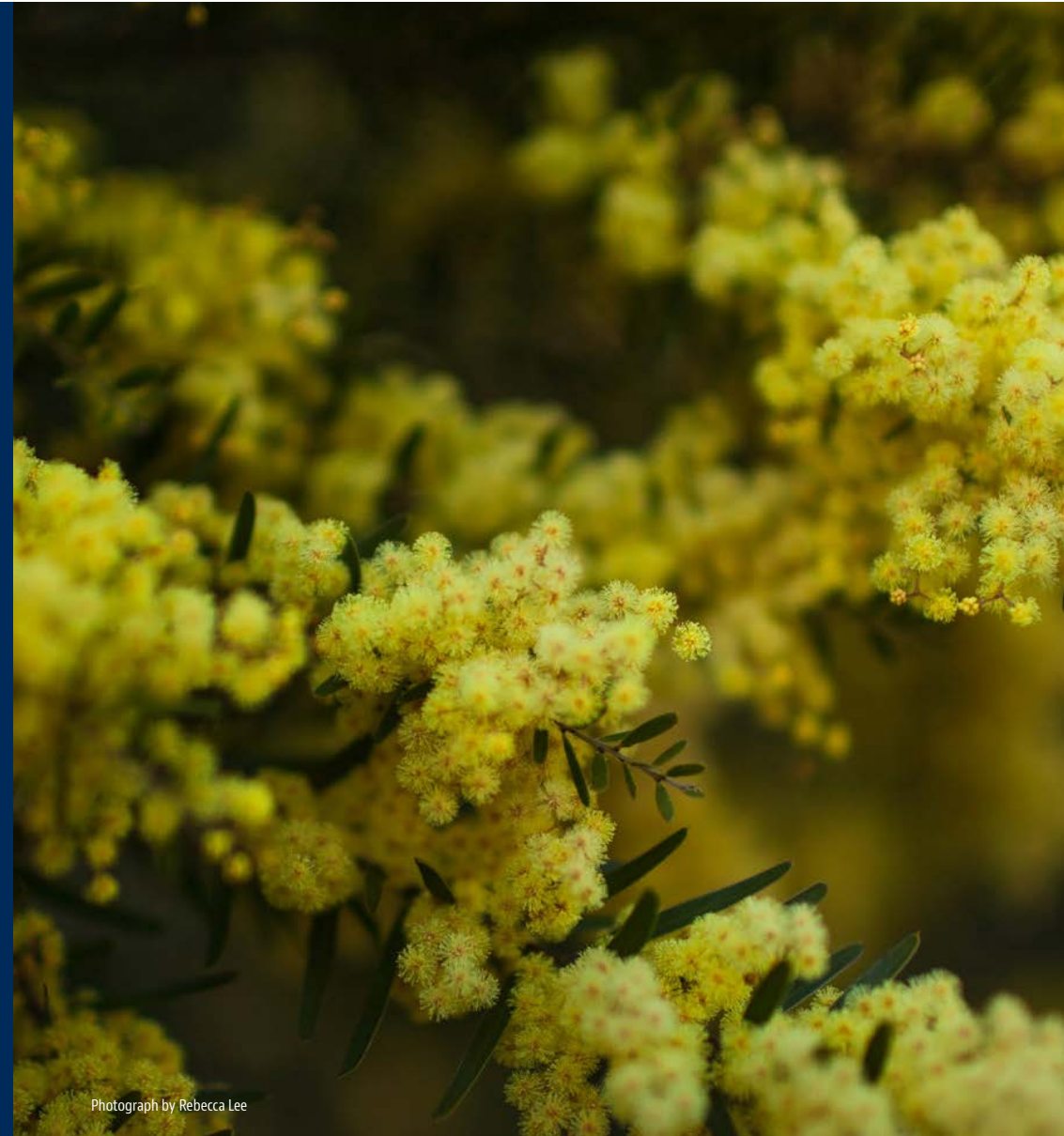
### Cultural uses of Wattle:

**FOOD:** Wattle seed grows in pods from the stems surrounding its green leaves. The small seeds from the pods can be eaten raw, though commonly grounded into a fine powder and used within a variety of traditional and contemporary recipes, including damper. It is commonly used in savoury and sweet dishes, and can give a slightly coffee type taste, depending on the variety used.

