



Reflect Reconciliation Action Plan

SEPTEMBER 2022 – SEPTEMBER 2023

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Johnson Winter Slattery acknowledges the Traditional Custodians of the lands on which we work across Australia - the: Gadigal (Sydney), Wurundjeri (Melbourne), Turrbal & Jagera (Brisbane), Noongar (Perth), Kaurna (Adelaide), Ngunnawal (Canberra). Peoples.

We recognise their rich culture and deep, continuing relationship with Country, which stretches back more than 60,000 years. We pay our deep respects to their Elders past and present.

1. Artist Profile Datjuluma Guyula



Datjuluma lives and works in Gunyangara (Ski Beach) in North East Arnhemland. She is married to Djawa Yunupingu senior Gumatj clan leader and younger brother of Galarrwuy Yunupinu one of the most senior Gumatj Clan leaders.

Her father Waratjima Guyula was part of a small number of Djambarrpuynu clan members who lived around Yirrkala whilst most of this large clan are based in Western Yolnu country. There is an ancient sacred connection between this clan and the Rirratjinu landowners of Yirrkala stemming from a shared songline Djarrak - the sea tern. Her mother Naminapu Maymuru is a well known Mangalili artist whom is famous for her paintings of the Milniyawuy, Milky Way paintings as well as her more classical Mangalili bark paintings. Naminapu and her family were part of the thriving artist's school which developed around her grandfathers Narritjin and Nanyin Maymuru.

Datjuluma is following both her parents in their artistic careers and is forming a strong visual identity as a powerful artist in her own right.

**DATJULUMA
GUYULA**

Artist

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2. Introduction from Managing Partner

We are committed to creating a culture that fosters inclusion and belonging for our people, clients and communities. Creating a safe and empowering environment for First Nations Peoples is an integral element of this commitment.

As a firm, we have a strong commitment to social justice. We will use our unique position as a leading independent law firm to create opportunities for First Nations Peoples, to amplify their voices, and increase self-determination through access to justice.

Our Reflect RAP formalises this commitment and, most importantly, provides a practical framework for implementation.

Supporting the advancement of First Nations Peoples is one of the four priority areas of our pro bono practice.

We focus on supporting individuals in need and the charities that support them. We will build on this work through our Reflect RAP to contribute to solutions that address issues impacting First Nations peoples, particularly access to justice and employment pathways.

We are early in our journey, and energised to join the national movement to drive positive change with First Nations Peoples. We look forward to continuing to learn, listen and contribute.

JEREMY DAVIS

Managing Partner

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3. Reconciliation

Australia CEO Message

Reconciliation Australia welcomes Johnson Winter Slattery to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Johnson Winter Slattery 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 program.

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 program'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 program'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.

