

Colin
Biggers
& Paisley
Foundation



Innovate Reconciliation Action Plan

January 2023 - January 2025



Colin Biggers & Paisley acknowledges the Traditional Custodians of the lands on which we work across Australia, and pays our deep respects to Elders past, present and emerging.

For more information about our Innovate RAP, please contact:

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Message from our Managing Partner

At Colin Biggers & Paisley we believe in strong, active participation in our communities. We also believe that leadership is important, particularly on issues aligned with our core values of loyalty, respect, integrity and balance.

I am very proud to present our latest Reconciliation Action Plan, our first at the Innovate level. Our RAP is an expression of our commitment to the cause of reconciliation in this great country.

Starting with our workplace, we will use our skills, knowledge, expertise and influence to create an inclusive society for all. With our RAP partners we will continue to actively contribute to achieving greater justice and social equality for Aboriginal and Torres Strait Islander peoples.

We are proud of the relationships we have developed and continue to grow with our Aboriginal and Torres Strait Islander community partners, including, the Arts Law Centre of Australia, Ngalya Indigenous Corporation, Hermannsburg Potters and many others.

Pivotal to the success of these relationships is that we are guided by the Aboriginal and Torres Strait Islander communities themselves.

I very much look forward to making our contribution to the national journey towards reconciliation.



Nick Crennan
Managing Partner
Colin Biggers & Paisley



Message from the CEO of Reconciliation Australia

Reconciliation Australia commends Colin Biggers & Paisley 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 Colin Biggers & Paisley 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, Colin Biggers & Paisley 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. Colin Biggers & Paisley 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 Colin Biggers & Paisley'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 Colin Biggers & Paisley on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



About Our RAP Artwork

The artwork for the Colin Biggers & Paisley Innovate RAP was created by artist Anita Rataru, a Western Arrarnta woman of The Hermannsburg Potters group, Northern Territory.

Anita was 'born bush' in the Alukura (women's camp) near Hermannsburg in 1943. She attended Hermannsburg Mission school, and later went on to work in the clinic, teaching young mothers.

Anita showed a natural ability in the arts and crafts, teaching herself to paint from an early age and comes from a family of emerging artists.

Anita mostly depicts Palm Valley in her work, the home of the Willy Wagtail Dreaming, who turned into a stone in the desert. Palm Valley is Anita's grandfather's Country, and she continues to assert her links with her Country through art.

The Hermannsburg Potters are located approximately 125km west of Alice Springs, Northern Territory. The Potters are a dedicated group of Western Arrarnta artists creating vibrant handmade ceramic pots that encompass collective and individually lived histories in their distinct Country. The Hermannsburg artists continue a 30-year legacy, sculpting and painting their visual histories and contemporary settings that speak to their cultural beliefs, traditions and values.

Colin Biggers & Paisley is proud The Hermannsburg Potters are a key RAP partner. Our relationship with The Hermannsburg Potters began in 2019 and continues to grow and strengthen as we support their programs and artists with pro bono legal assistance, financial grants and in-kind support.



This artwork, entitled **Thepa Ntjaarra (Many Birds)** is a unique terracotta pot depicting many of the flora and fauna of Anita's Country:

“All around my countryside we have thepa ntjaarra (many birds). Here you can see Lyerrtjina (budgies), Urrpara (magpie), Kukalala (white cockatoo), Alakoki (pink galah), Tuakitja (grey-crowned babbler), Ngapa (crow). For a long time we have been calling the birds by these names. This is my Country, near Palm Valley. Western Arrarnta Country.”



Our Vision for Reconciliation

Colin Biggers & Paisley's vision for reconciliation is to create positive change and help achieve greater justice and social equality for Aboriginal and Torres Strait Islander peoples. We believe in an inclusive Australia where Aboriginal and Torres Strait Islander peoples are respected and have equal voices, rights and opportunities for prosperity.

As a legal practice we champion the promotion, protection and enhancement of legal rights for Aboriginal and Torres Strait Islander peoples, focusing on access to justice, the rule of law, equality and non-discrimination. To achieve this, we support education and training initiatives, provide career opportunities and utilise our business expertise to provide a range of pro bono support.