**SOAP:** The most unique use for Wattle leaves is that it produces foaming soap when pressure and water is applied in a rubbing motion. I recommend booking in with a local cultural tour to see this in action.

This feature is used to cleanse skin, but also used in hunting to give skin a plant scent to deter animals from the unique scents of the human body.

**FISHING:** Wattle has been generationally used as a type of fishing poison to stun fish close to the surface in order to catch local species. The surface water will foam, as experienced when creating soap. Wattle seasonally indicates when local fish species are available to catch, meaning they aren’t in vital breeding seasons and are in abundance. The Wattle indicates this through producing its bright yellow flowers, as pictured, within the Winter/Spring period.”



Photograph by Rebecca Lee



## RECONCILIATION JOURNEY | KEY LEARNINGS, CHALLENGES AND RESPONSE

As we reflect on our reconciliation journey so far, we appreciate the importance of these key factors: engagement, accountability and representation.

### ENGAGEMENT

We have learned that the more our people can connect with First Nations issues, cultures and histories through stories and experiences the more driven they are to become a First Nations ally, personally take action towards reconciliation and promote reconciliation in their own spheres.

This has been observed through some recent initiatives, for example our CareerTrackers presentation session; Uluru Statement from the Heart awareness and action campaign; reading the perspective of our CareerTrackers intern (a proud Kamillaroi and Yorta Yorta man) marking 26 January; hearing of stories of First Nations women from Women's Legal Service NSW as part of our International Women's Day event; screening of the Kinchela Boys Home Aboriginal Corporation short film marking the National Apology Anniversary; viewing the Australian Human Right Commission animation Yajilarra Nhingji, Mindija Warrma (From Dreams, Let's Make it Reality) and taking part in other First Nations initiatives.

### ACCOUNTABILITY

Accountability has been built through the implementation of our Reflect RAP. Without clear accountability there can be ambiguity and the assumption that someone else is taking responsibility - establishing clarity is paramount. Accountability for actions and deliverables is now clear and, in a big or small way, encompasses everyone at the firm. Specifically, key groups and roles that are important in terms of accountability are: our RAP Working Group, RAP Champion, Indigenous Engagement Committee, First Nations Lead, Head of Pro Bono, Talent Management Director, Operations Director and Management Committee.

Accountability has been established by clearly communicating responsibilities between all involved and also educating everyone at Baker McKenzie's about First Nations Engagement.

### REPRESENTATION

Our biggest challenges have been attracting First Nations employees to our workplace and increasing the number of First Nations suppliers in our procurement network. We are making great efforts to improve representation. We are very grateful for our First Nations relationships with clients, community partners and networks that have provided us with guidance and enabled us to connect with First Nations individuals and communities. Listening to, hearing and including First Nations voices and perspectives is critical in moving the dial on reconciliation.

We continue to evaluate our engagement, accountability/governance and representation strategies, and this RAP prioritises these factors. As our reconciliation journey continues, we will build upon the foundations established to make further progress.



# RAP DELIVERABLES | INNOVATE RECONCILIATION ACTION PLAN

APRIL 2022 - 2024



## Relationships

Baker McKenzie recognises the importance of developing strong, positive relationships with Aboriginal and Torres Strait Islander peoples and communities, and the importance of these relationships in working towards better social, economic and cultural outcomes.

Our Reconciliation Action Plan journey must be informed by listening to and genuinely engaging with Aboriginal and Torres Strait Islander people, both within our organisation and externally, by forming relationships with local Aboriginal and Torres Strait Islander community leaders, organisations and businesses.

### Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

| DELIVERABLE   | TIMELINE                     | RESPONSIBILITY   |
|---|------------------------------|--|
| Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.   | September 2022               | Lead: Chair, RWG<br>Support:<br>- Operations Director<br>- Director of Talent Management<br>- Pro Bono Partner<br>- First Nations & Community Service Lead |
| Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations regarding:<br>- procurement;<br>- employment opportunities for legal and non-legal roles (including internships);<br>- pro bono legal work; and<br>- volunteering and community service opportunities. | October 2022                 | Lead: Chair, RWG<br>Support:<br>- Operations Director<br>- Director of Talent Management<br>- Pro Bono Partner<br>- First Nations & Community Service Lead |
| Continue our relationship with Gawura school through the Gawura Morning Reading Volunteer Program.  | January 2023<br>January 2024 | First Nations & Community Service Lead   |

