

MinterEllison



Cover artwork - "Holding Space"



"Holding Space" by Bethany Allen,
MinterEllison Lawyer, RAP Working Group
member and Indigenous artist.

Artist's statement

"Holding Space" is a visual Acknowledgement of Country and represents MinterEllison's commitment to holding space for healing and reconciliation. The piece features a combination of landscape work, done in red, and landmark work, done in white. The reds used to build the landscape of the piece represent that this commitment comes from MinterEllison's heart, and reaches every part of the firm, like the blood in our veins.

The landscape work includes various animal tracks and human footprints to recognise that Aboriginal Lore and Ailan Kastom, the first and the enduring laws of Australia, come from and are explained through the Dreaming, and are carried and cared for by Indigenous Ancestors and Elders.

The landscape work also includes layers of conflict as a way of recognising the past and present suffering of Indigenous people. In this way, the piece acknowledges the role MinterEllison and the legal community have had in perpetuating Indigenous suffering, and makes a commitment to change.

Also acknowledged in the landscape work are those Indigenous communities that we commit to work with and for, including

some with which we already have long-lasting relationships.

The white landmark work on the painting represents the different communities in which MinterEllison and our people exist.

This includes those Indigenous communities that we connect to, support, and create by carving out Indigenous spaces within the firm and the broader legal community.

The eight meeting circles in the centre of the piece form a map of MinterEllison's offices in Australia and acknowledges the Country on which they operate. MinterEllison's offices in Australia and abroad are surrounded by dot work representing the aspirational nature of the Reconciliation Action Plan, and the need for it to take root in every part of the firm. The large meeting circle represents MinterEllison's clients, people and communities.

The design of this element recognises that our clients and people traditionally stand apart from our communities and that there is value in connecting with communities outside these traditional circles.

Bethany Allen

Lawyer and RAP Working Group member,
artist of 'Holding Space'.



*We work on, live on,
and benefit from
Sacred Country
cared for since the
Dreaming by the
Indigenous people of
this land, often in the
face of great adversity
in which we ourselves
are complicit."*

Acknowledgement of Country
carved into the back of the piece.

LISTEN

ACT

ENGAGE

Reconciliation
Action Plan
July 2021 - June 2024

Acknowledgement of Country

MinterEllison respectfully acknowledges the Traditional Owners on whose lands we live, work and learn.

We pay our respects to Elders past and present.

Contents

- 01 Cover artwork - 'Holding Space'
- 04 Message from the CEO
- 07 Our business
- 09 Our vision for reconciliation
- 11 Our RAP
- 13 Relationships
- 17 Respect
- 19 Opportunities
- 23 Governance, tracking progress and reporting
- 25 Contact

Message from the CEO ›

Our firm's first Reconciliation Action Plan (RAP) changed MinterEllison forever. In the words of one of the founding members of our RAP Working Group, Emily MacDonald, the RAP has brought our people together and resulted in us all having a shared responsibility in the area of reconciliation.

As the CEO, I am proud that our firm made a public commitment in support of the Uluru Statement From the Heart in 2019 and continues to be vocal in our commitment.

Over the last three years we have significantly increased the support we provide to Aboriginal and Torres Strait Islander community members and organisations through our pro bono and Community Investment program.

We have built stronger relationships with community organisations and provided sponsorships to enable universities across Australia to establish pathways for Aboriginal and Torres Strait Islander students into careers in law and other professions.

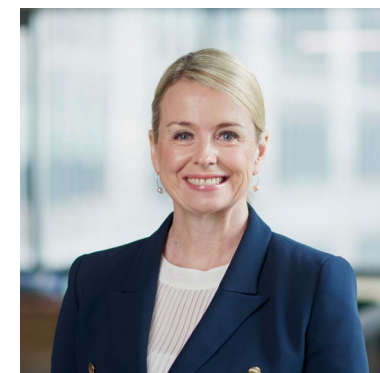
Within our firm, MinterEllison people have embraced a diverse range of opportunities to deepen

their understanding of Aboriginal and Torres Strait Islander histories and cultures. In the context of our commitment to building economic opportunity, our firm's procurement policy has resulted in hundreds of thousands of dollars in direct support to Aboriginal and Torres Strait Islander business.

That said, there is so much more a firm such as MinterEllison can do and learn, both as an organisation and as individuals, as we work in partnership with Aboriginal and Torres Strait Islander communities and organisations. Our next RAP will see our commitment to reconciliation further integrated in our work and culture at MinterEllison. We have opportunities to create lasting impacts with our people, our clients and our communities by making our commitment to reconciliation central to all that

we do, including how we engage with our people and clients, and how we use our position as a large law firm to progress conversations in the business community and broader community.

Above all, we thank our many Aboriginal and Torres Strait Islander friends, advisors and clients who have generously informed and guided MinterEllison's reconciliation journey.



Virginia Briggs



A highlight of my time at MinterEllison was recognising how much the firm had grown and changed since I started as a clerk in 2016. Not only is it more aware as an organisation, but I have seen how the first

MinterEllison RAP brought our people together and resulted in all of us having a sense of responsibility in the area of reconciliation."

Emily MacDonald -
former MinterEllison lawyer and
founding RAP Working Group
member.



The relationship with MinterEllison has been vital to the APY Art Centre Collective and our member organisations since we started work several years ago. MinterEllison is regarded as a trusted partner, with genuine insight and understanding of the purpose, structure and core values of the Art Centres in our region.

