

Reflect Reconciliation Action Plan

A&O Australia | June 2022-June 2023

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IN



RECONCILIATION
ACTION PLAN

REFLECT

Acknowledgement of Country

Allen & Overy acknowledges the Traditional Custodians of the land on which we operate and conduct our business across Australia.

We pay our respects to Aboriginal and Torres Strait Islander peoples and to Elders, past, present and future.

About our artwork and artist

A&O worked with Aboriginal Contemporary Gallery to source original artworks to celebrate and recognise an emerging First Nations Artist.

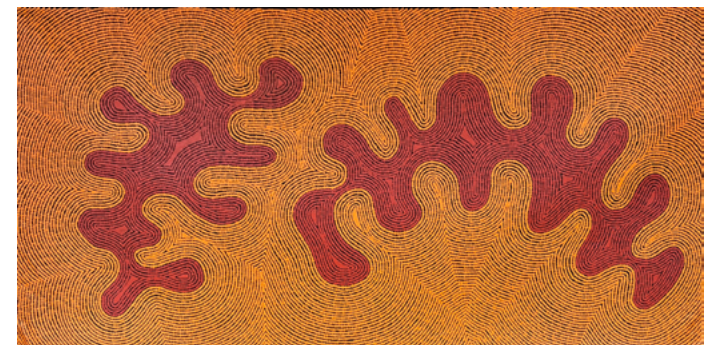
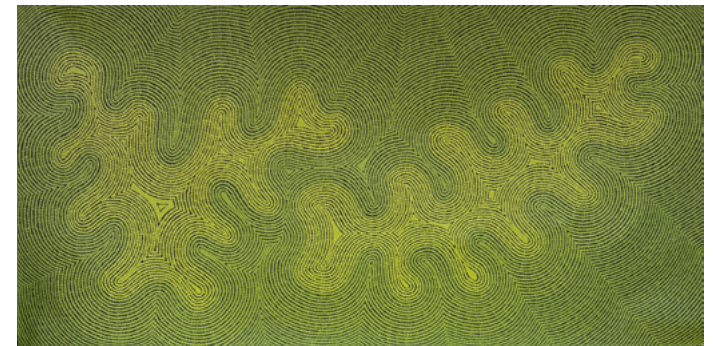
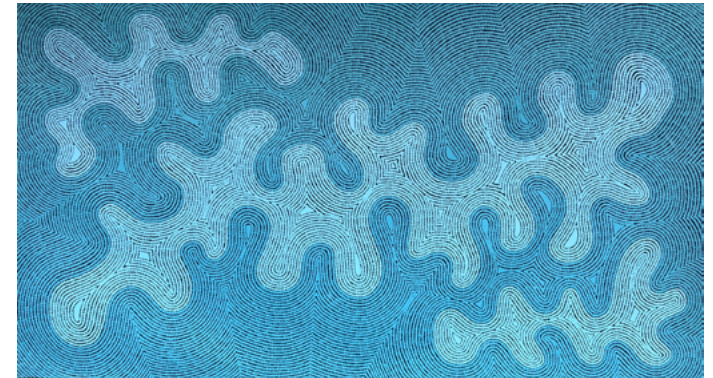


Tjulyata Kulyuru is an early career artist who comes from a talented and creative family. Her mother was a senior artist at Ernabella from the mission days who excelled in hand spinning natural wool and creating knitted garments. Her older sister is acclaimed artist Unurupa Nami Kulyuru and her aunt is Imiyari Adamson. Tjulyata has developed her own unique interpretation of tjukula waterholes, which she depicts on both canvas and ceramics.

For the Pitjantjatjara people living in the desert, knowledge of their water sources was critical to their survival. This has resulted in an intimate understanding of the landscape which continues today.

Deep familiarity with the topography of their country and the way rain would interact with the land ensured constant sources of water could be found. 'Tjukula' means rock-holes, which are found with surprising frequency in the Musgrave ranges.

Between visits, Anangu (people) would use rocks and spinifex construction to guard the rock-holes from spoilage by animals and, particularly in more recent times, from feral and stock animals, cattle, camels, horses and donkeys.



A message from Reconciliation Australia

Reconciliation Australia welcomes Allen & Overy to the Reconciliation Action Plan (RAP) programme with the formal endorsement of its inaugural Reflect RAP.