### Build relationships through celebrating National Reconciliation Week (NRW).

| DELIVERABLE  | TIMELINE                       | RESPONSIBILITY                               |
|--|--------------------------------|--|
| Circulate Reconciliation Australia's NRW resources and reconciliation materials to our people.   | May 2022<br>May 2023           | Chair, Indigenous Engagement Committee (IEC) |
| RAP Working Group (RWG) members to participate in an external NRW event.   | May/June 2022<br>May/June 2023 | Chair, RWG                                   |
| Encourage and support everyone at the firm to participate in at least one external event to recognise and celebrate NRW.                 | May/June 2022<br>May/June 2023 | Chair, RWG<br>Chair, IEC                     |
| Organise at least one NRW event each year.   | May/June 2022<br>May/June 2023 | Chair, IEC                                   |
| Register all our NRW events on Reconciliation Australia's NRW website.   | May/June 2022<br>May/June 2023 | Chair, IEC                                   |
| Consult with Aboriginal and Torres Strait Islander people about NRW events within Baker McKenzie.  | April 2022<br>April 2023       | Chair, IEC                                   |
| Publish information on Baker McKenzie's intranet about NRW, including the meaning of NRW and background material about the annual theme. | May/June 2022<br>May/June 2023 | Chair, IEC                                   |
| Encourage our people to attend NRW events at Baker McKenzie.   | May/June 2022<br>May/June 2023 | Chair, IEC                                   |

### Promote reconciliation through our sphere of influence.

| DELIVERABLE   | TIMELINE                     | RESPONSIBILITY                               |
|---|------------------------------|--|
| Implement strategies to engage everyone at the firm in reconciliation.  | October 2022<br>October 2023 | First Nations Lead                           |
| Implement strategies to engage everyone at the firm in reconciliation.  | February 2024                | Chair, RWG<br>First Nations Lead             |
| Explore opportunities to hold client functions with a focus on Aboriginal and Torres Strait Islander cultures or an issue that affects Aboriginal and Torres Strait Islander peoples. | February 2024                | Director of Business Development & Marketing |



| DELIVERABLE  | TIMELINE                 | RESPONSIBILITY           |
|--|--------------------------|--------------------------|
| Investigate opportunities to offer our office hosting spaces to local Aboriginal and/or Torres Strait Islander communities and organisations to utilise for external events. | April 2022<br>April 2023 | Chair, IEC               |
| Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.  | February 2024            | Chair, RWG<br>Chair, IEC |
| Continue membership of Legal Profession Reconciliation Network.  | June 2022<br>June 2023   | Pro Bono Partner         |
| Communicate our commitment to reconciliation publicly.   | May 2022                 | Communications Leader    |
| Publish the RAP on Baker McKenzie's website.   | May 2022                 | Communications Leader    |
| Communicate our commitment to reconciliation and the launch of our Innovate RAP to our clients via email and/or social media.  | May 2022                 | Communications Leader    |
| Include an Acknowledgment of Country on Baker McKenzie's Australia internet home page.   | May 2022                 | Communications Leader    |

**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.                                       | December 2022 | Director of Talent Management<br>Employment Group              |
| Develop, implement and communicate an anti-discrimination policy for our organisation.  | March 2023    | Director of Talent Management<br>Employment Group              |
| Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. | October 2022  | Director of Talent Management<br>Inclusion & Diversity Manager |
| Educate senior leaders on the effects of racism and unconscious bias.   | October 2022  | Leadership & Learning Manager<br>Inclusion & Diversity Manager |