We believe in promoting a diverse, inclusive and supportive workplace where Aboriginal and Torres Strait Islander peoples are provided with equitable opportunities to develop their careers. We are committed to providing opportunities and actively promoting the participation and career development of Aboriginal and Torres Strait Islander peoples within our business.

We believe that promoting and strengthening equity, diversity and inclusion allows us to build the best teams and a better business and legal profession.

We are committed to creating a workplace where culture is celebrated and is a part of business as usual. By equipping our people with the knowledge and understanding of different cultures and histories, we empower them to be active champions of reconciliation not only at work, but also within our profession and the wider community.

Walking Together and Learning with our Reconciliation Partners

Colin Biggers & Paisley has actively engaged with many Aboriginal and Torres Strait Islander organisations during our reconciliation journey. We feel fortunate to have had the opportunity to engage with and learn from these remarkable organisations since 2015 when our Colin Biggers & Paisley Foundation was first established. Our Innovate RAP explains how we will continue to build relationships with Aboriginal and Torres Strait Islander organisations.



Artists in the Black



Andria Symington is a Colin Biggers & Paisley Indigenous Cadetship participant based in Sydney.

Colin Biggers & Paisley's [Indigenous Cadetship Program](#) was launched in 2020, as part of our Indigenous Engagement Strategy. The Cadetships offer Aboriginal and Torres Strait Islander law students paid part-time employment for the duration of their degree. Cadets are mentored by Colin Biggers & Paisley staff whilst working in multiple practice areas and gain practical on-the-job skills. Cadets are encouraged to participate in training and professional development opportunities, including attendances at courses and conferences to support their learning throughout their law degree.

Our Business

Founded over a century ago, Colin Biggers & Paisley is one of Australia's oldest legal practices. We are focused on delivering a full range of legal services to the insurance, construction, property and business services sectors in Australia and abroad.

We act for major corporations, financial institutions, insurance companies, government departments and individuals. We have both the capacity and the expertise to deliver on complex national and multinational projects.

Our purpose is to work collectively to build and secure the future of our clients, colleagues and community.

For our clients, that means we are invested and we are loyal. To do our best by them, we invest in people with the right combination of legal, business, interpersonal and critical thinking skills. Our close-knit, expertise-based teams collaborate effectively to identify and solve complex issues.

For our colleagues, that means we value our collegiality, we respect and support one another, and we celebrate diverse contributions.

For our communities, that means we take a socially minded approach to provide active support and service where they are needed most.

Our determination to be a responsible business led us to establish the Colin Biggers & Paisley Foundation in 2015. The Colin Biggers & Paisley Foundation comprises pro bono legal services and community partnerships, including volunteering, charitable contributions and responsible business practices. We focus our efforts on promoting and protecting the rights of women, children and Aboriginal and Torres Strait Islander peoples.

We commit to promoting a truly diverse workforce and culture that is inclusive of everyone, and gives all of our people the opportunity to build and advance their careers in a way that is aligned with our core values. Building a culturally competent workforce is important within our practice. We focus our efforts particularly on promoting understanding of Aboriginal and Torres Strait Islander cultures.

Colin Biggers & Paisley leverages our sphere of influence to support the reconciliation movement in Australia. Our RAP actions not only engage our staff, but also influence our broader stakeholders at the individual, organisational, community and societal levels.

We actively engage with our staff's family members, our professional colleagues, other legal firms and many community organisations through our pro bono legal and staff volunteering programs.

Colin Biggers & Paisley currently has 72 partners and 506 staff spread across our three Australian offices. Our staff are made up of a diverse range of cultures across all levels of the organisation. Since our Reflect RAP was launched in 2018, we have employed a total of eight Aboriginal and Torres Strait Islander peoples across our practice, through direct recruitment, CareerTrackers, our own Aboriginal and Torres Strait Islander Cadetship program and our Ngalaya and Colin Biggers & Paisley First Nations Law Scholarship.