A&O joins a network of more than 1,100 corporate, government and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP programme.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The programme's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP programme's strength is its framework of relationships, respect and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge and leadership across all sectors of Australian society.

This Reflect RAP enables A&O to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact towards Australia's reconciliation journey.

Congratulations A&O, welcome to the RAP programme, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

“The programme’s potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.”

Statement from David Walter, Chair of our RAP working party

Welcome to A&O's first Reconciliation Action Plan. A&O is proud to embrace and celebrate Australia's First Nations cultures.

A&O is committed to supporting an organisational culture that drives diversity, equity and inclusion. We operate on a global scale, but locally in Australia it is important that we provide impetus for enabling diverse people to thrive. In approaching our first Reconciliation Action Plan, we challenge ourselves to make a significant contribution towards reconciliation – what we recognise as one of the most important changes that faces Australian society today.

We do not expect this to be easy or quick – most worthwhile things are not. We want to use our skills, resources and influence to support greater equality and opportunities for Aboriginal and Torres Strait Islander peoples and advance reconciliation across our organisation and the legal sector.



David Walter
Partner – Sydney

“We want to use our skills, resources and influence to support greater equality and opportunities for Aboriginal and Torres Strait Islander peoples.”

About A&O

With more than 5,600 people in over 40 offices across the world, we are a law firm doing work of global significance. We're one firm structured as seven global practices; over half of our transactions involve three or more jurisdictions, and nearly three-quarters of the work we do draws on the resources of two or more of our offices.

We help the world's leading businesses to grow, innovate and thrive. For almost a century, we have built a reputation for our commitment to think ahead and bring original solutions to our clients' most complex legal and commercial challenges.

At a time of significant turbulence in the business world, we are determined to help our clients embrace change, confidently expand into new markets and keep on top of ever-more complicated regulatory frameworks.

To do this, we will continue to harness our global strength and local knowledge. We will drive towards our vision to become the world's most innovative law firm. And we will continue to create an environment where the brightest minds can flourish.

A&O Australia was the first global elite law firm to commence operations in Australia in 2010. Our practice now comprises 24 hand-selected, top-tier partners, each of whom are leaders in their field, with an average of 20 years' experience.

Our Australian operations in Sydney and Perth are fully integrated into A&O's global network. The offices offer a full suite of corporate, finance (debt and equity), litigation and antitrust services. Our 180 staff include partners, lawyers and business services professionals who are able to provide our clients with innovative and cost-effective legal solutions around the clock. Currently our organisation has no known staff who identify as Aboriginal and/or Torres Strait Islander Peoples. In 2021 we commenced a global "opt in" data collection project in order to give us a better understanding of our staff and enable us to identify barriers and make changes where needed.

About our Diversity, Equity and Inclusion (DE&I)

We all thrive when what makes us different is embraced. At A&O, we know we can't be advanced as a firm by all being the same, which is why DE&I is one of our strategic priorities. It is central to the kind of firm we want to be.

We are committed to supporting a culture that drives diversity, equity and inclusion. We believe that diversity is the combination of characteristics, life experiences and ways of thinking that make us different. Equity is the fair and equal outcomes for individuals, which comes from tailoring our processes, programmes and decisions to ensure everyone is able to succeed and reach their goals. Inclusion is the sense of belonging that means we can bring our whole selves to work. Every day, we are working hard to create an environment where everyone feels comfortable and confident to be whom they are in the workplace. To feel like they belong. To be all in.

We are committed to:

- Continually educating ourselves on DE&I matters from a global and a local perspective
- Achieving a better gender balance at the top levels of our organisation
- Continually improving our racial and ethnic representation to better reflect the diversity in the countries in which we work
- Promoting even greater LGBTQ+ inclusion in our offices
- Being active and visible allies for our colleagues from diverse backgrounds (whether that is in respect of social background, disability, age, race, religion or any other difference) and helping them be allies in our local offices
- Abiding by our guiding principles based on impact, accountability and openness: it is everyone's responsibility at A&O to drive progress, adopt our Code of Conduct and understand the standards and behaviours we should all abide by in our working lives.

A&O is proud to have an open culture where people are encouraged to speak up. Having an honest dialogue both internally and externally allows us to better understand and respond to challenges and barriers. We take up opportunities to promote and discuss our Asia Pacific and global diversity initiatives and would be pleased to discuss this with you further.

About our Pro Bono

A&O has one of the largest global footprints of any of the major law firms. With this comes a real opportunity to make a difference in the world.

