

# INNOVATE RECONCILIATION ACTION PLAN

A framework to achieve our vision for reconciliation  
November 2022 – November 2024



Lawyers | **McCullough  
Robertson**





# CONTENTS

Message from the CEO of Reconciliation Australia	4
Welcome from the Chair of Partners	5
Our purpose	7
Our vision for reconciliation	8
Our business	9
Our RAP	10
RAP Commitments November 2022 – November 2024	
Relationships	17
Respect	20
Opportunities	22
Governance	24

## Acknowledgment of Country

We acknowledge the strengths, cultural diversity and stories of Australia’s Aboriginal and Torres Strait Islander peoples. We acknowledge that community Elders play a key role in sharing their knowledge and stories and we pay our respects to Elders, past and present.

We acknowledge the Aboriginal and Torres Strait Islander peoples from the lands where we operate, and we recognise and understand that Aboriginal and Torres Strait Islander peoples, as the first custodians of this land, have special connections to, and identification with, lands and waters. We recognise that these connections are tied to their physical, spiritual, cultural and economic well-being.

**Cover images:** Walking Tracks by Thelma Hobson – 196cm x 146cm  
Walkaln-aw (Bonefish Story Place) by Alair Pambegan – 76cm x 101cm



## Message from the CEO of Reconciliation Australia

**Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.**

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. McCullough Robertson continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that McCullough Robertson will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to McCullough Robertson using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for McCullough Robertson to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, McCullough Robertson will ensure shared and cooperative success in the long-term. Gaining experience and reflecting on pertinent learnings will ensure the sustainability of McCullough Robertson's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations McCullough Robertson on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

### Karen Mundine

Chief Executive Officer  
Reconciliation Australia



## Welcome from the Chair of Partners

**McCullough Robertson is a proud member of the Reconciliation Action Plan (RAP) community, and it is my absolute pleasure to introduce our second Innovate RAP.**

As we head towards our 100th year as an independent Australian law firm, we continue to recognise our role in creating opportunities and facilitating discussions on topics beyond the law. We are committed to truth-telling and we recognise the unique cultures, histories and rights of Aboriginal and Torres Strait Islander peoples.

Reflecting on our previous work towards reconciliation, I am proud of our efforts supporting education opportunities for Aboriginal and Torres Strait Islander children of different age groups. We now look toward the future, and make a commitment to build on the strong foundation set by our inaugural RAP. At McCullough Robertson, we commit to continuing to design our reconciliation journey in collaboration with our key partners within the RAP community and our stakeholders (our people, our clients and our industry connections).

Building on our first Innovate RAP, our focus is to expand upon our collaborations with local Aboriginal and Torres Strait Islander communities, as well as develop new and sustainable partnerships that promote reconciliation and capacity building.

Our second Innovate RAP will also include deliverables which foster respect and inclusion, and celebrate diversity within our organisation. We will continue to develop

our education and cultural awareness training for new and existing staff, as well as support broader awareness within the communities in which we live and work. We will continue to unlock and create meaningful opportunities for Aboriginal and Torres Strait Islander peoples and organisations.

We are proud of and will continue our pro bono work, initiatives to improve employment outcomes, and programs to empower Aboriginal and Torres Strait Islander students to pursue careers in law and business. Over the next two years, we will expand these existing opportunities and continue to focus on building and strengthening long-term relationships for impact.

I would like to thank those who have contributed to the creation of our second Innovate RAP, and acknowledge their commitment to help close the current social and economic gap and deliver true value for Aboriginal and Torres Strait Islander peoples.

### Kristan Conlon

Chair of Partners  
McCullough Robertson







NAIDOC Week 2016 – celebrations at McCullough Robertson's offices in Brisbane.

## OUR PURPOSE

We empower our clients, extending beyond our expertise in the law. At McCullough Robertson, we know there is more to success — and to life — than a legal outcome. As an independent Australian law firm, we deliver more than outcomes.