* We are aware that some Aboriginal and Torres Strait Islander peoples may choose not to self-identify in our staff on-boarding questionnaire or in our practice-wide inclusion and diversity surveys. Since our Reflect RAP, we have established a more accurate baseline measure of the number of Aboriginal and Torres Strait Islander employees and are pleased to report increased self-identification rates in our questionnaires/surveys.



In 2021, Colin Biggers & Paisley created the [Ngalaya and Colin Biggers & Paisley First Nations Law Scholarship](#) in partnership with Ngalaya Indigenous Corporation, a registered charity that represents over 800 First Nations lawyers and law students across NSW and the ACT. The annual scholarship of \$5,000 is for an Aboriginal and Torres Strait Islander law student of a Bachelor of Laws, Diploma of Law, Juris Doctor or Graduate Diploma of Legal Practice. The scholarship includes a structured mentoring program delivered by a senior Colin Biggers & Paisley staff member and the opportunity to participate in training, professional development and conferences.





Our Innovate RAP

In 2018, Colin Biggers & Paisley launched its first Reflect RAP. Our Reflect RAP played an important role in helping guide our approach to reconciliation and the development of our connections with Aboriginal and Torres Strait Islander peoples, communities, organisations and businesses. We made good progress strengthening our contribution to reconciliation through our considered pro bono legal services, community partnerships, procurement practices and through the work of the Colin Biggers & Paisley Foundation. Our Reflect RAP helped focus our approach to reconciliation and provided the foundation for the principles, partnerships and programs that we now document in this Innovate RAP.

Our Innovate RAP seeks to build on the achievements of our Reflect RAP. This RAP provides the actions that will help Colin Biggers & Paisley gain a deeper understanding of our sphere of influence and establish the best approaches that our practice can take to advance reconciliation. Our Innovate RAP focuses us on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation, and developing strategies to empower Aboriginal and Torres Strait Islander peoples.

One of the key areas of focus for the Colin Biggers & Paisley Foundation is the promotion and protection of the rights of Aboriginal and Torres Strait Islander peoples. Whilst Colin Biggers & Paisley has done much work through the provision of pro bono legal services and community programs since our Reflect RAP, we are committed to do more in our Innovate RAP.

Our Innovate RAP highlights that the process of reconciliation is an ongoing journey that requires the support of all our people – from our Managing Partner to our newest recruit. Our Innovate RAP will continue to guide our reconciliation work and remind us that our relationship with our Aboriginal and Torres Strait Islander partners provides us with the opportunity to build a culture of mutual respect, cooperation and shared national pride.



What Reconciliation Means to Colin Biggers & Paisley

The focus of the Colin Biggers & Paisley Foundation is to promote and protect the rights of women, children and Aboriginal and Torres Strait Islander peoples. As a legal practice, we strive to use our skills and our business as a mechanism to champion reconciliation by providing opportunities to Aboriginal and Torres Strait Islander peoples, promoting access to justice and redressing historical imbalances.

At Colin Biggers & Paisley, reconciliation means trying our best to understand the histories, cultures and experiences of Aboriginal and Torres Strait Islander peoples and using this understanding to guide positive action. The positive actions that we take to promote reconciliation include:



Adopting a set of Guiding Principles for our reconciliation actions to guide our respectful and impactful collaboration with Aboriginal and Torres Strait Islander communities, organisations and people.



Equipping our people with knowledge about different histories and cultures so that they can be active champions of reconciliation at work, with our clients, in the legal profession and in the broader community.



Promoting, protecting and enhancing legal rights for Aboriginal and Torres Strait Islander peoples through our pro bono program focusing on access to justice, the rule of law, equality and non-discrimination.



Using our business as a mechanism to provide opportunities to Aboriginal and Torres Strait Islander peoples in a proactive way to redress historical imbalances in our community.



Supporting a truly diverse and inclusive culture in our practice to create unity in our workplace and positive race relations.