A&O's global Pro Bono practice is a central pillar of our community engagement activities and as lawyers, we have a professional responsibility to help those in need by using our legal skills for the greater public good.

As a responsible business, pro bono work is an essential part of our professional responsibility and is treated in exactly the same manner as any other client work. Reflecting this commitment, all time recorded on pro bono matters by our lawyers counts towards fee-earner utilisation, performance and relevant billable targets.

The internationally agreed themes of our pro bono work are increasing access to justice and access to social finance (employment and education), which draw our offices together as participants across one practice. Each office within our global network has its own pro bono and community investment contact and partner, who are responsible for the running of that office's programme, and who take on matters and develop projects that respond to the interests, aspirations and skills of its staff and match these with the legal needs of the communities in which we operate. In 2020, lawyers from all our offices devoted more than 48,000 hours to pro bono matters.

In Australia, our pro bono and community investment programme aligns with the wider firm-wide themes of human rights, social justice and displaced people. A crucial area for us within this is supporting organisations that are working to address issues and injustices facing Aboriginal and Torres Strait Islander peoples.

We have handled matters that have sought to enable Aboriginal and Torres Strait Islander peoples with access to justice, including matters that have touched on complex issues pertaining to Aboriginal deaths in custody and the disproportionate rates of incarceration of Aboriginal and Torres Strait Islander peoples. Pro bono projects such as law reform work, strategic litigation and other casework provide a way by which we can not only understand current issues affecting Aboriginal and Torres Strait Islander peoples, but also positively contribute towards change. Our RAP provides us with a renewed focus to expand our pro bono efforts by focusing the use of our legal skills strategically to work collaboratively with Aboriginal and Torres Strait Islander peoples and organisations to ensure social justice for their communities on the pathway towards reconciliation.

“In Australia, our pro bono and community investment programme aligns with the wider firm-wide themes of human rights, social justice and displaced people.”

Our RAP

A&O recognises the importance of formally adopting a Reconciliation Action Plan (RAP), and is committed to using our skills, resources and influences to support greater equality and opportunities for Aboriginal and Torres Strait Islander peoples.

We have developed a Reflect RAP to help us recognise, consolidate and deepen relationships with Aboriginal and Torres Strait Islander peoples and seek the guidance of and work in consultation with Aboriginal and Torres Strait Islander peoples throughout our reconciliation journey. In doing this we aim to develop greater firm-wide engagement and promote an understanding of reconciliation.

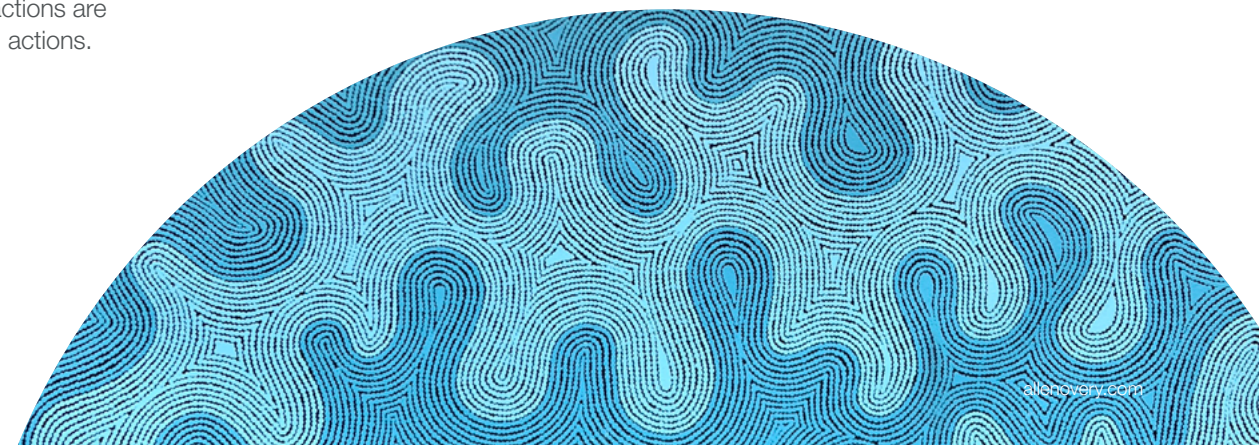
Our actions towards reconciliation form part of our commitment to supporting a workplace culture that thrives on diversity and inclusion. Every day, we work on creating an environment where people can feel they can be themselves and comfortable and confident in who they are. We focus on building relationships to strengthen and create sustainable partnerships; building the respect for and the understanding of the richness of Aboriginal and Torres Strait Islander cultures; and creating opportunities for Aboriginal and Torres Strait Islander organisations and communities.