We strive towards a diverse and inclusive environment that supports our values and creates a collaborative and innovative experience for our people, our clients and our community partners. To achieve this, our Diversity and Inclusion strategy focuses on five key areas including gender, family and flexible work, cultural diversity, disability and access and employees of diverse genders and sexualities.

We embrace the opportunity to share our talents, our time and our resources to benefit the communities in which we live and work. We understand that what we do today, and how we act and interact with others, leaves an indelible mark on the future. We are privileged to partner with a range of organisations, people and charities who make a real difference in our community.

Focusing on seven key pillars – access to justice, health and mental health, community arts, Aboriginal and Torres Strait Islander peoples education and capacity, regional and remote communities, social inclusion and diversity, and promoting philanthropy – our community strategy also helps our people find a stronger sense of purpose and meaning in what they do.





# OUR VISION FOR RECONCILIATION

**Our vision for reconciliation is an Australia in which Aboriginal and Torres Strait Islander peoples are respected as the First Australians and have equal and equitable access to justice and social and economic outcomes. Our vision for reconciliation focuses on truth-telling and recognition. We support the Uluru Statement from the Heart as we see it as a pathway towards reconciliation, unification and healing, together.**

Our vision includes a culture across our business, our industries and society in general, that embraces unity and success for everyone. We believe that through respect for all, deep relationships and sharing of knowledge, our firm, our society and our nation will benefit individually and collectively. The key to unlocking this success is through empowerment. Our contribution to empowering Aboriginal and Torres Strait Islander peoples is through education, employment and business opportunities.

We remain strongly committed to reconciliation and acknowledge the history, the continuing connection to land and waters and the customs of Aboriginal and Torres Strait Islander peoples and we celebrate the richness of culture and diversity. We have learnt that to make a real difference with our commitment, it is important to invest deeply with a number of key relationships. This learning has come from many years of being involved in many activities, however it is our aim to focus on deepening our connection and understanding with an important few.

We respect and acknowledge the unique cultures, histories and rights of Aboriginal and Torres Strait Islander peoples and seek to promote understanding, provide opportunity, respect and recognition within our workforce and the broader community.

We believe that this will primarily be achieved by providing a variety of opportunities for learning and understanding at all levels across our business.

Ensuring that as new people start with the firm there is a baseline level of education and awareness. It is important to ensure all members of our firm understand and value Aboriginal and Torres Strait Islander cultures, rights and experiences. As part of this plan, we will incorporate this training into our onboarding induction program for everyone.

We want to seek out opportunities to enable Aboriginal and Torres Strait Islander peoples to participate equally in our organisation and we believe this will predominately be achieved through employment opportunities out of our Clerkship and Graduate programs. We will continue to work with education providers at various levels and aim to provide support to help students achieve their goals and provide pathways into employment.

We understand the importance and the privilege our firm has in the knowledge and skill it holds and we must continue to deliver legal advice and support to Aboriginal and Torres Strait Islander businesses and community groups through our pro bono commitment. We are proud of the work we have done to date however we know there is still so much more to do. Together.

Reconciliation is about advancing Australia and we want to play our part in generating mutual benefits for Aboriginal and Torres Strait Islander peoples, businesses, and communities.

Our strategy for reconciliation by our organisation is captured in both our Inclusion and Diversity strategy and our Community Partnerships Program.

At the heart of our journey is utilising our purpose Unlocking Success. Together. This purpose is centred around our clients, our colleagues and our community. We see purpose in driving our activities in reconciliation and look to achieve success together in everything we do. We want to design our journey with our key relationships and with their input, build on our journey towards reconciliation.

# OUR BUSINESS

**McCullough Robertson is a leading independent Australian law firm, which delivers more than just outcomes. We unlock new opportunities for our clients, creating meaningful and enduring partnerships for today, and for the future.**

We are committed to the successes of our clients and provide a depth of resources to be where our clients need us most. For over 95 years, we have provided commercial solutions for our clients, individuals and organisations, to see them through their most critical challenges. We have a national footprint with more than 370 employees, (including 54 partners) across our five offices in Brisbane, Sydney, Newcastle, Melbourne and Canberra. Currently two of our employees identify as Aboriginal and Torres Strait Islander peoples.