Our Guiding Principles for our Reconciliation Actions



Collaboration and inclusion - we all have a role to play

Be guided by local Aboriginal and Torres Strait Islander communities in our work to support Aboriginal and Torres Strait Islander peoples

Using our business to make a positive impact

Participation in evidence-based community programs

Diversity of thought - valuing different skillsets and approaches

Adding value rather than replicating the work of others

Empowerment to build capacity in communities

Understanding and applying international best practice

Why we have developed an Innovate RAP

The RAP framework provides a clear and impactful way for Colin Biggers & Paisley to continue to contribute to the reconciliation movement in Australia. Our Innovate RAP is not only a natural evolution of our involvement in reconciliation actions, but also signals our ongoing commitment to Aboriginal and Torres Strait Islander peoples, communities, programs and services. We believe that our Innovate RAP will:

- **Focus our action** on the three areas identified by Reconciliation Australia's RAP framework - Relationships, Respect, Opportunities and Governance - to ensure we are creating impact where it is needed.
- **Increase our work** with Aboriginal and Torres Strait Islander communities, organisations and peoples in the areas of pro bono legal services and community partnerships, particularly in the areas of culture, self-determination and human rights.
- **Guide our business** in providing opportunities to Aboriginal and Torres Strait Islander peoples in the areas of employment, procurement and commercial partnerships, play our part in creating positive economic and social futures for Aboriginal and Torres Strait Islander peoples.
- **Enhance our practice** through greater cultural competence, diversity and inclusion.



Our RAP Working Group

The Colin Biggers & Paisley RAP Working Group is active in its support and management of our RAP initiatives and deliverables. The RAP Working Group is championed by our most senior executive, Mr Nick Crennan - National Managing Partner, and consists of a range of passionate partners and employees from across our practice.

Aboriginal and Torres Strait Islander peoples are represented on our RAP Working Group by Andria Symington and Jacob Currie.



NICK CRENNAN
National Managing Partner



DUNSTAN DE SOUZA
Senior Partner



ANDREW MURRAY
Partner



STEPHEN THOMPSON
Partner



VIJAY EDWARDS
Partner



JACOB CURRIE
Lawyer,
External Appointment



TAMARA SIMS
Head of Pro Bono &
Responsible Business



DAISY JOHNSON
Responsible Business
Manager



RACHAEL FINLAY
Pro Bono & Responsible
Business Coordinator



TARA ROGERS
Director of Human
Resources



ANDRIA SYMINGTON
Cadet

Our RAP Highlights

Colin Biggers & Paisley is proud of the progress we are making on our reconciliation journey. Here are some highlights in the areas of Relationships, Respect, Opportunities and Governance.

Relationships



During the 2020/2021 COVID-19 lockdowns, Colin Biggers & Paisley staff continued to be provided with information about reconciliation via the company intranet, company emails and online events. During National Reconciliation Week 2021, staff participated in online virtual movie screenings of *Blak Divaz*, *In My Own Words* and *Servant or Slave*.



All Colin Biggers & Paisley lawyers aim to contribute at least two days of volunteering and 50 hours of pro bono legal services per year. In FY2021-2022 our staff contributed over 812 hours of pro bono services. Since July 2018, our staff have contributed over 2,064 hours of pro bono services with an estimated value of over \$ 750,000. RAP partner organisations that have benefited from these contributions include The Arts Law Centre - Artists in the Black, The Hermannsburg Potters, Ngalaya and the Aboriginal Legal Service (NSW/ACT).



In 2022, we recognised National Reconciliation Week with a First Nations book library, a selection of First Nations food items from Indigearth and Mabu Mabu, and cultural walks in Sydney, Melbourne and Brisbane with local Aboriginal organisations.

Respect



During NAIDOC Week 2019, Colin Biggers & Paisley proudly sponsored an Arts Law Centre fundraiser screening of *We Don't Need a Map*, a documentary which explores the meaning of the Southern Cross constellation and its significance to Aboriginal peoples.



In 2020, Colin Biggers & Paisley launched a dynamic company intranet site dedicated to reconciliation. All staff have access to regular reconciliation news as well as Acknowledgement of Country protocols, The Uluru Statement from the Heart, virtual cultural awareness activities, significant dates in the First Nations' cultures, event listings, lists of Aboriginal and Torres Strait Islander films and books, and many other resources.