In early 2021, we formed a RAP working group, comprising partners and staff from across our Sydney and Perth offices, championed by David Walter, a Sydney-based partner. The RAP working group collaborates with all areas of our business (Human Resources, Learning and Development, Diversity & Inclusion, Business Services, Pro Bono & Community Investment, Business Development and Communications) to ensure key actions are embedded in policy, process and actions.

The working group is committed to four action areas:

- **Developing and building relationships** with Aboriginal and Torres Strait Islander peoples and organisations in the sphere in which we operate.
- **Fostering greater respect**, cultural awareness and understanding of cultural protocol to support Aboriginal and Torres Strait Islander peoples within A&O and our wider community.
- **Promoting opportunities** for Aboriginal and Torres Strait Islander peoples by investigating employment opportunities, pro bono engagements and supplier diversity with A&O.
- **Ensuring our accountability** by tracking our progress against our RAP objectives and reporting quarterly to our Australian partnership.

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Members of our RAP working group



David Walter
RAP Champion
Partner – Sydney



Michael Shepherd
Diversity, Equity & Inclusion
Partner – Sydney



Michael Parshall
Partner – Sydney



Peter Wilkes
Diversity, Equity & Inclusion
Partner – Perth



David Jenaway
Partner – Perth



Daniel Harris
Counsel – Sydney



Dan Bull
Senior Associate – Perth



Lachlan Shelley
Associate, Pro Bono
Coordinator – Sydney



Jodie Llewellyn
Associate – Sydney



Gemma Witt
Associate – Perth



Sarah Harris
Asia Pacific Diversity, Equity &
Inclusion Manager – Sydney



Kate McDonald
Senior HR Manager – Sydney



Jessamy Field
Acting Head of Asia Pacific
Business Development – Sydney



Vanessa Hatfull
Business Development
Manager – Perth

Through our RAP working group, we have explored our existing activities and connections with Aboriginal and Torres Strait Islander organisations and considered how we can continue to build on these.

Our efforts to date are the start of our reconciliation journey and include –

Awareness

- We have hosted presentations and provided internal communications for our staff to raise cultural awareness and mark dates of significant (NAIDOC and National Reconciliation Week).
- We are a member of the Legal Profession Reconciliation Network. We discuss and share experiences on topics around reconciliation, specifically from a legal profession point of view.

Education

- Each year since 2014, we have employed a law student who identified as an Aboriginal and/or Torres Strait Islander person for a 12-week internship in our Sydney office through CareerTrackers Indigenous Internships Programme. CareerTrackers is a national non-profit organisation that aims to create opportunities for Aboriginal and Torres Strait Islander graduates from university.
- Our Perth office has a well-established relationship with Kulbaradi Aboriginal Centre at Murdoch University, whose main goal is to increase participation of Aboriginal and Torres Strait Islander peoples in higher education through awareness, mentorship and visible role models. We have committed to a five-year “Allen & Overy Ngoolark Bursary”, totalling AUD5,000, which recognises two students each semester, one for the most high-achieving student and the other for the most dedicated.

Pro Bono

- Our pro bono efforts to date (described below), while modest in comparison with the broader and deeper impact we plan to achieve by implementing this RAP, have established good relationships that are focused on achieving access to justice for Aboriginal and Torres Strait Islander peoples.
 - Public Interest Advocacy Centre (PIAC), whereby we represented an Aboriginal man in strategic litigation relating to an assault he had suffered while in custody.
 - Karrkad Kanjdji Trust (KKT) in relation to various advisory matters including regarding its corporate, organisational and funding structure and governance related issues. KKT was established by Traditional Owners of Warddeken and Djelk Indigenous Protected Areas (IPAs) in 2010. Its current partners manage over 50,000 square kilometres of West and Central Arnhem Land. They focus on environmental conservation, ranger employment, and the intergenerational transfer of First Nations' knowledge.
 - North Australian Aboriginal Justice Agency (NAAJA), by hosting continued legal education sessions to NAAJA's lawyers who work to provide access to justice for Aboriginal and Torres Strait Islander peoples on a daily basis.