Established in 1926 as a pastoral practice serving Queensland's primary producers, we have grown to what we are today through hard work, good management and strong client relationships. Many of our clients cover commerce and industry, from: mining, banking, insurance, construction, property, agribusiness, pharmaceutical manufacturing,

transport, infrastructure, education and telecommunications to energy production. Our public sector clients include federal and state government departments, local governments, statutory authorities and government business enterprises.

In everything we do, we are guided by our values – being generous, commercial, committed and down to earth. We invest in long-term relationships that support and nurture our clients and our community. We are generous with our time, committed to the success of our clients, and encourage and respect our people.

We remain engaged in the communities in which we work and take great pride in what can be achieved when you put people first. We are passionate champions of our business, even bigger champions of each other and our communities. We create solutions together, that we believe are worth celebrating.



McCullough Robertson 2022 NAIDOC Dinner



# OUR RAP

**Our approach to the community mirrors our commitment to our clients. We share our talents, our time and resources to benefit the communities in which we live and work.**

We have a long history of engagement with Aboriginal and Torres Strait Islander communities, working closely with community partners and supporting organisations, charities and people across a diverse range of areas.

In 2009, we established the McCullough Robertson Foundation as a vehicle to support and formalise our charitable activities and fundraising. Shortly afterwards, we set up the Community Partnership Program which is our strategy for all community interactions.

One of the seven key pillars of the Community Partnership Program is Aboriginal and Torres Strait Islander peoples Education and Capacity.

Our Community Strategy focuses on seven key pillars:



We also encourage and support our lawyers to take up board roles with community and not for profit organisations. In addition, we regularly respond and contribute to the development of government policy affecting the not for profit sector. We work with numerous peak bodies across a range of issues to support their advocacy work by providing legal services and regularly participating in policy debates and other initiatives. Since 2009, McCullough Robertson has been a signatory to the National Pro Bono Aspirational Target and we have consistently achieved our pro bono targets over that time.

This commitment of provision of legal services is a cornerstone of our vision for reconciliation as we believe this is where we can make the biggest difference by providing access and expertise.

Given this history, we thought it a natural progression to formulate our first RAP in 2019 and this process captured our vision and the work that we have been doing. Whilst we have celebrated some successes from that process, the learnings have been rich and as an organisation we believe we have a clearer understanding of where we can make a difference, and the genuine steps towards achieving our vision for reconciliation. It is through this learning that we have recognised that although we are a law firm our ability to contribute to reconciliation is not just through the provision of legal services. We are now pursuing a range of

initiatives with our key partners that go beyond just this including employment opportunities, networking, promotion of activities and advocacy of key issues within industry such as carbon and other ESG related matters.

As part of our initial RAP, we offered cultural immersion and learning sessions to our staff to develop their knowledge and understanding of Aboriginal and Torres Strait Islander peoples issues. We realised the strength of these sessions and aim to offer them to more of our staff in the coming year. We have also introduced a designated session to our RAP in all of our onboarding inductions, and purchased licences to require all of our staff to participate in annual cultural awareness training designed and produced by SBS.

Leadership commitment including half year reporting to the Executive ensures accountability and transparency of our actions towards our goals. Over the last twelve months, we have significantly grown our reconciliation action plan working group and along with that, a further network of interested people across our business who get involved in events, share information and participate in organised programs. This growing level of enthusiasm and activity is something that we have improved on since our first plan, and ensuring ongoing involvement from all levels enables ideas to be generated from all perspectives.



