



**Baker
McKenzie.**



REFLECT

Reconciliation Action Plan

May 2019 - May 2020





ACKNOWLEDGEMENT OF COUNTRY

Baker McKenzie 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.

STATEMENT FROM BAKER MCKENZIE AUSTRALIAN CHAIR AND RAP WORKING GROUP CHAIR



I acknowledge and pay respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

The history of Baker McKenzie in Australia is a story of imagination, determination and hard work. As the first global law firm to enter the Australian market in 1964 (in Sydney), for more than 50 years thousands of men and women have joined in the great adventure of creating and nurturing our unique and culturally diverse Firm, including the First Peoples of this great nation.

Our Reconciliation Action Plan (RAP) represents our first step as an organisation to embark formally on the journey of reconciliation with our Aboriginal and Torres Strait Islander peoples. Everyone at Baker McKenzie is deeply committed to supporting the culture and economic contributions of our Aboriginal and Torres Strait Islander peoples.

A RAP is a strategic document that is aligned with and supports our Firm's business plan. It includes practical actions that will drive our Firm's contribution to reconciliation, both internally and in the communities in which we operate.



The RAP Program seeks to advance the five dimensions of reconciliation by supporting our organisation to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples.

Our co-founder, Russell Baker, believed that including lawyers from diverse cultures was the only way for Baker McKenzie to become a truly global law firm. Across our 78 offices in 46 countries, we have people from many different cultures, who speak many languages. Australia is no exception. Our Firm is deeply committed to fostering and embedding respect for the world's longest surviving cultures and communities.

At the centre of our Firm's values is our respect for our Aboriginal and Torres Strait Islander peoples, cultures and perspectives. A real focus on diversity and inclusion is at the core of who we are as a Firm.

The Management team at our Firm understands that effective leadership is critical for achieving better social, economic and cultural outcomes for Aboriginal and Torres Strait Islander peoples.

In partnership with Reconciliation Australia, we make a promise and commitment to work with our partners and staff to make a real difference in the lives of our First Peoples.

A stylized, handwritten signature in black ink, appearing to read 'B. Webb'.

Bruce Webb
Chair, Baker McKenzie



STATEMENT FROM RECONCILIATION AUSTRALIA CHIEF EXECUTIVE OFFICER



Reconciliation Australia is delighted to welcome Baker McKenzie to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Baker McKenzie joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Baker McKenzie a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Baker McKenzie will lay the foundations for future RAPs and reconciliation initiatives.

We wish Baker McKenzie well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.

On behalf of Reconciliation Australia, I commend Baker McKenzie on its first RAP, and look forward to following its ongoing reconciliation journey.

A handwritten signature in black ink, appearing to read 'KM', with a large circular flourish at the end.

Karen Mundine
Chief Executive Officer,
Reconciliation Australia

ABOUT BAKER MCKENZIE

As the first global law firm to enter the Australian market in 1964 (in Sydney) with decades of experience in advising inbound and outbound investment, Baker McKenzie is the leading international law firm in Australia with local offices in Brisbane, Melbourne and Sydney.

We currently have 559 partners and staff in Australia and are committed to ascertaining our number of Aboriginal and Torres Strait Islander staff through the RAP process.

Our Values

Baker McKenzie believes that all our people deserve respect, support and equal treatment. We support human rights and fair labour practices, including through the promotion of diversity and inclusion in our policies, culture and hiring practices; by supporting the professional growth and development of our people; and through policies that promote dignity and safety in our workplaces.

The Firm is a signatory to the United Nations Global Compact (UNGC). We support the UNGC's Ten Principles on human rights, labour, environment and anti-corruption, which are aligned with our values and are reflected in our business strategy, culture and day-to-day operations.

As outlined in our Code of Business Conduct, we do not permit or tolerate discrimination in our workplaces.

Diversity & Inclusion

Baker McKenzie was founded on the idea of diversity. From our earliest days we have strived to nurture a respectful, inclusive environment that encourages diverse individuals to thrive personally and professionally as full contributors to the success of the Firm and the clients we serve.

Our global community includes people of diverse creeds, colours, ethnicities, religions, sexual orientations, gender identities and expressions, socio-economic backgrounds, disabilities, and a range of other human differences.