The important work undertaken by MinterEllison across a range of key issues has had a significant impact on the lives of Indigenous families in the APY region. MinterEllison staff involved in this work have demonstrated incredible expertise, integrity and respect for the Indigenous Elders whose vision it is to create a better future for their children and grandchildren through their Art Centres.

The partnership is not only a valued and vital legal resource, it contributes to the sense that injustices of the past can be healed and grows confidence that a better future is possible for remote Indigenous Australians."

Skye O'Meara
General Manager of APYACC



Our Business ›

MinterEllison is an international legal and consulting practice. Headquartered in Australia, MinterEllison is Australia's largest law firm and is one of the Asia-Pacific's premier law firms.

Established in Sydney in 1827, MinterEllison operates in Australia, Hong Kong, mainland China, Mongolia, New Zealand and the United Kingdom through a network of integrated offices and associated firms. Part of what makes MinterEllison unique is its expansion into non-traditional consulting solutions, including Technology, Tax, Risk & Regulatory, and Infrastructure Consulting.

At MinterEllison, impact in the community sits at the heart of who we are. We work alongside community organisations and partner with our clients to provide transformative outcomes for individuals, our community partners and social enterprises. Through our Community Investment program, we work to break cycles of disadvantage in the community through partnership and collaboration.

We employ over 2300 people in our six Australian offices, located in Sydney, Canberra, Melbourne, Brisbane, Perth, Adelaide and Darwin, with 4 employees (less than one percent of total staff) who identify as Aboriginal or Torres Strait Islander people. Several valued MinterEllison alumni who identify as Aboriginal or Torres Strait Islander contributed to the development of this RAP.

MinterEllison recognises the important role we play as individuals and collectively to create lasting impacts with our people, our clients and our communities to progress the goals of reconciliation.





Our vision for reconciliation

MinterEllison's vision for reconciliation is an Australia that understands and values the more than 60,000 years of Aboriginal and Torres Strait Islander histories and cultures.

We recognise that we must educate ourselves on the continuing impacts of past and current policies and actions which have enabled discrimination, racism and the unequal application of laws. We believe that all Australians have a responsibility to understand this history and work to end ongoing practices of discrimination, racism and inequality. Reconciliation requires an ongoing commitment to justice and healing.

We will work to shape an Australia where Aboriginal and Torres Strait Islander community members have the opportunity to grow businesses and follow education and employment pathways, on their own terms.

In developing our second RAP, we consulted widely. We listened closely to our Aboriginal and Torres Strait Islander advisors, clients and community partners to ensure that our vision for reconciliation supports what they have told us is required to bring about meaningful reconciliation in Australia.



Our RAP



MinterEllison launched our first RAP in 2018. As noted in our CEO's message, our first RAP provided a key point of focus and inspiration for our people. It catalysed engagement in reconciliation initiatives across MinterEllison, including participation in cultural awareness programs, increased work with Aboriginal and Torres Strait Islander pro bono clients, and greater engagement with the Uluru Statement from the Heart.

As we reflected on the collective contribution we had made through the delivery of our first RAP, we agreed we could build on these foundations by developing a second RAP in consultation with our external advisors and Reconciliation Australia.

MinterEllison's RAP is led by the firm's RAP Steering Committee which includes the MinterEllison CEO and Managing Partner, members of the MinterEllison Board and other leaders including the Chair of the RAP Working Group. This includes our RAP Champions, Michael Brennan (Canberra Office Managing Partner and Chair of the RAP Working Group) and Kate Cato (Director, Pro Bono and Community Investment). The RAP Steering Committee has three external members – one is an Aboriginal woman, one is a Torres Strait Islander woman and one is an Aboriginal man.

The RAP Steering Committee is supported by a RAP Working Group, made up of over 40 members representing every MinterEllison office in Australia. Every MinterEllison employee is welcome to join the broader RAP Working Group. Currently, and at any given time since launching our first RAP, there have been between one and four Aboriginal or Torres Strait Islander members of the RAP Working Group. At the time of submitting of our new RAP for endorsement, one member of our RAP Working Group identifies as Aboriginal.

Currently, the core RAP Working Group is responsible for firm-wide implementation of our RAP and for convening regular meetings to provide a forum to discuss critical issues and firmwide initiatives related to our RAP.

The Working Group includes:

- Michael Brennan (Chair) – Canberra Office Managing Partner
- Kate Cato – Director, Pro Bono and Community Investment
- Keith Rovers – Pro Bono Partner
- Natalie Bentley – Senior Associate, Sydney
- Anna Lyons – Pro Bono and Community Lead, Melbourne
- Richard Abrahams – Special Counsel, Brisbane
- Sandra Eckert – Legal Consultant, Perth
- Jenelle Eldridge – Talent Lead, Adelaide and Darwin

The broader RAP Working Group operates as sub-committees on key initiatives such as organising NAIDOC Week activities and other events, organising cultural awareness training, leading pro bono work and building relationships with our community partners.

The work in organising NAIDOC Week events was led in 2021 by Bethany Allen (Lawyer, Brisbane) and Anne Crittall (Senior Associate, Brisbane). For a full list of our current RAP Working Group members, please see the final page of this RAP.