During NAIDOC Week 2022, our people engaged in First Nations art and weaving workshops guided by First Nations artists. A number of special lunches catered by local Aboriginal and Torres Strait Islander businesses were also provided throughout the week.



Colin Biggers & Paisley's 2020 Graduate Program included a Fundraising Challenge in which groups of graduates from Brisbane, Sydney and Melbourne organised reconciliation focused fundraising events in support of the Arts Law Centre's 'Artists in the Black Program'. In total, \$11,462 was raised across the three events.



Opportunities

CareerTrackers™

CareerTrackers: Since 2016, Colin Biggers & Paisley has participated in the Career Trackers Indigenous Internships Program. To date we have employed six Aboriginal and Torres Strait Islander law students for 12-week internships in our Sydney, Brisbane or Melbourne offices.

Since 2018, Colin Biggers & Paisley has recorded a year-on-year increase in the value of goods and services procured from businesses owned by Aboriginal and Torres Strait Islander peoples and communities. Between FY2018 and FY2022 we have spent over \$304,000 with Aboriginal and Torres Strait Islander owned businesses.



The Colin Biggers & Paisley Foundation together with Ngalaya, sponsored law student Bridgette Hey to attend the 14th National Indigenous Legal Conference in Darwin, in August 2019, themed 'True Justice: Integrating Indigenous Perspectives'. Bridgette is a Wiradjuri woman from South-West NSW, studying law at the University of Newcastle.



The Colin Biggers & Paisley Brisbane Human Resources Team volunteered at the 2020 CareerTrackers Interview Skills Workshop for Indigenous Students.



Governance



Colin Biggers & Paisley's Managing Partner, Nick Crennan, attended a 2019 legal symposium on a Constitutional Response to the Uluru Statement from the Heart, by the former Chief Justice of the High Court of Australia, the Hon. Murray Gleeson AC QC. Following the symposium Nick sent a practice-wide email to all Colin Biggers & Paisley staff expressing the importance of reconciliation, including a full transcript of this landmark speech.



The launch of our Reflect RAP in October 2018 was championed by our Managing Partner, Nick Crennan. In his address, Nick encouraged all staff to get involved:

“Our RAP outlines our practice's commitment to reconciliation and respectful and impactful engagement with Aboriginal and Torres Strait Islander peoples and communities. Our contribution is across a number of areas, including pro bono legal advice, volunteering, human resources, finance and procurement. The relationships we build with our community partners not only strengthen relationships with Aboriginal and Torres Strait Islander peoples, but also supports an inclusive culture in our practice.”

Relationships



Since the establishment of our Reflect RAP we have continued to build strong and meaningful relationships through our pro bono work, our Foundation and our procurement from Aboriginal and Torres Strait Islander businesses. We have forged strong working relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses, by delivering significant pro bono legal support and staff volunteering.

We seek to build on these established relationships to make them stronger and also look to explore new relationships through our Aboriginal and Torres Strait Islander networks and partnerships in the provision of our pro bono legal offering.

We actively celebrate and participate in National Reconciliation Week and raise internal and external awareness of Colin Biggers & Paisley's RAP to promote reconciliation across Australia. Through our Innovate RAP, we hope to see awareness continue to grow and strengthen.



| Action | Deliverable | Timeline | Responsibility |
|---|---|----------------|------------------------------|
| Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. | September 2023 | Responsible Business Manager |
| | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | November 2023 | Foundation Leader |
| | Maintain a calendar of external and internal community events to encourage staff to attend throughout the year, to deepen and expand our relationships with Aboriginal and Torres Strait Islander organisations and stakeholders. | January 2024 | Responsible Business Manager |
| | Explore potential new relationships through our Aboriginal and Torres Strait Islander networks, activities and partnerships. | February 2023 | Foundation Leader |