Pro Bono and Community Partnership

We believe that the provision of pro bono legal services is a fundamental professional responsibility. As lawyers, we have a particular skills set and the best way to assist those in need is to utilise those skills. Underscoring our commitment, all our lawyers are expected to work on pro bono matters and we have a dedicated Pro Bono Practice Group.

In Financial Year 2018 our lawyers provided about 800 Pro Bono hours of legal assistance, equating to about \$450,000 of free legal advice, to Aboriginal and Torres Strait Islander organisations and individuals.

We participate in the following pro bono law referral schemes to benefit Aboriginal and Torres Strait Islander organisations and individuals.

- Law Help at the Office of the Registrar of Indigenous Corporations (ORIC)
- Indigenous Enterprise Legal Assistance Scheme (IELAS)
- Justice Connect's Local Aboriginal Land Council Project



The Firm is a member of the Legal Profession Reconciliation Network.

The Firm is proud to

- have a pro bono and community partnership with the GO Foundation, a for-purpose organisation which provides education scholarships and Ecosystem support to Aboriginal and Torres Strait Islander students from Kindergarten through to university and into employment;
- be a long-term provider of pro bono legal services to AIME, a charity which provides mentoring services and support to Aboriginal and Torres Strait Islander secondary and tertiary students;
- provide internships to Aboriginal and Torres Strait Islander law students through the CareerTrackers Indigenous Internship Program; and
- have a community partnership with LeaderLife Limited. LeaderLife is a not-for-profit community centre based in the Apollo House Estate in East Dubbo which has a high Aboriginal population. LeaderLife provides life skills and support programs for children and youth as well as facilitating positive community engagement for families.

CareerTrackers
Indigenous Internship
Program

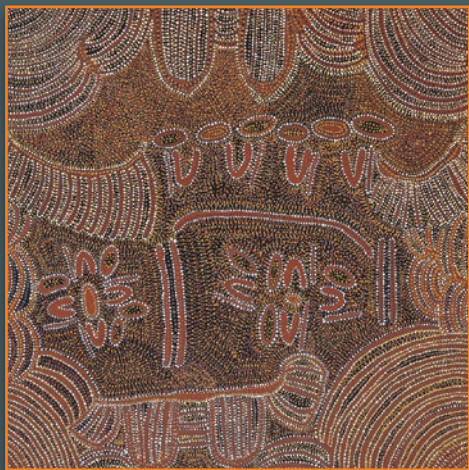


Australian Government

Office of the Registrar of Indigenous Corporations

ARTWORK

The Firm commenced its collection of Aboriginal and Torres Strait Islander artwork almost 30 years ago.



Gloria Petyarre,
Mountain Devil Lizard, 1989
(acrylic on canvas)



Monica Napaltjarri,
Untitled, 2016
(acrylic on canvas)

SYDNEY
office artworks

MELBOURNE office artworks



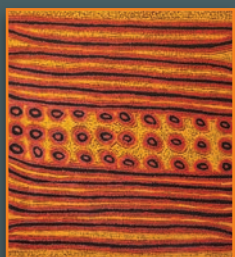
Charlie Wallabi Tjungurrayi
Untitled, 2009
(acrylic on linen)



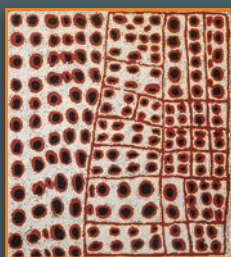
Nancy Nungurrayi
Untitled, 2008
(acrylic on linen)



Tjunkiya Napaltjarri
Untitled, 2007
(acrylic on linen)



Eileen Napaltjarri
Untitled, 2009
(acrylic on linen)



Kawayi Nampitjinpa
Untitled, 2009
(acrylic on linen)



Johnny Yungut Tjupurrula
Untitled, 2008
(acrylic on linen)

Why is a RAP so important to our organisation?