## Our commitment to inclusion and diversity in the workplace

We believe that the key to creating a collaborative and innovative experience for our people, clients and community partners centres around diversity of thought and the ability to incorporate different points of view for maximum engagement. Old ways do not open new doors, and we feel strongly about continuously evolving and challenging ourselves to allow us to do things more inclusively.

Our Inclusion and Diversity strategy focuses on five key areas:

1. Cultural;
2. Gender;
3. Family and flexible work;
4. Employees of diverse genders and sexualities; and
5. Disability and access.

We are focused on being culturally aware and through this area of our diversity strategy, we aim to engage with Aboriginal and Torres Strait Islander peoples through a range of opportunities and valued relationships.

We have a committed Executive and an active Diversity Initiatives Committee that reviews and develops work practices to ensure we remain a competitive and desirable place for all staff to work and develop their careers. We are fiercely protective of our desire to create an inclusive work environment, allowing all of our people to bring their whole self to work.

As part of this commitment to creating and promoting workforce inclusion and diversity, the work that is done through our Reconciliation Action Plan Working Group and the activities held across the business, enables everyone to get involved. We aim to build understanding, awareness and ideas and when possible immersion.

The members of our Reconciliation Action Plan Working Group are:

- **Dominic McGann** – Senior Partner and former Chair (Partner Champion)
- **Patrick Holland** – Senior Partner (Partner Champion)
- **Leann Wilson** – External Advisor
- **Louise Ferris** – Chief People Officer
- **Patrick Tancred** – BDM and HR Coordinator
- **Rob Sosnowski** – Lawyer and current Chair
- **Nicola Blade** – Director - Knowledge and Excellence
- **Savannah Kuylaars** – Lawyer
- **Katie Piper** – Lawyer
- **Alex Komarowski** – Lawyer
- **Meena Muthuraman** – Senior Associate
- **Holly Stjernqvist** – Senior Associate
- **Pardeep Kaur** – Practice Support Senior Lawyer
- **Jemima Crockford** – Lawyer
- **Jacob James** – Office Services Coordinator
- **Elizabeth Maskin** – Legal Assistant
- **Lachie Cardiff** – Digital Marketing and Communications Executive (BDM)

Leann Wilson, our external adviser and member of our working group identifies as an Aboriginal and South Sea Islander person.

The Reconciliation Action Plan Working Group meet on a monthly basis and report twice a year to the Executive against the plan. Dominic McGann and Patrick Holland as Senior Partners play the role of RAP Champions representing the work that is done to the Executive and the broader partnership. Our internal and external communications regarding our activities (including management reports) show their endorsement and commitment.

We have benefited from the lived experiences and advice of Leann Wilson, whose culture and heritage is from the Bidjara and Kara-Kara nations. As we continue our journey and will look for ways to strengthen this relationship, we will continue to work with Leann to undertake a Leadership program as part of our cultural training strategy under this RAP.

We report twice a year to the Executive on all activities against our Diversity strategy and where there are specific initiatives, this will also be reporting through to our Joint Managing Partners and Executive for endorsement. This is always led by our RAP Champions but the formulation of the work is done by all members of the Reconciliation Action Plan Working Group.

In addition, we are delighted to be recognised by the Workplace Gender Equality Agency as Employer of Choice for Gender Equality for the past seven years. These outcomes represent a wonderful alignment between two key pillars in our Diversity strategy – cultural and gender diversity.



Tom Kirk, Indigenous consultant providing Indigenous Cultural Awareness training to clients and staff



### Case Study – APN

Aak Puul Ngantam Limited (APN) facilitates the return of Southern Wik and Kugu people to Country in a manner that is culturally, environmentally and economically sustainable.

Its objectives relate to addressing issues and needs for the community through collective solutions that assist members of that community, including assisting the Traditional Owners return to their homelands, transferring traditional knowledge, maintaining natural resources of the homelands and supporting Southern Wik and Kugu people to improve their health, emotional and educational outcomes.