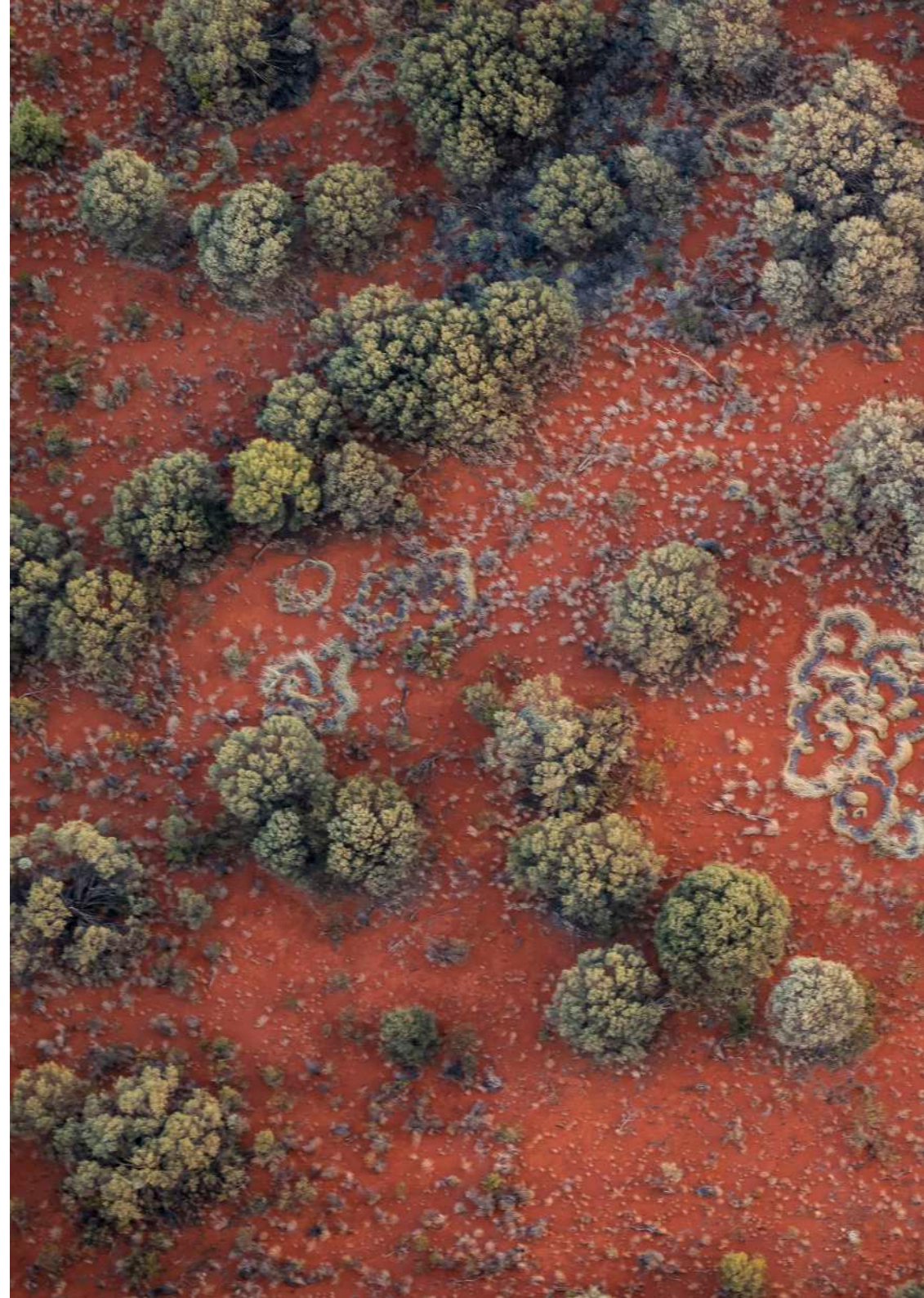
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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 Johnson Winter Slattery 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 toward Australia's reconciliation journey.

Congratulations Johnson Winter Slattery, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

KAREN MUNDINE
Chief Executive
Officer
Reconciliation Australia



4. Our Business

We are a leading independent law firm. Major corporates, investment funds and government agencies rely on us for their most important transactions and disputes. We have 75+ partners, 170+ lawyers and 125+ business services professionals working across our offices located on the lands of the Gadigal (Sydney), Wurundjeri (Melbourne), Turrbal & Jagera (Brisbane), Noongar (Perth), Kurna (Adelaide) and Ngunnawal (Canberra) Peoples.

DIVERSITY AND INCLUSION

Our strategic Diversity & Inclusion (D&I) commitment is to create a culture of inclusion and belonging through diverse thinking, strong team collaboration and growth for our people, clients and communities. Our D&I Strategy and action plan for 2022 and beyond centres on embedding inclusion across all activities, levels and functions within our firm, building Diversity Action Networks in our priority areas and identifying opportunities to engage with our clients and the market.

Our D&I priorities include (but are not limited to):

- Gender
- LGBTQ+
- First Nations peoples
- Families & Carers
- Cultural Diversity
- Disability & Accessibility inclusion.

We have established Diversity Action Networks across our priority areas to provide opportunities for people to contribute directly to our inclusion work, ensuring our initiatives are driven by all parts of the firm.

Our offices are located on the lands of the Gadigal (Sydney), Wurundjeri (Melbourne), Turrbal & Jagera (Brisbane), Noongar (Perth), Kurna (Adelaide) and Ngunnawal (Canberra) Peoples.

Our most recent Diversity and Inclusion survey indicated that within the cultural identities of our people, one staff member has identified as a First Nations person.