Our RAP

In the 2020 financial year, MinterEllison:

- contributed over 2,150 hours of pro bono legal services to Aboriginal and Torres Strait Islander communities and organisations;
- continued our role as co-chair of the Legal Profession Reconciliation Network;
- continued as a member of Supply Nation and the Business Council of Australia's Business Indigenous Network and procured more than \$300,000 of goods and services from Aboriginal and Torres Strait Islander businesses;
- continued to publicly support the Uluru Statement from the Heart by creating forums for discussion about issues including constitutional recognition, truth telling and the importance of engaging in Treaty processes;
- during National Reconciliation Week in 2020, arranged viewings the important film *In My Blood It Runs* and sponsored a community presentation of the film;
- invited Aboriginal and Torres Strait Islander thought leaders to speak at MinterEllison, including Tony McAvoy SC, Teela Reid and Elly Patira;

- provided sponsorship of the Rirratjingu Foundation and provided financial support to KARI;
- provided cultural awareness training to our people. During the twelve months to June 2021, training was delivered online and more than 85 people participated – however, our preference remains to offer face-to-face training, engaging local Traditional Owners and trainers;
- facilitated Aboriginal language classes for the Chair of our RAP Working Group; and
- supported all our people to engage in NAIDOC Week activities in their local communities, through promotion of events by the RAP Working Group.

In developing our second RAP, MinterEllison consulted with the Aboriginal and Torres Strait Islander organisations with which we work and the three external members of our RAP Working Group. We also held focus groups in 2020 in each MinterEllison office to gather feedback about the progress of our first RAP and to consult broadly on ideas for our second RAP.

We also reflected on some of the challenges of delivering our first RAP. We received feedback that more frequent internal communication is required to ensure that all MinterEllison people are aware of the RAP and how they can become involved, particularly those who do not start through structured graduate programs. We also learnt that, in some cases, local initiatives organised by RAP Working Group members gain greater traction than national initiatives, given local events enable engagement with local Aboriginal communities and Traditional Owners. Based on these learnings, for 2021 and beyond we will ensure that we deliver a blend of national and local RAP initiatives to optimise engagement of our people and increase the impact of our RAP actions.

Like many other law firms in our networks, we also continue to develop our approach to the retention of our Aboriginal and Torres Strait Islander law graduates and lawyers. During the implementation of our first RAP, several of our employees transitioned to new roles in other workplaces that aligned with their goals and aspirations and we have supported those transitions and maintained strong relationships.

As we launch our second RAP, MinterEllison is committed to bringing reconciliation to life in all that we do. In practical terms this means reflecting on, and having conversations about, how we can create lasting impacts and progress the goals of reconciliation in how we work and how we engage in our communities. To embed a culture of reconciliation within our firm, within the context of our firm's Purpose, our RAP Working Group has engaged with MinterEllison partners who lead our industry groups and other leaders of the firm. As we implement our second RAP, we will be seeking to work more closely with our clients and the business community to amplify our impact. By having the firm's leaders engaged in all our reconciliation efforts, we will continue to build a culture at MinterEllison that prioritises respect for Aboriginal and Torres Strait Islander cultures, communities and the goals of reconciliation.



KARI Ltd and KARI Foundation are truly honoured to be supported by MinterEllison. The strong commitment made by MinterEllison in supporting Indigenous Australians over many years is not only to be highly commended but is also seen to be a shining example of what great community leadership actually is. Thank you MinterEllison for believing in and supporting our First Nations Peoples."

Paul Ralph -
Founder of KARI



Relationships

MinterEllison is committed to creating lasting and meaningful impacts with our people, our clients and our communities. Building enduring relationships is a key feature of our commitment to reconciliation and social justice. Strong relationships underpin and inform our approach to intercultural collaboration, co-design and listening to better understand the needs and ambitions of Aboriginal and Torres Strait Islander peoples.



"MinterEllison has been walking with us for the past year and I am very fortunate to be able to walk with such passionate, effective and committed people in a company that is welcoming to our people and culture. It warms my spirit in knowing that we aren't alone and that we can always call on and rely on MinterEllison to be there when it counts. All of the legal support has been fantastic for our organisation and we are excited for the journey ahead together."