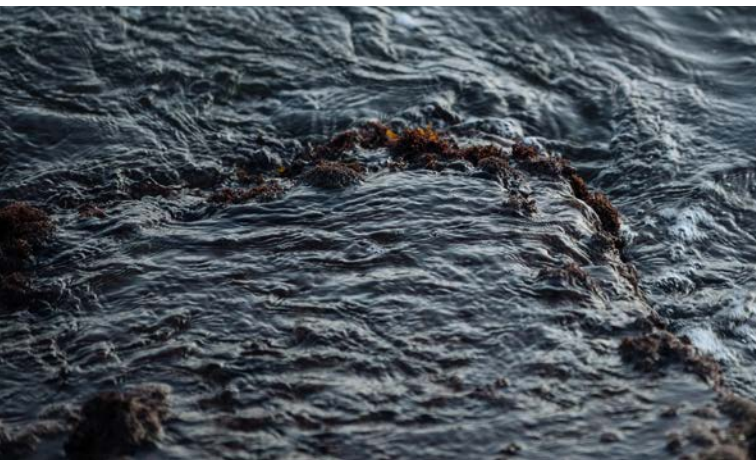
Baker McKenzie's management and people understand that a RAP is based on three main tenets; relationships, respect and opportunities - all of which can be mutually rewarding for the Aboriginal and Torres Strait Islander community as well as our organisation. Through developing strategies around each of these tenets, our Firm can provide a space for self-determination of Aboriginal and Torres Strait Islander peoples, which provides for economic growth and in turn makes for a more diverse workplace and client base.

RAPs help create a diverse and respectful workplace for those organisations that implement

them and Baker McKenzie believes diversity and inclusion should be at the heart of everything it does.

Currently as a Firm, we consider ourselves in the Reflect phase as we start our reconciliation journey and build the foundations for relationships, respect and opportunities. We understand that it gives us the time and opportunity to raise awareness and support for our RAP inside the Firm.

Finally, it will assist us to develop a solid RAP governance model and build the business case for future commitments to cultural learning and protocols, and considering Aboriginal and Torres Strait Islander employment at our Firm.



Members of our RAP Working Group



Bruce Webb
Chair



Rebecca Dominguez
Senior Associate



Emma Doukakis
Community Services Lead



Sean Duffy
Head of Energy Markets



Kate Gillingham
Pro Bono Counsel



Bruce Hambett
Former Chair



Jeremy Hyman
Communications Leader



David Jones
Head of Real Estate



Maxine Johnson
Secretary



Gemma Loyer
Events & Marketing
Coordinator



Jessica Mitrovich
Secretary



Angelique Wanner
Talent Management
Consultant

REFLECT RECONCILIATION ACTION PLAN

MAY 2019 – MAY 2020

Relationships



RAP Working Group (RWG) monitors RAP development and implementation of RAP deliverables

DELIVERABLE	TIMELINE	RESPONSIBILITY
Meet quarterly to monitor and report on implementation of our RAP and its deliverables	May 2019 August 2019 November 2019 February 2020 May 2020	Chair, RWG
RWG to oversee the development, endorsement and launch of the RAP	May 2019 – May 2020	Chair, RWG
Encourage Aboriginal and Torres Strait Islander employees to join the RWG via an organisation-wide expression of interest email	June 2019	Diversity Manager, Chair, RWG
Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG	April 2020	Chair, RWG

Build internal and external relationships

DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey	June 2019	Pro Bono Counsel, Chair, BAKER Indigenous Engagement Committee (BAKER IEC)
Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey	June 2019	Pro Bono Counsel, Chair, BAKER IEC
Continue membership of Legal Profession Reconciliation Network	June 2019	Pro Bono Counsel

Participate in and celebrate National Reconciliation Week (NRW)

DELIVERABLE	TIMELINE	RESPONSIBILITY
Organise events within Baker McKenzie to recognise NRW	May 2019	Chair, BAKER IEC
Encourage staff to attend NRW events	27 May 2019 – 3 June 2019	Chair, RWG Chair, BAKER IEC
Register the events on Reconciliation Australia's NRW website	May 2019	Chair, BAKER IEC
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2019	Chair, BAKER IEC
Publish information on Baker McKenzie's intranet about NRW, including background material about the annual theme	May 2019	Chair, BAKER IEC
Ensure our RWG participates in an external event to recognise and celebrate NRW	27 May 2019 – 3 June 2019	Chair, RWG