McCullough Robertson is privileged to be APN's recognised legal partner. Over the past year, McCullough Robertson has performed \$114,704 of pro bono work for the organisation. Most recently, we have been doing a variety of work with APN, including providing strategic advice to the Board, employment advice (reviewing various staff policies, awards and drafting employment contracts), and assisting with leasing documentation and negotiations.

Our relationship with APN has been collaborative across the firm, with authors across our Project Approvals, Corporate, Real Estate, Employment Relations and Safety teams, providing strategic advice to the organisation. We have also assisted APN with non-legal pro bono support, with our Human Resources team recently advising on job descriptions, policies and employment agreements.

Dominic McGann, APN's Key Relationship Partner, has played an integral role in building this relationship. Recently Dominic visited APN 'on Country' and this was integral to Dominic furthering our relationship with APN, gaining a unique insight into the organisation and its operations.



APN Board Meeting with Dominic McGann, Partner  
Aurukun Cultural Awareness training to clients and staff

### Case Study – Burke Shire Council

Burketown is located on the gulf of Carpentaria in far North West Queensland. The Ganggalidda Garawa and the Waanyi people are the Traditional Land Owners in different areas of the Burke Shire. The Burke Shire, as a local government entity, was established in 1885.

McCullough Robertson has assisted Burke Shire Council (through pro bono work) in a historic movement towards affordable housing within the Council region through an innovative property divestment program. Many Aboriginal and Torres Strait Islander staff members and residents of Burke Shire Council, who had previously been victims of postcode profiling, will now have the opportunity to own their own home within the community.

As reported by the ABC, Burketown's housing crisis has lasted more than a decade and this initiative has made a significant difference in removing some of the barriers faced by its residents in the predominantly Indigenous community.

The deal will see nine council-owned properties sold to council staff, deposit free, without the need for mortgage insurance and at a 40 percent discount. Of the 200 people who live in Burketown, 48 are council staff who are deemed low risk buyers in the agreement. The profits made by the council will then be invested into building more houses. A quote from the ABC article notes:

**"Aboriginal home ownership is extremely low across Australia – and in remote communities like ours, home ownership even things like car ownership – is much more of a challenge. This initiative will assist in breaking that cycle".**

Read more on [LinkedIn](#)



The Burketown Pub



Patrick Tancred on Country

In September 2021 Patrick Tancred, a member of the firm’s Reconciliation Action Plan Working Group, was fortunate enough to be a guest of APN Cape York on the Tha’ Pemp Wuut Mankantam (The Returning Generation Camp). The camp, which occurs annually brings together Traditional Owners, APN Rangers and the local year six students from Koolkan Aurukun State School.

The camp takes place at the Blue Lagoon outstation which is situated near the Archer river, south of Aurukun on Southern Wik Land. The camp’s aim is to assist the community in taking their young people out to their homelands and on to Country - and for many of the children, this is their first time.

Patrick, who has been at McCullough Robertson since 2013 and involved in the Reconciliation Action Plan Working Group since 2019, was honoured to be invited and welcomed onto Wik Country as a representative of the firm. His aim for the visit was to immerse himself into Wik culture and to continue to cultivate the strong relationship between APN Cape York and McCullough Robertson.

While on Country, Patrick immersed himself in the camps activities of bushwalking, bush food collection, humpy building, fishing in the Archer river and artefact making. These activities were taught by the APN Rangers, Traditional Owners and local teachers all with the aim of teaching the younger generation about caring for Country and passing on local traditions.

A strong emphasis was placed on teaching the children healthy habits for both their mental and

physical wellbeing. By having a holistic approach to learning that incorporates conventional with Wik customs and traditions, the children learn how to contribute positivity within their community and develop the skills needed to grow into strong leaders ready to lead future Wik generations.

The camp is just one of many inspiring examples of how APN Cape York is helping the families of the Aurukun community return to their traditional homelands and pass down their culture in a manner that is culturally, environmentally and economically sustainable.