Isaiah Dawe
CEO/Founder ID Know Yourself



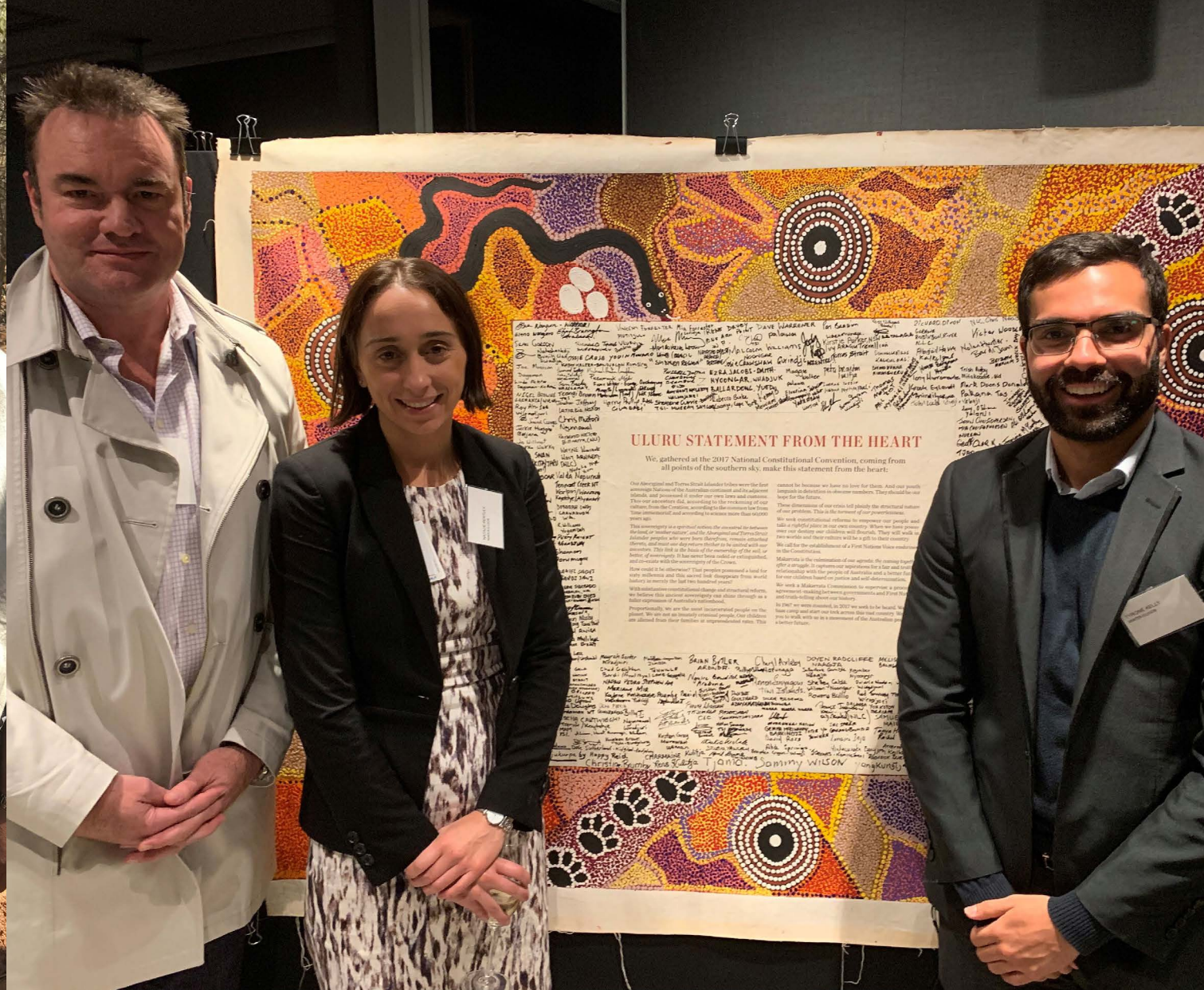
Action	Deliverable	Timeline	Responsibility
1. Build strong and sustainable relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations at least once per quarter to continuously improve guiding principles for intercultural engagement. 	October 2021, 2022 and 2023	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Continue to review, update and implement our engagement plan to guide our work with Aboriginal and Torres Strait Islander communities and organisations. 	December 2021	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Strengthen existing relationships with 8 existing Aboriginal and Torres Strait Islander organisations, including one in each state and territory. 	October 2021, 2022 and 2023	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Provide 2 secondments per year to Aboriginal and Torres Strait Islander legal services. 	July 2022, July 2023	Pro Bono Partner
	<ul style="list-style-type: none"> Continue to provide sponsorships, pro bono legal help and financial donations to support remote communities including supporting at least two organisations, such as the Rirratjingu Foundation and Puuya Foundation on an annual basis. 	December 2021 and review in December 2022, 2023	Director, Pro Bono and Community Investment
2. Build relationships through celebrating National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Promote NRW to all MinterEllison people and circulate Reconciliation Australia's NRW resources and reconciliation materials each year. 	May 2022, 2023, 2024	Pro Bono and Community Investment Manager
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2022, 2023, 2024	Pro Bono and Community Investment Manager
	<ul style="list-style-type: none"> RAP Working Group members to participate in at least five external NRW events. 	May 2022, 2023, 2024	Pro Bono and Community Investment Manager
	<ul style="list-style-type: none"> Organise one national NRW event in each office and one firm-wide NRW event or initiative. 	May 2022, 2023, 2024	Pro Bono and Community Investment Manager