**Raise internal awareness of our RAP.**

| DELIVERABLE   | TIMELINE   | RESPONSIBILITY                            |
|---|--|---|
| Develop and implement a plan to raise awareness within Baker McKenzie about our RAP commitments.  | April 2023   | Chair, RWG<br>First Nations Lead          |
| Host a launch event for our Innovate RAP across all Australian offices.   | April 2022   | Chair, IEC<br>First Nations Lead          |
| Communicate an update regarding our RAP implementation at Baker Briefing sessions across all Australian offices.  | June 2022 & 2023<br>December 2022 & 2024                 | Chair, RWG<br>Chair, IEC                  |
| Publish the RAP on Baker McKenzie's intranet.   | April 2022   | Communications Leader                     |
| Send emails to our people on implementation of the RAP and its deliverables.  | October 2022<br>April 2023<br>October 2023<br>April 2024 | Chair, RWG<br>First Nations Lead          |
| Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP including: <ul style="list-style-type: none"> <li>- annual presentation on the RAP at Partners' lunch;</li> <li>- at least one annual agenda item/update on the RAP at the Management Committee meeting</li> </ul> | October 2022<br>October 2023                             | Chair, RWG<br>Chair, IEC                  |
| Ensure that the induction materials in new starters' pack on Baker McKenzie's commitment to Aboriginal and Torres Strait Islander engagement and our RAP, is maintained and updated as appropriate.   | April 2022<br>April 2023                                 | Director of Talent Management             |
| Promote our RAP within our regional and global networks through our Inclusion & Diversity platforms and Global Newsletters.   | April 2022<br>April 2023<br>April 2024                   | Chair, Inclusion & Diversity<br>Committee |



## Respect

At the centre of our Firm’s values is our respect for First Nations peoples, cultures and perspectives. We demonstrate respect through the language that we use, the actions that we take, the work that we do and in our commercial, professional and community relationships.

Knowing that Aboriginal and Torres Strait Islander histories have not always been taught as a matter of course in Australia, this Innovate RAP makes cultural learning opportunities a priority for our people. We are also committed to actively seeking out opportunities to share stories and celebrate the culture and achievements of Aboriginal and Torres Strait Islander peoples.

As a global law firm, we have the opportunity to demonstrate our pride in First Nations cultures and histories with our colleagues and clients not just in Australia, but worldwide.

### Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

| DELIVERABLE   | TIMELINE       | RESPONSIBILITY   |
|---|----------------|--|
| Conduct a review of cultural learning needs within Baker McKenzie.  | September 2022 | Inclusion & Diversity Manager<br>Leadership & Learning Manager |
| Investigate local cultural immersion experiences for our people.  | September 2022 | Inclusion & Diversity Manager<br>Leadership & Learning Manager |
| Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. | February 2023  | Inclusion & Diversity Manager<br>Leadership & Learning Manager |
| Develop, implement and communicate a cultural learning strategy for our people.   | April 2023     | Inclusion & Diversity Manager<br>Leadership & Learning Manager |
| Promote and circulate the Common Ground education material to everyone at the firm to increase knowledge of First Nations cultures and stories.               | August 2022    | Chair, IEC   |

| DELIVERABLE  | TIMELINE             | RESPONSIBILITY   |
|--|----------------------|--|
| Provide opportunities to everyone at the firm for cultural learning and engagement by including information in emails and on the Baker McKenzie intranet that highlights First Nations cultures, histories, knowledge or rights. | February 2024        | Chair, IEC<br>First Nations Lead                               |
| Provide opportunities for RWG members, HR managers and other key leadership staff to participate in formal and structured cultural learning.   | February 2023        | Inclusion & Diversity Manager<br>Leadership & Learning Manager |
| Ensure the material on the Baker McKenzie Indigenous Engagement intranet page is current and regularly updated.  | May 2022<br>May 2023 | Chair, IEC   |

### Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

| DELIVERABLE  | TIMELINE                           | RESPONSIBILITY                            |
|--|------------------------------------|---|
| Increase understanding across the firm of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | May 2022<br>May 2023               | First Nations Lead                        |
| Annually review and update, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.           | May 2022<br>May 2023               | First Nations Lead                        |
| Ensure guidelines for Acknowledgment of Country are available in every large meeting room for our people and guests.   | May 2022                           | First Nations Lead<br>Operations Director |
| Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.                    | May - July 2022<br>May - July 2023 | First Nations Lead                        |
| Display Acknowledgment of Country at reception areas in all Baker McKenzie Australian offices.   | May 2022                           | Chair, RWG<br>Operations Director         |
| Make available Acknowledgement of Country (or other appropriate protocols) to be used at the commencement of important meetings.   | April 2022                         | First Nations Lead<br>Operations Director |



| DELIVERABLE  | TIMELINE     | RESPONSIBILITY                   |
|--|--------------|----------------------------------|
| Ensure that the appropriate cultural protocols are available to everyone at the firm on our intranet | April 2022   | First Nations Lead               |
| Provide option for our people to include an Acknowledgment of Country in their email signature.      | October 2022 | Chair, RWG<br>First Nations Lead |

**Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.**

| DELIVERABLE  | TIMELINE               | RESPONSIBILITY                                      |
|--|------------------------|---|
| RWG to participate in an external NAIDOC Week event.   | July 2022<br>July 2023 | RWG   |
| Review HR policies and procedures to remove barriers to our people participating in NAIDOC Week.   | June 2022 & 2023       | Director of Talent Management<br>Employment Partner |
| Promote and encourage participation in external NAIDOC events to all our people.   | July 2022<br>July 2023 | Chair, RWG<br>Chair, IEC                            |
| Consult with First Nations stakeholders and communities about the development of our internal NAIDOC week events.  | May 2022<br>May 2023   | Chair, IEC  |
| Publish information on Baker McKenzie's intranet about NAIDOC Week, including the meaning of NAIDOC Week and background material about the annual theme. | July 2022<br>July 2023 | Chair, IEC  |
| Organise events within Baker McKenzie to celebrate NAIDOC Week .   | July 2022<br>July 2023 | Chair, IEC  |
| Encourage everyone at the firm to attend NAIDOC Week events.   | July 2022<br>July 2023 | Chair, IEC  |
| Investigate opportunities for Aboriginal and/or Torres Strait Islander people and/or organisations to hold NAIDOC Week events at our offices.            | May 2022<br>May 2023   | Chair, IEC  |



## Opportunities

We are committed to increasing the representation of Aboriginal and Torres Strait Islander peoples in the workforce.

We see opportunities to address barriers to entry into the legal profession for Aboriginal and Torres Strait Islander lawyers. The pathway to a career in law is long, and we have the opportunity to have impact at multiple points throughout the journey. Our focus is on developing education, internships and employment opportunities for lawyers. In addition, we see opportunities to increase representation of First Nations peoples across our professional business services teams. The Firm's Co-Founder, Russell Baker, believed that including lawyers from diverse cultures was the only way for Baker McKenzie to become a truly global law firm.

As a law firm we consider the provision of pro bono legal services to be a fundamental professional responsibility, and recognise the potential impact of this work. By enabling Aboriginal and Torres Strait Islander individuals and organisations to access high quality legal advice, we can work to ensure fair and equal treatment in a range of contexts. This pro bono work also acts as a bridge between our lawyers and Aboriginal and Torres Strait Islander people and communities, helping to develop a relationship of respect and mutual understanding.

We are a commercial organisation with the potential to make an impact beyond our own walls. Our procurement decisions and commercial relationships are a key focus of this Innovate RAP. We recognise the importance of taking a proactive approach to supplier diversity, and the value of offering under-represented communities the opportunities to compete for business on an equal footing.

**Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.**

| DELIVERABLE   | TIMELINE               | RESPONSIBILITY   |
|---|------------------------|--|
| Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | June 2022<br>June 2023 | Director of Talent Management<br>Inclusion & Diversity Manager |
| Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.               | April 2023             | Director of Talent Management<br>Inclusion & Diversity Manager |

| DELIVERABLE   | TIMELINE       | RESPONSIBILITY   |
|---|----------------|--|
| Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.                  | April 2023     | Director of Talent Management<br>Inclusion & Diversity Manager |
| Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and record effective recruitment sources.     | March 2024     | Director of Talent Management                                  |
| Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | September 2022 | Director of Talent Management<br>Employment Partner            |
| Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.   | February 2024  | Director of Talent Management<br>Inclusion & Diversity Manager |