PRO BONO AND COMMUNITY

Providing high quality pro bono services is a professional responsibility, inherent in the privilege of being “a lawyer”. Given the considerable barriers to justice in the legal system, we also consider it a key feature of corporate citizenship for a law firm. Our focus for pro bono is on supporting low income, disadvantaged or marginalised members of the Australian community and the organisations which support them, particularly:

- vulnerable children and families
- people impacted by disability
- people experiencing social and economic disadvantage
- First Nations peoples

Our pro bono work has six elements:

Access to justice for individuals. We take on matters for individuals who could not otherwise afford a lawyer, through our relationships with Justice Connect, Law Access, Trust Law and Legal Aid.

Partnerships with charities. We have a close, reliable and ongoing relationship with a number of charities. We provide legal services to these organisations across the spectrum of corporate and commercial legal needs.

Charities. In addition to our ongoing partnerships, we provide ad hoc pro bono legal services to charities and social enterprises in order to free up funds for grass root services. We often guide

charities through complex and stressful legal issues including M&A, IP protections, privacy issues, sensitive employment and discrimination disputes, data security and privacy, major contracts, debt and banking, defamation and media, policies and procedures, winding up and insolvency work, taxation and subpoenas.

Clinics. We have ongoing secondments with a number of key relationship charities, including Public Interest Advocacy Centre (PIAC), Marrickville Legal Centre (MLC), and Law Access (Perth), as well as ad hoc secondments.

Strategic projects. We partner on larger strategic projects, including strategic litigation, on issues that have a considerable public interest or systemic injustice. We also provide ‘backstage’ support to strategic litigation organisations, such as PIAC, in the preparation and formulation of strategic litigation projects. This has included in the areas of refugee health rights, First Nations water and housing rights and use of restraint matters for vulnerable people and refugees.

We are also committed to the National Pro Bono Target of at least 35 hours of pro bono work per lawyer every year.

OUR RAP AND VISION FOR RECONCILIATION

We are committed to creating a culture that fosters inclusion and belonging through diverse thinking, collaboration and growth for our people, clients and communities. We want to provide a

workplace where everyone we work with feels valued, respected and able to be themselves. An important part of this commitment is creating a safe and supportive environment for First Nations peoples, and to join a national movement striving to reconcile the current and historical injustices against First Nations peoples.

Our vision is an Australia that understands its history, celebrates the diverse First Nations cultures connected to this land and values relationships built on truth, understanding and respect. We aim to be a culturally safe and supportive organisation, and use our position as a national law firm to create opportunities for First

Nations people, to amplify their voices, and increase self-determination through access to justice.

We recognise that adopting a formal Reconciliation Action Plan (RAP) is the first step in our journey towards reconciliation, providing a framework for practical actions around relationships, respect and opportunities. Our Reflect RAP highlights our existing commitments to reconciliation while exploring opportunities to inform our future direction. Central to delivering on those commitments is educating our people on the histories, cultures and traditions of First Nations peoples and strengthening our relationships with them.

5. Our journey so far

2018	Groote Eylandt Aboriginal Trust - Acted in litigation against Minter Ellison, KPMG and Deloitte in the Federal Court of Darwin proceedings.
NOV 2019	National Indigenous Education Partnership - We became a founding corporate partner and have since provided environment and planning legal advice in relation to the development of educational facilities.
DEC 2019	Just Reinvest NSW - Advised on contractual issues.
FEB 2020	Warlga Ngurra Women's & Children's Refuge - Reviewed and advised on updating organisational rules.
FEB 2020	Homelessness and bankruptcy - Acted for a First Nations woman in a complex property and bankruptcy dispute.
APR 2020	Worn Gundidj Aboriginal Co-Operative Ltd - Advised on potential changes to the organisational structure.
APR 2020	Land settlement - Acting for a Dunghutti Elder in an ongoing complex dispute regarding the handing back a large parcel of land to 250+ traditional First Nations owners.
AUG 2020	Community Resource Network - Acting on a dispute relating to funding arrangements since 2021 for the Targeted Earlier Intervention program for First Nations communities.
AUG 2020	North Australian Aboriginal Justice Agency (NAAJA) - Provided advice on tax relating to fundraising applications and the organisation's privacy policy.
JUL 2021	Waminda South Coast Women's Health and Welfare Aboriginal Corporation - Started working with us as pro bono partnership client, providing general and employment related legal advice.
SEP 2021	Mala'la Health Service Aboriginal Corporation - Started working with us as a pro bono partnership client. We have provided employment related legal advice, with the view to grow our working relationship.
NOV 2021	Secretariat of National Aboriginal and Islander Child Care - Provided contract advice and assisted with negotiations due to booking fees for a cancelled event.
NOV 2021	Tiwi Bombers Football Club Inc. - Reviewed and advised on the charity's constitution.
DEC 2021	Menindee Local Aboriginal Land Council - Providing general legal advice.
JUN 2022	The Walpa Winaka Foundation - Advised upon their establishment as a not-for-profit foundation, which aims to develop and facilitate a disruptive business model as an alternative to the current disproportionate incarceration and imprisonment of First Nations Australian adults and youth.