Raise internal awareness of our RAP

DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments including:	May 2019	Chair, RWG Chair, BAKER IEC
<ul style="list-style-type: none"> ▪ Launch event across all offices for All Staff 	May 2019	Chair, RWG Chair, BAKER IEC
<ul style="list-style-type: none"> ▪ Include a RAP update at Baker Briefings sessions, held quarterly across Australian offices 	March 2020	Chair, RWG
<ul style="list-style-type: none"> ▪ Publish the RAP on Baker McKenzie's intranet 	May 2019	Chair, BAKER IEC
<ul style="list-style-type: none"> ▪ Quarterly emails to all staff on implementation of RAP and its deliverables 	August 2019 November 2019 February 2020 May 2020	Chair, RWG
<ul style="list-style-type: none"> ▪ Include item on Baker McKenzie's commitment to Aboriginal and Torres Strait Islander engagement and our RAP in new starters' induction training 	May 2019	Head, Talent Management Head, Professional Development Pro Bono Counsel
<ul style="list-style-type: none"> ▪ Include written material on Baker McKenzie's commitment to Aboriginal and Torres Strait Islander engagement and our RAP in new starters' packs 	May 2019	Head, Talent Management

Raise internal awareness of our RAP

DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP including:	May 2019	RWG
<ul style="list-style-type: none"> ▪ Presentation on the RAP at Partners' lunch 	May 2019	Chair, RWG
<ul style="list-style-type: none"> ▪ Presentation on the RAP at Management Committee meeting 	May 2019	Chair, RWG

Raise external awareness of our RAP

DELIVERABLE	TIMELINE	RESPONSIBILITY
Publish the RAP on Baker McKenzie's website	May 2019	Chair, RWG, Communications Leader
Issue client communication regarding our RAP	May 2019	Communications Leader

Respect



Investigate Aboriginal and Torres Strait Islander cultural learning and development

DELIVERABLE	TIMELINE	RESPONSIBILITY
Provide cultural awareness training specifically for Senior Management	November 2019	Pro Bono Counsel
Conduct a review of cultural awareness training needs within our organisation	September 2019	Pro Bono Counsel
Review and develop plan for ongoing delivery of cultural awareness training for all staff and partners	October 2019	Chair, RWG
Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements, through <ul style="list-style-type: none"> ▪ internal survey, and ▪ review of results 	March 2020	Communications Leader
Communicate and encourage staff to use Reconciliation Australia's Share Our Pride online tool to all staff	27 May 2019 – 3 June 2019 (NRW)	Chair, BAKER IEC

Participate in and celebrate NAIDOC Week

DELIVERABLE	TIMELINE	RESPONSIBILITY
Consult with Aboriginal and Torres Strait Islander peoples about holding NAIDOC Week events within Baker McKenzie	May 2019	Chair, BAKER IEC
Organise events within Baker McKenzie to recognise NAIDOC Week (7-14 July 2019)	July 2019	Chair, BAKER IEC
Encourage staff to attend NAIDOC Week events	July 2019	Chair, RWG Chair, BAKER IEC

Participate in and celebrate NAIDOC Week

DELIVERABLE	TIMELINE	RESPONSIBILITY
Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities	July 2019	Chair, BAKER IEC
Publish information on Baker McKenzie's intranet about NAIDOC Week, including background material about the annual theme	July 2019	Chair, BAKER IEC
Promote NAIDOC Week community events in our local areas to staff	July 2019	Chair, BAKER IEC
Ensure our RWG participates in an external NAIDOC Week event	July 2019	Chair, RWG

Raise internal understanding of Aboriginal and Torres Strait Islander cultures and cultural protocols

DELIVERABLE	TIMELINE	RESPONSIBILITY
Explore who the Traditional Owners are of the lands and waters in our local areas	November 2019	Chair, BAKER IEC
Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence	November 2019	Chair, BAKER IEC
Raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols)	November 2019	Pro Bono Counsel Chair, BAKER IEC

Raise internal understanding of Aboriginal and Torres Strait Islander cultures and cultural protocols