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation to all our people and clients	<ul style="list-style-type: none"> Implement strategies to engage all MinterEllison people to drive reconciliation outcomes. 	October 2021, 2022, 2023	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Create a calendar of important dates, including Aboriginal and Torres Strait Islander Children's Day and Indigenous Business Month and promote these internally. 	December 2021, 2022, 2023	Chair, RAP Working Group
	<ul style="list-style-type: none"> Collaborate with six other like-minded organisations to implement ways to advance reconciliation, including members of the Legal Profession Reconciliation Network. 	December 2021, 2022, 2023	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Undertake a mapping exercise in every MinterEllison office to establish reconciliation activities in each office and to identify existing and potential channel partners, corporate partners and legal networks. 	December 2021, 2022, 2023	Chair, RAP Working Group
	<ul style="list-style-type: none"> Include information about the RAP in all graduate, clerk and new starter information sessions. 	December 2021, 2022, 2023	National Talent Development Manager
	<ul style="list-style-type: none"> Ensure all new starters at MinterEllison are given access to the Uluru Statement From the Heart and receive information about MinterEllison's commitment in support of the Uluru Statement From the Heart. 	December 2021, 2022, 2023	Head of Resourcing Solutions
	<ul style="list-style-type: none"> Make a charitable donation to support the From the Heart Project each year. 	December 2021, 2022, 2023	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Maintain and develop our annual seminar series on Aboriginal and Torres Strait Islander legal Issues, with delivery of at least 4 seminars each year. 	December 2021, 2022, 2023	Pro Bono Partner
	<ul style="list-style-type: none"> Publicly communicate our commitment to reconciliation and to the Uluru Statement from the Heart including providing charitable and other support to the From the Heart Project. 	December 2021, 2022, 2023	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Include an Acknowledgement of Country in all MinterEllison email signatures. 	December 2021, 2022, 2023	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Identify 6 opportunities to engage with clients and external stakeholders to drive reconciliation outcomes, including by hosting guest speakers and inviting external guests. 	December 2021, 2022, 2023	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Work with MinterEllison's Client and Industry Partners to engage with our clients on RAP-related initiatives and partner on at least 3 shared values initiatives. 	October 2021, 2022, 2023	Pro Bono Partner



Action	Deliverable	Timeline	Responsibility
4. Actively promote MinterEllison's commitment to support the Uluru Statement From the Heart and the outcomes sought by Aboriginal and Torres Strait Islander peoples in the Uluru Statement From the Heart	<ul style="list-style-type: none"> Develop and deliver a quarterly series of thought leadership conversations to enable MinterEllison people, our clients and communities to engage with critical issues to progress thinking and actions including the development of truth-listening and truth-telling with the purpose of supporting Treaty processes underway in Victoria, Queensland and other states. 	December 2021 and review in December 2022 and 2023	Director, Pro Bono and Community Investment
5. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> Continuously improve workplace policies and procedures concerned with anti-discrimination. 	December 2021 and review in July 2022, 2023	Head of Diversity and Inclusion
	<ul style="list-style-type: none"> Review workplace anti-discrimination policies and procedures every 6 months to ensure best practice. 	December 2021 and review in July 2022, 2023	Head of Diversity and Inclusion
	<ul style="list-style-type: none"> Identify 2 opportunities each year to publicly support anti-discrimination initiatives. 	December 2021, 2022, 2023	Chair, Diversity & Inclusion Steering Committee
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander employees and Aboriginal and Torres Strait Islander advisors annually to continuously improve our anti-discrimination policy. 	December 2021 and review in July 2022, 2023	Diversity & Inclusion Manager
	<ul style="list-style-type: none"> Implement and communicate an anti-discrimination policy. 	December 2021 and review in December 2022, 2023	Diversity & Inclusion Manager
	<ul style="list-style-type: none"> Senior leaders and managers to engage in ongoing education on the effects of racism at least once each year. 	December 2021, 2022, 2023	Director, Organisational Development
	<ul style="list-style-type: none"> Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism. 	December 2021 and review in 2022, 2023	Director, Pro Bono & Community Investment



Bruce Cowley, former Chair, MinterEllison RAP Steering Committee and Ms Andrea Mason OAM at the Olive Pink Botanical Garden in Alice Springs.

MinterEllison RAP Working Group Members with The Uluru Statement from the Heart: Keith Rovers, Partner; Natalie Bentley, Senior Associate and Tyrone Kelly ME Alumnus.

Respect

MinterEllison's leaders and all members of our firm respect the knowledge and cultures of Aboriginal and Torres Strait Islander peoples, the custodians of the oldest living cultures on Earth.

We acknowledge the generosity of Aboriginal and Torres Strait Islander peoples in their willingness to share their knowledge and culture. MinterEllison commits to doing all that we can to listen, learn and understand through our active engagement with our partners and all those with whom we work to progress reconciliation.



Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	October 2021 and review in October 2022, 2023	Director, Organisational Development
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy. 	October 2021 and review in October 2022, 2023	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Refresh existing strategy and communicate the updated cultural learning strategy for our people. 	December 2021 and review in December 2022, 2023	Learning & Development Manager
	<ul style="list-style-type: none"> All RAP Working Group members, HR managers, Executive Leadership Team, new staff and lawyers working with Aboriginal and Torres Strait Islander clients to undertake formal and structured cultural learning. 	October 2021 and review in October 2022, 2023	Director, Organisational Development
	<ul style="list-style-type: none"> All MinterEllison people to have access to cultural learning training and resources. In 2021 and 2022, we will offer at least five online cultural awareness training sessions each year including at least 100 people in total. In 2023, in addition to online training, we will provide at least three face-to-face cultural learning training sessions, including at least 45 people in total. 	December 2021, 2022, 2023	Learning & Development Manager
	<ul style="list-style-type: none"> In 2023, an online cultural education resource will be available to 100% of our people and identified as a mandatory learning module. 	July 2023	Talent Development Manager
	<ul style="list-style-type: none"> Firm leadership to undertake a virtual cultural awareness workshop by 2022. 	December 2021 and 2022	Head of Partner Development
	<ul style="list-style-type: none"> Hold 2 internal or external events to enable MinterEllison people to increase their knowledge regarding histories, cultures, confluence of lore, Ailan Kastom and law, including in partnership with clients. 	July 2022, July 2023	Director, Pro Bono and Community Investment



Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<ul style="list-style-type: none"> Continue to implement and communicate our cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country. 	October 2021 and review in October 2022, 2023	Pro Bono & Community Investment Manager
	<ul style="list-style-type: none"> Increase our people's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	December 2021, 2022, 2023	Chair, RAP Working Group
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings 	December 2021, 2022, 2023	Director, Pro Bono & Community Investment Manager
	<ul style="list-style-type: none"> Our people, including senior leaders, provide an Acknowledgement of Country or other appropriate protocols at all public events. 	December 2021, 2022, 2023	Chair, RAP Working Group
	<ul style="list-style-type: none"> All Aboriginal and Torres Strait Islander artwork in MinterEllison offices and publications to be acknowledged and licensed appropriately. 	December 2021, 2022, 2023	Chair, RAP Working Group
	<ul style="list-style-type: none"> Board, Executive Team and Business Operations Leadership to complete a cultural awareness workshop in 2022 which will include material relating to the preservation of Aboriginal languages and knowledge. 	December 2022	Director, Talent Development
	<ul style="list-style-type: none"> Traditional Owners to be invited to provide a Welcome to Country or other appropriate cultural protocol at, at least, two significant events each year. 	October 2021 and review in October 2022, 2023	Director, Pro Bono & Community Investment Manager
	<ul style="list-style-type: none"> Continue to display Acknowledgment of Country plaques in the reception office of each MinterEllison office (7 locations in total). Engage an Aboriginal and/or Torres Strait Islander artist to create a soundscape or digital installation that raises awareness about the importance of acknowledging Country. 	October 2021 and review in October 2022, 2023 December 2022	Pro Bono & Community Investment Manager Chair, RAP Working Group Pro Bono & Community Investment Manager
8. RAP Working Group to lead engagement with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	<ul style="list-style-type: none"> Support all staff to participate in at least two external NAIDOC Week events in each of Sydney, Melbourne, Brisbane, Perth, Adelaide, Canberra and Darwin. 	July 2022, 2023	Chair, RAP Working Group
	<ul style="list-style-type: none"> Provide financial or in-kind support to at least two organisations to deliver NAIDOC Week events. 	July 2022, 2023	Chair, RAP Working Group
	<ul style="list-style-type: none"> Review firm policies and procedures to remove barriers to our people participating in NAIDOC Week. 	June 2022, 2023,	Head of Diversity & Inclusion Manager

Opportunities

MinterEllison, as Australia's largest law firm, has a unique role to play in identifying and building opportunities for Aboriginal and Torres Strait Islander peoples.

We are committed to improving employment outcomes, using our purchasing power and networks to support Aboriginal and Torres Strait Islander businesses, and to working in partnership with organisations and individuals to build economic opportunities through influencing our supply chain. We commit to using our resources and expertise to progress the ambitions of Aboriginal and Torres Strait Islander communities, in particular in the areas of law reform and access to justice.



Extremely generous pro bono legal and strategic advice from MinterEllison has been instrumental to Moriarty Foundation's development. The spirit of reconciliation and respect in MinterEllison's support of the for-purpose sector creates partnerships for transformational change. In our case, enabling Aboriginal families and communities to unlock the potential of their children."

Ros Moriarty
MD/Co-founder/Co-chair, Moriarty Foundation



Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy. 	December 2021, 2022, 2023	Director, Organisational Development
	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander employment to 6 people in FY22 and 8 people in FY23. 	July 2022, 2023	Director, Organisational Development
	<ul style="list-style-type: none"> Develop and implement specific retention strategies, in consultation with RAP Steering Committee advisors and Aboriginal people and Torres Strait Islander people within MinterEllison. 	December 2021, 2022, 2023	Director, Organisational Development
	<ul style="list-style-type: none"> Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	December 2021, 2022, 2023	Director, Organisational Development
	<ul style="list-style-type: none"> Develop a strategy to continue to include mentoring and cultural support for Aboriginal and Torres Strait Islander employees. This will include support within the firm (including mentoring) and through arranging external support and mentoring. 	December 2021, 2022, 2023	Diversity & Inclusion Manager
	<ul style="list-style-type: none"> Law school engagement to include support for scholarship programs for Aboriginal and Torres Strait Islander students. Review and confirm current commitments and consider additional scholarship in New South Wales. 	December 2021, 2022, 2023	Head of Resourcing
	<ul style="list-style-type: none"> Advertise employment opportunities to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	October 2021 and review in October 2022, 2023	Head of Resourcing
	<ul style="list-style-type: none"> Ensure HR and recruitment policies and procedures are inclusive and our recruiters are consciously inclusive of Aboriginal and Torres Strait Islander applicants. 	December 2021 and review in December 2022, 2023	Head of Resourcing