6. Our First Nations Reconciliation Network

Everyone in our firm will play a role in delivering on our Reconciliation Action Plan commitments.

Our First Nations Reconciliation Network is a diverse and multicultural group that oversees the governance and implementation of our RAP. The network is responsible for ensuring we remain focused and accountable, and meets monthly to track progress and plan deliverables. All members have volunteered and have actively contributed to the development of our Reflect RAP and the initiatives to promote First Nations histories and cultures within the firm. The network has strong representation from people across the business and represents a diverse range of cultures and backgrounds. One member of our First Nations Reconciliation Network identifies as Aboriginal.

Our First Nations Reconciliation Network includes:

- HANNAH ALCOCK, Associate
- KATHRYN BERTRAM, Partner
- JEREMY DAVIS, Managing Partner
- JAN DRANSFIELD, Partner
- EMMA FITZSIMMONS, Junior Secretary
- CARRIE FOLLAS, Partner
- SIAN HARDING, Law Graduate

- ROBYN HOWARD, People & Development Director
- SAR KATDARE, Partner
- GERALD MANNING, Associate
- SOPHIE MILERA, Associate
- KELLIE WADE, Diversity & Inclusion Manager
- CATHY WITT, National Library Manager

RAP CHAMPION

Our RAP Champion is Sar Katdare, who is a Partner and the Practice Group Head of our Competition / IP & IT Practice Group. As a senior leader in our firm, Sar is responsible for driving and championing internal engagement and awareness of our RAP.

7. Relationships

Actions	Deliverables	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with First Nations peoples, organisations	Identify First Nations stakeholders and organisations (eg. clients, suppliers) within the local areas of our offices or sphere of influence.	September 2022	Diversity & Inclusion Manager Supported by Communications Manager
	Research best practice and principles that support partnerships with First Nations stakeholders and organisations, and implement these practices and principles in establishing	September 2022	Diversity & Inclusion Manager
	Support First Nations organisations eg. Waminda Inc, Moorambilla Voices Limited and develop new relationships with appropriate partners.	October 2022	Pro Bono Partner
Build relationships through celebrating National Reconciliation Week (NRW).	Introduce our Partners and staff to NRW by circulating Reconciliation Australia's NRW resources and reconciliation materials.	May 2023	Communications Manager Supported by First Nations Reconciliation Network



Actions	Deliverables	Timeline	Responsibility
	Promote and encourage participation in external NRW events to all Partners and staff.	27 May - 3 June 2023	RAP Champion Supported by First Nations Reconciliation Network
	First Nations Reconciliation Network members to participate in an external NRW event.	27 May - 3 June 2023	First Nations Reconciliation Network Leads
	Hold an internal event to mark NRW with an external speaker.	27 May - 3 June 2023	National Events Manager Supported by First Nations Reconciliation Network
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all partners and staff and provide regular updates on achieving our	September 2022	Diversity & Inclusion Manager and Communications Manager
		December 2022	
		June 2023	
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2023	Diversity & Inclusion Manager Supported by First Nations Reconciliation Network
	Investigate membership of state based Reconciliation bodies.	December 2022	Diversity & Inclusion Manager