“The connection the Southern Wik people have with Country is one that should be treated with great gravitas and reverence. Spending time on Country has further solidified my belief that we must assist Traditional Owners in getting back to Country. To do this we must walk alongside them and be a helping friend instead of trying to lead the way like so many who have come before. The journey will be long and not without tribulation, but is essential for any lasting and meaningful relationships to be forged.”  
- Patrick Tancred

McCullough Robertson would like to extend their sincere thanks to APN Cape York for hosting Patrick on Country and look forward to continuing the strong working relationship shared between our organisations.



Patrick Tancred – centre with the Aak Puul Ngantam Rangers

RELATIONSHIPS

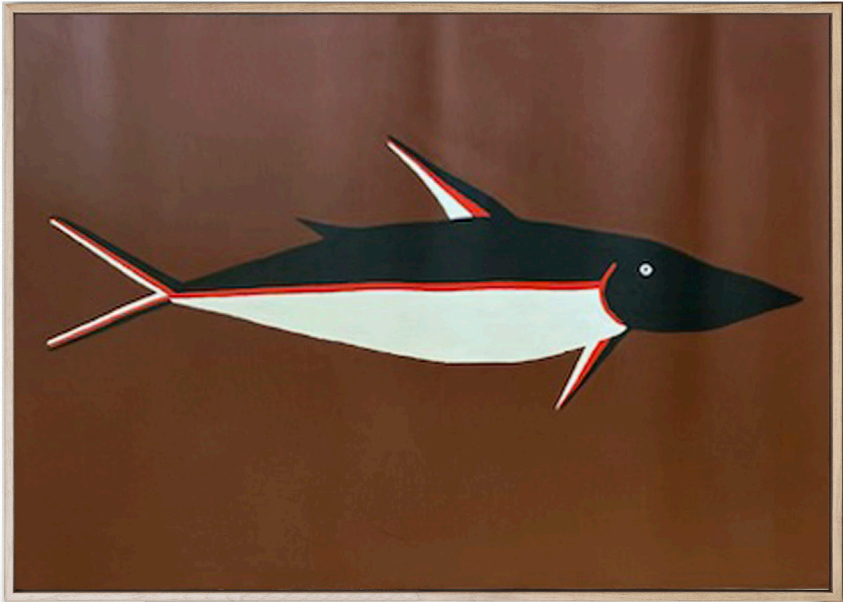
McCullough Robertson has a long history of collaborating with our local Aboriginal and Torres Strait Islander communities, working closely with our community partners to develop meaningful relationships and partnerships that can generate opportunities for everyone. Through our Community Partnership Program, we will continue with our focus in these areas, including creating opportunities and forging new relationships, to strengthen our knowledge and understanding, and look for ways that we can meaningfully contribute to the strengthening of relationships and the deepening of partnerships. We seek to develop strong, and sustainable partnerships as part of our work under this plan.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2023, 2024	RAP Partner Champion
	Review and update our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	March 2023	RAP Partner Champion
	Enhance our engagement with existing Aboriginal and Torres Strait Islander stakeholders to strengthen relationships including working with APN, Yalari, Parralex Law, Indigenous Lawyers’ Association of Queensland, Ngalya Indigenous Corporation	June 2023, 2024	RAP Partner Champion
	Invite existing Aboriginal and Torres Strait Islander stakeholders to McCullough Robertson events, programs and training opportunities	January 2023, 2024	Chief People Officer
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2023, 2024	HR Administrator
	RAP Working Group members to participate in an external NRW event in both Brisbane and Sydney	27 May - 3 June 2023, 2024	RWG Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023, 2024	RWG Representative - Senior Associate
	Organise at least one NRW event each year in Brisbane and Sydney looking for unique ways to engage our key relationships with our clients and other likeminded organisations in order to broaden and deepen relationships.	27 May - 3 June 2023, 2024	RWG Representative BDM Co-ordinator
	Register all our NRW events on Reconciliation Australia’s <a href="#">NRW website</a> .	April 2023, 2024	HR Administrator
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	March 2023	RWG Chair and Chief People Officer
	Continue to promote the use of an email signature banner acknowledging Aboriginal and Torres Strait Islander peoples and our commitment to reconciliation.	March 2023, 2024	RWG BDM Executive