DELIVERABLE	TIMELINE	RESPONSIBILITY
Invite a local Elder to provide and explain a Welcome to Country at a minimum of two major events per year, including the annual Partners' Conference	August 2019 April 2020	Chair, RWG
Develop a Cultural Protocol Guide for each office which includes protocols for Welcome to Country and Acknowledgment of Country, to be published on Baker McKenzie's intranet and hard copies to be readily accessible in all large meeting rooms	June 2019	Chair, BAKER IEC
Ensure senior leadership are provided with information and support about providing an Acknowledgment of Country at meetings and events	August 2019	Chair, RWG
Consult with Aboriginal and Torres Strait Islander stakeholders to develop language guidelines regarding appropriate terminology for use in internal and external material. Publish these guidelines on Baker McKenzie's intranet	June 2019	Chair, BAKER IEC
Investigate displaying Acknowledgment of Country plaques in each Australian office	June 2019	Chair, BAKER IEC
Explore adding to our art collection with the acquisition of works created by Aboriginal and Torres Strait Islander artists who reside in the Aboriginal and Torres Strait Islander Country regions where our offices are located	April 2020	Chair, RWG

Celebrate/recognise Aboriginal and Torres Strait Islander dates of significance

DELIVERABLE	TIMELINE	RESPONSIBILITY
Publish a calendar of significant Aboriginal and Torres Strait Islander dates on Baker McKenzie's intranet	June 2019	Chair, BAKER IEC
Promote local community events recognising these dates of significance to staff	June 2019	Chair, BAKER IEC
Internally promote Reconciliation Australia's factsheets that are released around these dates of significance	June 2019	Chair, BAKER IEC

Opportunities



Provide pro bono legal services for Aboriginal and Torres Strait Islander individuals and organisations

DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to provide pro bono legal services in line with our current provision, activities and values, and consider opportunities to expand or improve these services over the next 12 months	April 2020	Pro Bono Counsel

Increase Aboriginal and Torres Strait Islander employment opportunities

DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop a business case for employment within our organisation of Aboriginal and Torres Strait Islander peoples	June 2019	Head, Talent Management
Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities	April 2020	Diversity Manager Head, Talent Management
Use reasonable endeavours to increase employment within our organisation of Aboriginal and Torres Strait Islander peoples	April 2020	Head, Talent Management

Investigate Aboriginal and Torres Strait Islander supplier diversity

DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses	February 2020	Operations Manager
Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	April 2020	Operations Manager
Investigate Supply Nation membership	April 2020	Operations Manager
Use reasonable endeavours to increase purchasing from Aboriginal and Torres Strait Islander businesses	April 2020	Operations Manager

Investigate opportunities to support Aboriginal and Torres Strait Islander students

DELIVERABLE	TIMELINE	RESPONSIBILITY
Provide at least two internship opportunities for law students through the CareerTrackers Internship Program	November 2019	Pro Bono Counsel Head, Talent Management
Investigate opportunities to provide mentoring services to Aboriginal and Torres Strait Islander students	August 2019	Community Service Lead
Investigate offering scholarships to Aboriginal and Torres Strait Islander law students	February 2020	Chair, RWG

Investigate other opportunities to support Aboriginal and Torres Strait Islander people

DELIVERABLE	TIMELINE	RESPONSIBILITY
Offer in-kind support to Aboriginal and Torres Strait Islander pro bono clients	July 2019	Pro Bono Counsel
Identify opportunities for supporting Aboriginal and Torres Strait Islander organisations through volunteering, awareness raising and/or fundraising, and community service	July 2019	Community Service Lead

Governance and tracking progress



Build support for the RAP

DELIVERABLE	TIMELINE	RESPONSIBILITY
Define resource needs for RAP development and implementation	July 2019	Chair, RWG
Define systems and capability needs to track, measure and report on RAP activities	July 2019	Chair, RWG
Complete and submit the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	September 2019	Chair, RWG

Review and refresh RAP

DELIVERABLE	TIMELINE	RESPONSIBILITY
Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	December 2019	Chair, RWG
Submit draft RAP to Reconciliation Australia for review	January 2020	Chair, RWG
Submit draft RAP to Reconciliation Australia for formal endorsement	April 2020	Chair, RWG

Report RAP achievements, challenges and learnings internally

DELIVERABLE	TIMELINE	RESPONSIBILITY
Report to the Management Committee on RAP progress	November 2019	Chair, RWG
Report on the implementation and progress of our RAP on Baker McKenzie's intranet	April 2020	Chair, RWG



ACKNOWLEDGEMENTS

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PUBLIC ENQUIRY DETAILS

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