Actions	Deliverables	Timeline	Responsibility
	Announce our RAP commitment via a launch event, and publicly on our website and LinkedIn, encouraging staff to share the post with their personal networks	October 2022	Managing Partner Supported by Communications Manager
	Announce our RAP commitment internally using internal communication channels with links to our RAP.	October 2022	Communications Manager Supported by First Nations Reconciliation Network
	Join the Legal Profession Reconciliation Network and participate in events	September 2022	People & Development (P&D) Consultant Supported by Diversity & Inclusion Manager
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of First Nations race relations and anti-discrimination.	January 2023	Diversity & Inclusion Manager Supported by P&D Director
	Review and modify P&D policies and procedures to address any existing anti-discrimination provisions, and future needs.	March 2023	P&D Director Supported by Diversity & Inclusion Manager



8. Respect

Actions	Deliverables	Timeline	Responsibility
Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning. influence.	Assess cultural awareness learning needs within our firm.	September 2022	Diversity & Inclusion Manager
	Develop a cultural learning strategy document for our staff.	October 2022	Diversity & Inclusion Manager
	Publish a schedule highlighting dates of cultural significance including National Reconciliation Week (NRW), NAIDOC Week, National Sorry Day, Mabo Day, Close the Gap Day	February 2023	Diversity & Inclusion Manager Supported by First Nations Reconciliation Network
	Investigate and begin implementation of cultural learning opportunities for senior leaders, partners and staff.	October 2022	Diversity & Inclusion Manager Supported by P&D Director
	Include cultural awareness learnings and lessons into firm inductions and other central learning hubs so programs are available on demand	January 2023	Diversity & Inclusion Manager Supported by P&D Director

Actions	Deliverables	Timeline	Responsibility
Demonstrate respect to First Nations peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our firm's operational area.	September 2022	Diversity & Inclusion Manager Supported by First Nations Reconciliation Network
	Increase partner and staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through education and training	September 2022	Diversity & Inclusion Manager Supported by First Nations Reconciliation Network
	Include resources on the intranet to outline the firm's approach to Acknowledgement of Country and Welcome to Country protocols.	September 2022	Diversity & Inclusion Manager Supported by First Nations Reconciliation Network
	Research best practice and include an Acknowledgement of Country at the on the firm's website and intranet.	February 2023	Business Development Director Supported by First Nations Reconciliation Network
	Review marketing material and develop approach for including an Acknowledgement of Country on key assets, publications and tenders.	January 2023	Business Development Director Supported by First Nations Reconciliation Network



Actions	Deliverables	Timeline	Responsibility
Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Introduce our partners and staff to NAIDOC Week by circulating relevant resources and materials.	June 2023	Diversity & Inclusion Manager and Communications Manager Supported by First Nations Reconciliation Network
	Promote and encourage participation in external NAIDOC events to all partners and staff.	2 – 8 July 2023	Diversity & Inclusion Manager and Communications Manager Supported by First Nations Reconciliation Network
	First Nations Reconciliation Network members to participate in an external NAIDOC Week event.	2 – 8 July 2023	Diversity & Inclusion Manager and Communications Manager Supported by First Nations Reconciliation Network
	Hold an internal event to mark NAIDOC Week with an external speaker.	2 – 8 July 2023	Diversity & Inclusion Manager and Communications Manager Supported by First Nations Reconciliation Network

9. Opportunities

Actions	Deliverables	Timeline	Responsibility
Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Develop a business case for increasing Aboriginal and Torres Strait Islander employment within our organisation.	November 2022	Diversity & Inclusion Manager and Communications Manager Supported by First Nations Reconciliation Network
	Develop an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	February 2023	P&D Consultant Supported by P&D Director
	Establish relationships with First Nations student associations at respective universities in each of our office locations.	March 2023	Diversity & Inclusion Manager and P&D Consultant
	Build understanding of current First Nations staffing to inform future employment development training opportunities.	October 2022	Diversity & Inclusion Manager Supported by P&D Director
	Explore opportunities to collaborate with First Nations internship and recruitment programs, such as CareerTrackers and Pipeline, as well as opportunities to directly recruit First Nations people.	February 2023	Diversity & Inclusion Manager and P&D Consultant



Actions	Deliverables	Timeline	Responsibility
	Review and update recruitment policies within our firm to ensure we provide a safe and respectful workplace that will support the success of First Nations peoples.	November 2022	P&D Consultant Supported by Diversity & Inclusion Manager
	Develop an understanding of best practices and alternate recruitment styles to ensure a culturally sensitive recruitment process.	October 2022	Diversity & Inclusion Manager Supported by P&D Director
	Review and amend recruitment material, including clerk and graduate campaigns, to ensure they encourage and do not inhibit First Nations applicants from applying.	September 2022	P&D Consultant Supported by Diversity & Inclusion Manager and P&D Director
	Develop and include a statement of commitment to reconciliation in all recruitment advertisements and role descriptions.	September 2022	Communication Manager Supported by P&D Consultant