Action	Deliverable	Timeline	Responsibility
	Implement our RAP education into our induction program by way of induction video and message from RWG Leadership	May 2023	Training Manager
	Continue to communicate through our intranet our RAP activities to employees and external stakeholders	February 2023	RWG Representative BDM Executive
	Increase numbers of people participating in our internal RAP community by attending events, reading materials on the intranet, sharing insights and completing of online training	March 2023	RWG Representative Director
	Communicate our commitment to reconciliation publicly by using social media and speaking at external events	April 2023	Chair of Partners RAP Champions
	Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	August 2023	Chief People Officer
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation including the Queensland Law Society and NSW Law Society, Morgans, RACQ and QAGOMA	January 2024	RWG Chair
	Collaborate with peak-body partners to promote reconciliation through networking and public events	January 2024	RWG Representative – Lawyer
	Continue to support advocacy work on advancing reconciliation with key partners such as: Many Rivers, NAILSMA and Cape York Land Council	June 2023	Senior Partner Approvals
Promote positive race relations through anti-discrimination strategies.	Continue to review our HR policies and procedures to identify existing anti-discrimination provisions, and future needs as part of our regular annual review process	January 2023, 2024	HR Manager
	Review and update our anti-discrimination policy for our organisation as part of our broader Workplace Cultures action plan.	July 2023	Chief People Officer
	Educate senior leaders on the effects of racism through training and distributing information	March 2023	Chief People Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2023	HR Manager

Action	Deliverable	Timeline	Responsibility
Strengthen our current partnership with APN to continue to deliver mutually beneficial benefits	Implement partnership agreement with APN with clear action plan	December 2022	Chief Operating Officer
	Build strong relationships with key personnel from APN and McCullough Robertson through visits and activities such as attendance at Board meetings	February 2023	RWG Partner Champion and Chief People Officer
	Deepen the relationship by looking for opportunities to co create information, videos about the relationship to promote the work of APN to our external stakeholders	August 2023	RWG Partner Champion and Chief People Officer
	Continue to provide mentoring and guidance for APN board members and management to advance their work	July 2023, 2024	RWG Partner Champion and Chief People Officer
	Provide opportunities for cultural immersion for interested employees of McCullough Robertson through APN	August 2023, 2024	HR Manager



**Walkaln the Bonefish Story** by Alair Pambegan – 76cm x 101cm

Alair Pambegan is a Wik-Mungkan man who lives in the western Cape York community of Aurukun, Queensland. Pambegan is the son of revered lawman, elder and artist Arthur Koo  kka Pambegan Jr and heir to the Wik-Mungkan artistic traditions. His father was the Custodian for Walkaln-aw (Bonefish Story Place) and Kalben (Flying Fox Story Place), two significant ancestral narratives and associated story places along the Archer River, in the heart of Wik-Mungkan country. Pambegan was handed down stories and responsibilities from his father. His practice includes large-scale semi-abstract paintings on canvas, and his installation works are made from milkwood painted with ochres and charcoal. He draws on the stories and law poles of his father, creating vibrant and innovative interpretations of the ancestral narratives.

This picture hangs proudly in our Brisbane office.