Procurement

We source our stationery from the Bibbulmun range, which is a range of First Nations' branded products. It contributes part-proceeds to the Bibbulmun Fund, which supports community projects for the Aboriginal and Torres Strait Islander communities across Australia. The coffee served in our staff kitchens is from Zip Ella, a Supply Nation certified First Nations' Company. Zip Ella gives preference to suppliers with a track record of business relationships with other First Nations' enterprises. It provides the opportunities for its partners to engage in strategies to achieve successful First Nations' employment outcomes, including recruitment, training and retention of First Nations' employees. It also supports other First Nations' organisations such as KARI Foundation. We are currently investigating membership with Supply Nation.



Kulbaradi Aboriginal Centre – Success Evening



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	June 2022	Business Development, HR Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2022	DE&I Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May-June 2022	DE&I Manager
	Publish information on our intranet about NRW.	May-June 2023	DE&I Manager
	RAP working group members to participate in an external NRW event.	May-June 2022	RAP Champion
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May-June 2023	RAP Champion, DE&I Manger
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation and promote our RAP commitments to all Australian staff.	July 2022	RAP Champion, supported by BD team
	Promote RAP through the intranet and LinkedIn to raise awareness throughout A&O globally.	July 2022	RAP Champion, supported by BD team
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2022	RAP Champion, DE&I Manger
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.		BD Manager, HR Manager
	Register A&O as a member of Reconciliation WA and investigate membership of other state reconciliation bodies.	July 2022	HR Manager
	Build relationships with other law firms that have RAPs to collaborate on reconciliation initiatives, share learning and enhance our reconciliation journey.	August 2022	BD Manager, HR Manager
	Identify opportunities to support Aboriginal and Torres Strait Islander organisations through volunteering, awareness raising and/or fundraising and community services.	August 2022	Pro Bono Coordinator
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	September 2022	HR Officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2022	HR Manager



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2022	RAP Champion, DE&I Manager
	Conduct a review of cultural learning needs within our organisation.	July 2022	RAP Champion, supported by HR
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2022	RAP Champion, DE&I Manager
	Increase our staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2022	RAP Champion, with support of BD team
	Develop an Acknowledgement of Country protocol for key firm events.	June 2022	RAP Champion, with support of BD team
	Include an Acknowledgement of Country at the bottom of the intranet home page and plaques in our offices.	August 2022	RAP Champion, with support of BD team
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information among our staff about the meaning of NAIDOC Week.	June 2022; June 2023	RAP Champion, DE&I Partner in Sydney and Perth
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2022; June 2023	RAP Champion, DE&I Partner in Sydney and Perth
	RAP Working Group to participate in an external NAIDOC Week event.	3-10 July 2022	RAP Champion, DE&I Partner in Sydney and Perth
	Promote local community events recognising NAIDOC week and other key events and promote Reconciliation Australia fact sheets that are released around these dates.	June 2022; June 2023	DE&I Manager



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	February 2023	RAP Champion, supported by DE&I Manager and HR
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2023	RAP Champion, supported by HR
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2022	Business Services Manager, with support from DE&I Manager
	Investigate Supply Nation membership.	June 2022	Business Services Manager
	Increase purchasing from Aboriginal and Torres Strait Islander owned businesses where appropriate, based on developed business case.	March 2023	Business Services Manager



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP working group (RWG) to drive governance of the RAP.	Maintain an RWG to govern RAP implementation.	June 2022	RAP Champion, DE&I Partner in Sydney and Perth
	RAP working group to meet quarterly to monitor and report on implementation of RAP deliverables.	June, September and December 2022, March 2023	RAP Champion, DE&I Partner in Sydney and Perth
	Draft Terms of Reference for the RWG.	July 2022	RAP Champion, DE&I Partner in Sydney and Perth
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	December 2022	RAP Champion, supported by HR Manager
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2022	DE&I Manager
	Engage senior leaders in the delivery of RAP commitments.	June 2022	RAP Champion, DE&I Partner in Sydney and Perth
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2022	DE&I Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022	RAP Champion, DE&I Manager
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2023	DE&I Manager

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Global presence

Allen & Overy is an international legal practice with approximately 5,600 people, including some 580 partners, working in more than 40 offices worldwide. A current list of Allen & Overy offices is available at www.allenoverly.com/global_coverage.

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