| Action | Deliverable | Timeline | Responsibility |
|--|---|-----------------------------|------------------------------|
| Build relationships through celebrating National Reconciliation Week (NRW) | Circulate Reconciliation Australia's NRW resources and Reconciliation materials to our staff. | May 2023 & 2024 | Responsible Business Manager |
| | RAP Working Group members to participate in an external NRW event. | 27 May – 3 June 2023 & 2024 | Responsible Business Manager |
| | 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 | Responsible Business Manager |
| | Organise at least one NRW event each year. | 27 May – 3 June 2023 & 2024 | Foundation Leader |
| | Register all our NRW events on Reconciliation Australia's NRW website . | May 2023 & 2024 | Foundation Leader |
| | Promote support for NRW on our website. | May 2023 & 2024 | Responsible Business Manager |
| Promote reconciliation through our sphere of influence | Develop and implement a staff engagement strategy to engage our staff in reconciliation and raise awareness of reconciliation across our workforce. | September 2023 | Responsible Business Manager |
| | Communicate our commitment to reconciliation publicly. | February 2023 | Communication Manager |
| | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | July 2024 | Foundation Leader |
| | Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. | February 2024 | Responsible Business Manager |
| | Investigate membership of other state-based reconciliation bodies. | May 2024 | Foundation Leader |
| | Distribute information about our RAP and our commitment to reconciliation (including how to get involved) to all new staff members. | November 2023 | Human Resources Director |
| | Incorporate RAP-related news in Colin Biggers & Paisley's newsletter to increase awareness regarding actions, events and news of Aboriginal and Torres Strait Islander peoples. | March 2023 | Responsible Business Manager |
| | Continue to promote opportunities for staff involvement in RAP initiatives through new staff inductions, internal events and our staff intranet. | April 2023 | Responsible Business Manager |
| Increase awareness and understanding of the Uluru Statement from the Heart. | April 2023 | Foundation Leader | |
| Continue our active membership of the Legal Profession Reconciliation Network (LPRN) and explore opportunities to lead or host activities. | February 2023 | Foundation Leader | |



| Action | Deliverable | Timeline | Responsibility |
|---|--|----------------|--------------------------|
| 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. | July 2024 | Human Resources Director |
| | Develop, implement and communicate an anti-discrimination policy for our organisation. | September 2024 | Human Resources Director |
| | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy, other HR Policies, and our workplace culture. | August 2024 | Human Resources Director |
| | Educate senior leaders on the effects of racism. | November 2023 | Human Resources Director |
| Maintain and strengthen our relationship with Hermansburg Potters Aboriginal Corporation | Develop an engagement plan with Hermansburg Potters, exploring potential expansion of our pro bono legal services, philanthropic support, in-kind support, non-legal services and profile-raising opportunities. | September 2023 | Foundation Leader |
| | Explore the possibility of a Hermansburg Potters art show in our offices. | February 2024 | Foundation Leader |
| | Purchase a commissioned artwork from Hermansburg Potters to be showcased in our offices. | May 2023 | Foundation Leader |
| | Increase staff awareness of and engagement with Hermansburg Potters' work by profiling our partnership with Hermansburg Potters within our practice. | July 2023 | Foundation Leader |



Since 2017, Colin Biggers & Paisley has actively supported the Arts Law Centre's 'Artists in the Black' program - a culturally safe legal service for Aboriginal and Torres Strait Islander artists, arts organisations and businesses. One aspect of our support of Artists in the Black is pro-bono legal services provided by Colin Biggers & Paisley lawyers during week-long volunteer placements in regional Australia. Amongst other services, estate planning and preparation of Wills for individual artist are key activities of these placements, giving artists the opportunity to consider and formally document what happens to their art and royalties when they pass on. To date Colin Biggers & Paisley has provided this important service as well as other legal support to Art Centres, including Juluwarlu, Yinjaa-Barni, Derby, Halls Creek, Fitzroy Crossing, Kununurra, Katherine, Daly River, Djilpin, Kalgoorlie, Laverton and Tjuntjuntjarra.

"I met some amazing artists and people at Art Centres. We talked with the artists about their legal rights and some of the issues that they should consider when selling their artwork. We also helped many artists prepare Wills or make important testamentary amendments. It was a fantastic, rewarding week."