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander employees will be supported to progress to senior legal and other management roles. 	December 2021 and review in December 2022, 2023	Head of Resourcing
	<ul style="list-style-type: none"> Provide ongoing support for two tertiary scholarships for Aboriginal and Torres Strait Islander law students in South Australia and Queensland. 	December 2021 and review in December 2022, 2023	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Develop and promote the new Monash University scholarship in Victoria. 	December 2021 and review in December 2022, 2023	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Explore establishing a scholarship in New South Wales. 	December 2021 and review in December 2022, 2023	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Identify opportunities to support Aboriginal and Torres Strait Islander high school students through mentoring through at least 4 mentoring programs each year. 	December 2021 and review in December 2022, 2023	Pro Bono and Community Investment Senior Manager
	<ul style="list-style-type: none"> Support MinterEllison's Talent team to build relationships with four university campuses and student organisations to promote MinterEllison as an employer of choice for Aboriginal and Torres Strait Islander law students, and students from other academic backgrounds. 	December 2021, 2022, 2023	Director, Organisational Development
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	<ul style="list-style-type: none"> Develop and communicate opportunities to procure more goods and services from Aboriginal and Torres Strait Islander businesses across MinterEllison. 	November 2021 and review in November 2022, 2023	Strategic Procurement Manager
	<ul style="list-style-type: none"> Review Procurement and Sustainability policies to ensure they continue to contain an explicit focus on developing opportunities for Aboriginal and Torres Strait Islander businesses. 	November 2021 and review in November 2022, 2023	Strategic Procurement Manager



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Continue to support Indigenous businesses by providing advice and mentoring on their legal rights and commercial value as suppliers. 	December 2021 and review in December 2022, 2023	Pro Bono Partner
	<ul style="list-style-type: none"> Continue to be an active member of Supply Nation and use our membership to identify opportunities to increase purchasing from Aboriginal and Torres Strait Islander businesses. 	November 2021, 2022, 2023	Strategic Procurement Manager
	<ul style="list-style-type: none"> Maintain commercial relationships with 12 Aboriginal and/or Torres Strait Islander businesses and social enterprises per year. 	December 2021 and review in December 2022, 2023	Strategic Procurement Manager
	<ul style="list-style-type: none"> Increase procurement of goods and services from Aboriginal and Torres Strait Islander businesses by 20% each year. 	December 2021 and review in December 2022, 2023	Strategic Procurement Manager
	<ul style="list-style-type: none"> Continue to provide opportunities for MinterEllison procurement team to attend Supply Nation events at least once per year to improve understanding and improve capability in contracting with Aboriginal and Torres Strait Islander businesses. 	December 2021 and review in December 2022, 2023	Strategic Procurement Manager
11. Create opportunities for Aboriginal and Torres Strait Islander businesses through the provision of legal advice	<ul style="list-style-type: none"> Pro Bono legal advice provided to at least 50 Aboriginal or Torres Strait Islander-owned businesses each financial year. 	July 2022, 2023, 2024	Pro Bono Partner
	<ul style="list-style-type: none"> Develop and refine a suite of precedent documents that can be used by Aboriginal and Torres Strait Islander-owned businesses. 	December 2022, updated in December 2023	Pro Bono Lawyer
11. Support the sustainability of Aboriginal and Torres Strait Islander organisations through pro bono legal advice	<ul style="list-style-type: none"> Deliver at least \$1 million of pro bono legal services to Aboriginal and Torres Strait Islander corporations and not-for-profit organisations in FY221-22, with 20% growth in each subsequent year. 	July 2022, 2023, 2024	Pro Bono Partner
	<ul style="list-style-type: none"> Deliver 2 legal education seminars to build capacity of Aboriginal and Torres Strait Islander community organisations or businesses. 	July 2022, 2023, 2024	Pro Bono Partner



Action	Deliverable	Timeline	Responsibility
13. Consult with Aboriginal and Torres Strait Islander Legal Services and other community legal services to address unmet legal need for Aboriginal and Torres Strait Islander clients	<ul style="list-style-type: none"> Accept referrals of at least 20 pro bono matters for Aboriginal and/or Torres Strait Islander clients each year. 	July 2022, 2023, 2024	Pro Bono and Community Investment Manager
	<ul style="list-style-type: none"> At least 10% of pro bono matters for individuals to be for Aboriginal and/or Torres Strait Islander people. 	July 2022, 2023, 2024	Pro Bono and Community Investment Manager
	<ul style="list-style-type: none"> Deliver pro bono legal services to at least 5 Aboriginal and/or Torres Strait Islander artists, art collectives or organisations each year. 	July 2022, 2023, 2024	Pro Bono Partner
14. Support law reform campaigns, in consultation with local Aboriginal and Torres Strait Islander organisations	<ul style="list-style-type: none"> At least 3 policy campaigns are supported each year, through the provision of pro bono legal support or funding. These include the Uluru Statement, Justice Reinvest and the rights of Aboriginal and Torres Strait Islander artists. This will include providing financial support to support the work of Just Reinvest in 2021. 	Dec 2021, 2022, 2023	Pro Bono Partner
	<ul style="list-style-type: none"> Use MinterEllison social media to promote opinion pieces by Aboriginal and Torres Strait Islander community members at least once per quarter. 	December 2021, 2022, 2023	Senior Manager, Brand and Communications
	<ul style="list-style-type: none"> Identify at least one law reform project to contribute to each year, by providing research support to a community organisation or legal service. 	December 2021, 2022, 2023	Pro Bono and Community Investment Manager

Governance, tracking progress and reporting

The MinterEllison RAP Steering Committee is appointed by and responsible to the MinterEllison Partnership Board. Its role is to advise on the strategic direction of the MinterEllison RAP and to monitor implementation of the MinterEllison RAP.

The RAP Steering Committee will include at least two external Aboriginal and/or Torres Strait Islander advisors at any given time. Currently, we have three Aboriginal and Torres Strait Islander people as external advisor members of our RAP Steering Committee.