Actions	Deliverables	Timeline	Responsibility
Increase First Nations supplier diversity to support improved economic and social outcomes.	Investigate opportunities to increase procurement from First Nations people and organisations.	December 2022	Diversity & Inclusion Manager Supported by Chief Operating Officer & General Counsel
	Investigate Supply Nation Membership	December 2022	Diversity & Inclusion Manager Supported by Chief Operating Officer & General Counsel
	Review and modify internal procurement processes to encourage procuring goods and services from First Nations owned businesses.	December 2022	Diversity & Inclusion Manager Supported by Chief Operating Officer & General Counsel
	Communicate to all partners and staff, our commitment to use First Nations businesses for the sourcing of suppliers, services and goods where practicable.	December 2022	Diversity & Inclusion Manager Supported by Chief Operating Officer & General Counsel
	Consider setting a target for procurement of products and services produced by First Nations peoples and businesses	July 2023	Diversity & Inclusion Manager Supported by Chief Operating Officer & General Counsel

Actions	Deliverables	Timeline	Responsibility
	Consider how our suppliers, including building management, are asked to demonstrate their commitment to using products and services provided by First Nations peoples and businesses.	November 2022	Diversity & Inclusion Manager Supported by Chief Operating Officer & General Counsel
Strengthen existing relationships and accountability in relation to pro bono work supporting First Nations peoples and organisations that support them.	Leverage existing relationships to continue to support vulnerable and disadvantaged First Nations peoples, and the organisations that support them through our pro bono practice.	January 2023	Pro Bono Partner
	Review and amend recruitment material, including clerk and graduate campaigns, to ensure they encourage and do not inhibit First Nations applicants from applying.	February 2023	Pro Bono Partner



10. Governance

Actions	Deliverables	Timeline	Responsibility
Establish and maintain an effective First Nations Reconciliation Network to drive governance of the RAP	First Nations Reconciliation Network meet once a month to govern RAP implementation (including launch).	Review in January 2023	Diversity & Inclusion Manager Supported by First Nations Reconciliation Network
	Maintain Aboriginal and Torres Strait Islander representation on the First Nations Reconciliation Network.	September 2022	First Nations Reconciliation Network Lead
	Draft the Terms of Reference for the First Nations Reconciliation Network to include (but not limited to): • Network composition & diverse representation to ensure appropriate support for implementation of commitments and firm wide input. The network will include First Nations representation, at least one Partner; one member of the firm's senior management team and a balanced representation of staff from different departments and levels of seniority in the firm • Delegated levels of authority / sign-off • Accountability to the Managing Partner and Management Committee • Reporting	September 2022	Law graduate and Associate, First Nations Reconciliation Network

Actions	Deliverables	Timeline	Responsibility
	Review network participation and representation annually prior to the refresh of the RAP.	September 2023	Diversity & Inclusion Manager
Provide appropriate support for effective implementation of RAP commitments.	Define and address resource needs for RAP implementation and obtain budget approval.	September 2022	Diversity & Inclusion Manager
	Engage senior leaders in the delivery of RAP commitments.	September 2022	RAP Champion
	Define and implement changes to appropriate systems and capability to track, measure and report on RAP commitments.	October 2022	Diversity & Inclusion Manager
	Define and set governance structure to help ensure there is appropriate support for RAP commitments.	September 2022	Diversity & Inclusion Manager



Actions	Deliverables	Timeline	Responsibility
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.	September 2023	Diversity & Inclusion Manager
	Provide a report to our Managing Partner, Management Committee and D&I Committee bi-annually.	November 2022, May 2023	Diversity & Inclusion Manager
	Communicate progress of our RAP to staff regularly through internal communications channels (such as intranet / email / video), including an annual progress report.	December 2022 March 2023 June 2023 September 2023	Diversity & Inclusion Manager Supported by Communications Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2023	Diversity & Inclusion Manager

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