- Partner, Brendan Maier



Respect



Colin Biggers & Paisley recognises and respects Aboriginal and Torres Strait Islander peoples as Australia's First Peoples and Traditional Custodians of the land. We acknowledge the difference we can make to help close the social, economic and health gap between Aboriginal and Torres Strait Islander peoples and other Australians.

We show our respect by helping our employees understand the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, and ensure that all partners and staff include an Acknowledgment of Country at all major internal and external events.

We encourage our employees to engage in cultural learning opportunities to increase their understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements. We seek to create a culturally welcoming workplace that demonstrates our commitment to reconciliation and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities.



| Action | Deliverable | Timeline | Responsibility |
|---|--|----------------|--------------------------------|
| Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning | Conduct a review of cultural learning needs within our organisation. | September 2023 | Learning & Development Manager |
| | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. | February 2024 | Responsible Business Manager |
| | Develop, implement and communicate a cultural learning strategy for our staff. | February 2024 | Human Resource Director |
| | Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. | April 2024 | Responsible Business Manager |
| | Investigate mechanisms to measure and monitor the level of our staff's awareness of Aboriginal and Torres Strait Islander cultures. | February 2024 | Learning & Development Manager |
| | Ensure that information about the histories of Aboriginal and Torres Strait Islander peoples and lands for Brisbane, Sydney and Melbourne is available to our employees on our reconciliation intranet site. | July 2023 | Foundation Leader |

| Action | Deliverable | Timeline | Responsibility |
|--|---|-----------------------------|---|
| Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country. | March 2023 | Foundation Leader |
| | Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. | February 2023 | Foundation Leader |
| | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. | January 2025 | Foundation Leader |
| | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | February 2023 | Foundation Leader |
| | Develop contact list of organisations permitted to perform Welcome to Country at our Sydney, Brisbane and Melbourne office locations, and publish the list on our reconciliation intranet site. | March 2024 | Responsible Business Manager |
| Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week | RAP Working Group to participate in an external NAIDOC Week event. | First week July 2023 & 2024 | Foundation Leader |
| | Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. | May 2023 | Human Resources Director |
| | Promote and encourage participation in external NAIDOC events to all staff. | June 2023 & 2024 | Responsible Business Manager |
| | Investigate opportunities to support local community NAIDOC week events in each of our office locations. | April 2023 & 2024 | Foundation Leader |
| | Encourage opportunities for Aboriginal and Torres Strait Islander staff to participate in NAIDOC week events with local communities. | April 2023 & 2024 | Human Resources Director |
| Increase visibility of Aboriginal and Torres Strait Islander cultures within our workplaces | Subscribe to Aboriginal and Torres Strait Islander publications, like The Koori Mail newspaper, and distribute in public and staff areas of our offices. | February 2023 | National Office Services & Facilities Manager |
| | Investigate purchasing artworks by Aboriginal and Torres Strait Islander artists for display in our offices, including information about the artist and the meaning of each artwork. | March 2024 | Foundation Leader |
| | Investigate and compose a list of Aboriginal and Torres Strait Islander hospitality suppliers that can be used for any of our events. | November 2023 | National Office Services & Facilities Manager |

Opportunities



We believe in promoting a diverse, inclusive and supportive workplace where Aboriginal and Torres Strait Islander peoples are provided with equitable opportunities to develop their career. We are committed to providing opportunities and actively promoting the participation and career development of Aboriginal and Torres Strait Islander peoples within our business. We believe that promoting and strengthening equity, diversity and inclusion allows us to build the best teams, a better business and a better legal profession.