**Investigate opportunities to support Aboriginal and Torres Strait Islander students to pursue a career in law.**

| DELIVERABLE  | TIMELINE                       | RESPONSIBILITY                              |
|--|--------------------------------|---|
| Investigate opportunities to provide internships and/or work experience placements to Aboriginal and Torres Strait Islander students in non-legal roles. | December 2022                  | Director of Talent Management               |
| Continue to provide opportunities for Aboriginal and Torres Strait Islander law students via CareerTrackers partnership.                                 | November 2022<br>November 2023 | Director of Talent Management               |
| Investigate opportunities to provide mentoring services to Aboriginal and Torres Strait Islander students.   | October 2022                   | First Nations & Community<br>Service Lead   |
| Investigate offering scholarships to Aboriginal and Torres Strait Islander law students.   | February 2023                  | Director of Talent Management<br>Chair, RWG |
| Investigate offering work experience opportunities to Aboriginal and Torres Strait Islander students interested in a career in law.                      | December 2022                  | Director of Talent Management               |
| Investigate hosting a networking event for Aboriginal and Torres Strait Islander law students.   | October 2022                   | Director of Talent Management<br>Chair, IEC |

**Provide pro bono legal services for Aboriginal and Torres Strait Islander individuals and organisations to address some of the issues and challenges faced by First Nations peoples, particularly in respect of equality before the law.**

| DELIVERABLE   | TIMELINE                     | RESPONSIBILITY   |
|---|------------------------------|------------------|
| Continue to provide pro-bono legal services in line with our current provision, activities and values.  | February 2024                | Pro Bono Partner |
| Investigate opportunities to expand our current pro bono legal services focused on supporting Aboriginal and Torres Strait Islander communities.                      | October 2022<br>October 2023 | Pro Bono Partner |
| Provide governance training to directors and leaders of First Nations' organisations to provide support and guidance for those organisations to be strong and robust. | July 2022<br>July 2023       | Pro Bono Partner |

**Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.**

| DELIVERABLE  | TIMELINE               | RESPONSIBILITY      |
|--|------------------------|---------------------|
| Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.   | October 2022           | Operations Director |
| Investigate Supply Nation membership.  | July 2022              | Operations Director |
| Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to relevant teams within Baker McKenzie. | July 2022<br>July 2023 | Operations Director |
| Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.                          | July 2022              | Operations Director |
| Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.   | March 2024             | Operations Director |





## Governance

### Establish and maintain an effective RWG to drive governance of the RAP.

| DELIVERABLE  | TIMELINE  | RESPONSIBILITY |
|--|---|----------------|
| Maintain Aboriginal and Torres Strait Islander representation on the RWG.  | May 2022 & 2023<br>August 2022 & 2023<br>November 2022 & 2023<br>February 2023 & 2024 | Chair, RWG     |
| Establish and apply a Terms of Reference for the RWG.  | December 2022   | Chair, RWG     |
| Meet at least four times per year to drive and monitor RAP implementation.   | May 2022 & 2023<br>August 2022 & 2023<br>November 2022 & 2023<br>February 2023 & 2024 | Chair, RWG     |
| Send annual email to everyone at the firm encouraging Aboriginal and Torres Strait Islander employees to join the RWG. | July 2022<br>July 2023  | Chair, RWG     |

### Provide appropriate support for effective implementation of RAP commitments.

| DELIVERABLE  | TIMELINE     | RESPONSIBILITY                   |
|--|--------------|----------------------------------|
| Define resource needs for RAP implementation.  | May 2022     | Chair, RWG<br>First Nations Lead |
| Engage our people, including senior leaders, in the delivery of RAP commitments.         | October 2022 | Managing Partner<br>Chair, RWG   |
| Define and maintain appropriate systems to track, measure and report on RAP commitments. | April 2022   | First Nations Lead               |
| Appoint and maintain an internal RAP Champion from senior management.                    | May 2022     | Chair, RWG                       |

### Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

| DELIVERABLE   | TIMELINE                               | RESPONSIBILITY        |
|---|--|-----------------------|
| Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.  | 30 September 2022<br>30 September 2023 | First Nations Lead    |
| Publicly report our RAP achievements, challenges and learnings, annually.   | October 2022<br>October 2023           | Communications Leader |
| Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.   | May 2022                               | First Nations Lead    |
| 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. | June 2022 & 2023                       | First Nations Lead    |
| Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.   | August 2022 & 2023                     | First Nations Lead    |
| Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.  | March 2024                             | First Nations Lead    |

### Continue our reconciliation journey by developing our next RAP.

| DELIVERABLE   | TIMELINE     | RESPONSIBILITY     |
|---|--------------|--------------------|
| Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP. | October 2023 | First Nations Lead |





## PUBLIC ENQUIRY DETAILS

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# **Baker McKenzie.**

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