Following the implementation of our first RAP, our RAP Working Group developed well beyond a core team driving implementation and became a forum for people interested in the work underway across our firm. In the context of implementing our second RAP, our RAP Working Group will be transitioned to a new approach recognising the core RAP Working Group and our now actively engaged MinterEllison RAP Allies Network. Over the course of implementing this RAP, we expect our Allies Network will in time include several hundred members of our firm actively supported and encouraged by our firm's leaders to deliver the outcomes set out in our RAP.



Action	Deliverable	Timeline	Responsibility
15. Maintain an effective RAP Working group (RWG) to drive governance of the RAP	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander partner or employee representation on the RWG. 	December 2021, 2022, 2023	Director, Pro Bono and Community Investment
	<ul style="list-style-type: none"> Raise awareness of the Terms of Reference for the RWG and develop guidelines for RAP Allies network. 	December 2021, 2022, 2023	Chair, RAPWG
	<ul style="list-style-type: none"> RWG to meet at least 4 times per year to drive and monitor RAP implementation. 	December 2021, 2022, 2023	Chair, RAPWG
16. Continue to support and develop the ME RAP Governance Structure: RAP Steering Group, RWG & RAP Allies Network	<ul style="list-style-type: none"> Embed resource needs for RAP implementation by reviewing our governance and implementation structure including: <ul style="list-style-type: none"> RAP Steering Committee Charter well understood firmwide. RWG Charter revised consistent with driving implementation through sub-committees and new RAP Allies Network. RAP Allies Network established and actively involved. 	December 2021, review December 2022 & 2023	Director, Pro Bono & Community Investment
	<ul style="list-style-type: none"> Embed key RAP actions in performance expectations of senior management and all people. 	December 2021, 2022, 2023	Chief Talent Officer
	<ul style="list-style-type: none"> Embed appropriate systems and capability to track, measure and report on RAP commitments. 	December 2021, 2022, 2023	Chair, RAP Working Group
	<ul style="list-style-type: none"> Establish a program logic for relationships and an outcomes framework for all RAP related community investment activities. 	July 2022, review July 2023, 2024	Pro Bono Partner
	<ul style="list-style-type: none"> Maintain an internal RAP Champion from senior management. 	December 2021, 2022, 2023	CEO
	<ul style="list-style-type: none"> Include our RAP as a standing agenda item at senior management meetings. 	October 2021, 2022, 2023	CEO



Action	Deliverable	Timeline	Responsibility
17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	September 2021, 2022, 2023	Director, Pro Bono & Community Investment
	<ul style="list-style-type: none"> Report RAP progress internally quarterly. 	October 2021, 2022 and 2023	Chair, RAP Working Group
	<ul style="list-style-type: none"> Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings. 	December 2021, 2022, 2023	Director, Pro Bono & Community Investment
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2022	Director, Pro Bono & Community Investment
17. Continue our reconciliation journey by developing our next RAP	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	December 2023	Director, Pro Bono & Community Investment





Michael Brennan
Chair RAP Working Group
+61 2 6225 3043
michael.brennan@minterellison.com



Kate Cato
Director Pro Bono &
Community Investment
+61 2 9921 4500
kate.cato@minterellison.com



Bethany Allen
Lawyer and RAP Working Group
member, artist of 'Holding Space'
+61 7 3119 6402
bethany.allen@minterellison.com

RAP Working Group members

Adam Handley - Partner and National Markets and Countries Desk
Alice Barber - Graduate
Ann Wen - Graduate
Anna Lyons - Senior Associate, Pro Bono and
Community Investment Manager
Anne Crittall - Senior Associate
Bethany Allen - Lawyer
Charlotte Wylie - Lawyer
Claire Dulihamy - Lawyer
Estelle Scanlan - Market Growth Manager
Fiona Britton - Senior Manager, Brand and Communications
Grace Hartley - Graduate
Harriet Smith - Associate
Heidi Knights - Lawyer
Holly Whitaker - Assistant Manager - Company Secretarial Services
Jenelle Eldridge - Talent Business Lead

Jennifer Cohen - Associate
Julian Jennings - Organisational Development Consultant
Kamilah Dean - Paralegal
Kate Cato - Director - Pro Bono and Community Investment
Kate Cockburn - Lawyer
Kate Kennedy - Executive Assistant
Keith Rovers - Partner
Lauren Levin - Head of Diversity and Inclusion
Liza Bamford - Talent Business Lead
Lizzy Enright - Lawyer
Matthew Hibbins - Office Managing Partner
Megan Fairweather - Special Counsel
Michael Brennan - Office Managing Partner
Michelle Smith - Corporate Communications Consultant
Nada Raphael - Partner
Natalie Bentley - Senior Associate
Nicole Green - Partner and Infrastructure Industry Leader

Peter Wheatley - Head of Corporate Services and Workplace
Rachel Johnston - Associate
Richard Abraham - Special Counsel
Roberta Foster - Senior Associate
Samantha Baker - Practice Team Coordinator
Samantha Thompson - Strategic Procurement Manager
Sandra D'Souza - Talent Experience Lead
Sandra Eckert - Legal Consultant
Simon Ball - Partner
Simon Scott - Partner
Sophie Cleveland - Partner
Sophie Vidakovic - Senior Associate
Stephie Werner - Lawyer
Sue Woodward - Brand, Marketing and Communications Lead
Tess McGuire - Lawyer

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