We are committed to creating a workplace where culture is celebrated and is a part of business as usual. By equipping our people with the knowledge and understanding of different cultures and histories we empower them to be active champions of reconciliation not only at work, but also within our profession and the wider community.

| Action | Deliverable | Timeline | Responsibility |
|--|---|----------------|--|
| Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | February 2023 | Human Resources Director |
| | Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. | September 2023 | Human Resources Director |
| | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | January 2024 | Foundation Leader Human Resources Director |
| | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | February 2023 | Human Resources Director |
| | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | November 2023 | Human Resources Director |
| | Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. | January 2025 | Human Resources Director |
| | Include in all job advertisements that Aboriginal and Torres Strait Islander people are encouraged to apply. | February 2023 | Human Resources Director |
| | Investigate tailored mentorship opportunities for Aboriginal and Torres Strait Islander staff members. | March 2024 | Responsible Business Manager Human Resources Director |
| | Investigate and support opportunities for Aboriginal and Torres Strait Islander staff to participate in First Nations focused legal and business associations, events and programs. | March 2024 | Responsible Business Manager Human Resources Director |

| Action | Deliverable | Timeline | Responsibility |
|---|---|---------------|--|
| Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. | November 2023 | National Office Services & Facilities Manager Foundation Leader |
| | Investigate Supply Nation membership. | May 2023 | Responsible Business Manager |
| | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. | November 2023 | National Office Services & Facilities Manager |
| | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | November 2023 | National Office Services & Facilities Manager Foundation Leader |
| | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. | February 2024 | Responsible Business Manager |
| | Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. | July 2024 | Foundation Leader |
| | Target annual minimum spend of \$70,000 per year on goods and services from Aboriginal and Torres Strait Islander organisations. | January 2025 | National Office Services & Facilities Manager Foundation Leader |
| Increase support for Aboriginal and Torres Strait Islander students to pursue a career in law | Continue to fund and support the annual university scholarship for a First Nations' law student – The Ngalaya and Colin Biggers & Paisley First Nations Law Scholarship. | February 2023 | Foundation Leader Human Resources Director |
| | Encourage partners and staff to mentor and support Aboriginal and Torres Strait Islander law students, including through promoting participation in the State Law Society and Bar Association programs, and participation in Aboriginal and Torres Strait Islander legal and business associations. | May 2024 | Responsible Business Manager |
| | Explore development of relationships with schools in our Aboriginal and Torres Strait Islander partners' communities, and ways that Colin Biggers & Paisley can support Aboriginal and Torres Strait Islander students with careers advice. | January 2025 | Responsible Business Manager |
| | Continue to support Aboriginal and Torres Strait Islander law students through the Colin Biggers & Paisley Indigenous Cadetship Program. | February 2023 | Foundation Leader Human Resources Director |

Governance



| Action | Deliverable | Timeline | Responsibility |
|--|---|--|------------------------------|
| Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP | Maintain Aboriginal and Torres Strait Islander representation on the RWG. | March, June, September, December 2023 & 2024 | Foundation Leader |
| | Establish and apply a Terms of Reference for the RWG. | February 2023 | Foundation Leader |
| | Meet at least four times per year to drive and monitor RAP implementation. | March, June, September, December 2023 & 2024 | Responsible Business Manager |
| Provide appropriate support for effective implementation of RAP commitments | Define resource needs for RAP implementation. | February 2023 | Foundation Leader |
| | Engage our senior leaders and other staff in the delivery of RAP commitments. | February 2023 | Foundation Leader |
| | Define and maintain appropriate systems to track, measure and report on RAP commitments. | February 2023 | Responsible Business Manager |
| | Maintain an internal RAP Champion from senior management. | February 2023 | Foundation Leader |
| Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. | August 2023 & 2024 | Responsible Business Manager |
| | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | September 2023 & 2024 | Responsible Business Manager |
| | Report RAP progress to all staff and senior leaders quarterly. | March, June, September, December 2023 & 2024 | Foundation Leader |
| | Publicly report our RAP achievements, challenges and learnings, annually. | February 2024 & 2025 | Foundation Leader |
| | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | April 2024 | Foundation Leader |
| | 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 2023 & 2024 | Responsible Business Manager |
| | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. | January 2025 | Responsible Business Manager |

| Action | Deliverable | Timeline | Responsibility |
|---|---|-----------|------------------------------|
| Continue our Reconciliation journey by developing our next RAP | Register via Reconciliation Australia's website to begin developing our next RAP. | June 2024 | Responsible Business Manager |



**Colin
Biggers
& Paisley**

Foundation



**RECONCILIATION
ACTION PLAN**

INNOVATE