McCullough Robertson is strongly committed to diversity in the workplace, ensuring that Aboriginal and Torres Strait Islander peoples feel welcome as employees, suppliers, clients and community members. We have formalised our existing education and training programs and strive to continue to enhance these by working closely with our key partners. We want to strengthen our collective knowledge of Aboriginal and Torres Strait Islander peoples histories, cultures and contributions and strengthen our internal network of people recognising and celebrating diversity both within and beyond the workplace. We want to look for opportunities to connect and learn with people from other organisations and facilitate connections across other interested parties. This goal was strengthened by the success of the partnership with RACQ during the delivery of cultural awareness training delivered by Tom Kirk as part of our previous RAP deliverables.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander peoples cultures, histories, knowledge and rights through cultural learning.	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	November 2022	Training Manager
	Develop, implement, and communicate a cultural learning strategy document for our staff.	January 2023	Chief People Officer
	Review and strengthen our current cultural learning programs within the Learning and Development Program: Success Academy	February 2023	Chief People Officer
	Conduct a review of cultural learning needs within our organisation.	July 2023	Training Manager
	Introduce a required online cultural learning training program for all new starters as part of the induction program	June 2023	Training Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and ongoing enhancement of our cultural learning strategy.	November 2022	Training Manager
	Work with Leann Wilson to undertake an extensive workshop with our leadership team as part of cultural learning strategy	February 2023	RAP Chair
	Continue to provide opportunities for local cultural immersion opportunities for staff	August 2023, 2024	HR Administrator
	Hold a RAP Working Group meeting once a year at a local Aboriginal and Torres Strait Islander peoples art gallery, with opportunities to explore the art and learn more about local artists	March 2023, 2024	HR Administrator

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to increase staff's understanding of the purpose and significance behind cultural protocols	October 2023	RWG Representative – Senior Associate
	Review and update the cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	January 2023	RWG Representative – Lawyer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2023, July 2024	RWG Representative – Senior Associate
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2023, 2024	RWG Representative – Director
Build respect for Aboriginal and Torres Strait Islander peoples cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event whether that be in person or virtual.	First week in July 2023, 2024	RWG Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023, 2024	HR Co-ordinator
	Promote and encourage participation in external NAIDOC events to all staff including virtual and in-person events as appropriate	First week in July, 2023, 2024	RWG Partner Champion
Build respect for Aboriginal and Torres Strait Islander peoples and cultures by supporting and promoting the Uluru Statement from the Heart	Educate staff and stakeholders on the importance of Aboriginal and Torres Strait Islander peoples' self-determination and the Uluru Statement from the Heart	January 2023	RWG Partner Champion
	Research and communicate information to our stakeholders on the importance of an Aboriginal and Torres Strait Islander peoples Voice to Parliament	June 2023	RWG Representative – Lawyer





McCullough Robertson is committed to creating meaningful and sustainable opportunities for Aboriginal and Torres Strait Islander peoples and organisations through pro bono work, partner and staff contribution, sponsorships, staff community activities, capability building, fundraising and volunteering.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander peoples recruitment, retention and professional development. Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	January 2023	Chief People Officer and RWG Representative – HR Co-Ordinator
	Review and update our Aboriginal and Torres Strait Islander peoples recruitment, retention and professional development strategy.	February 2023	Chief People Officer
	Build understanding of current Aboriginal and Torres Strait Islander peoples staffing to inform future employment and professional development opportunities.	March 2023	HR Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2023	Recruitment Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander peoples participation in our workplace.	July 2023	HR Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue to look for opportunities to partner with SupplyAus Holdings including internal catering and external opportunities created through our marketplace initiative	June 2023	Office Services Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	January 2023	Office Services Manager
	Become a member of Supply Nation	June 2023	HR Administrator
	Review and enhance our Aboriginal and Torres Strait Islander peoples procurement strategy.	August 2024	Chief People Officer
	Continue to build up commercial relationships with Aboriginal and Torres Strait Islander businesses for supply of catering and office supplies	September 2024	Office Services Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2024	RWG Representative – Office Services Co-ordinator

Action	Deliverable	Timeline	Responsibility
Increase McCullough Robertson's provision of pro bono legal services to Aboriginal and Torres Strait Islander organisations and peoples.	Maintain provision of legal assistance to Aboriginal and Torres Strait Islander businesses and clients.	August 2023, 2024	Chief Operating Officer
	Increase the total amount of pro bono worked hours across the firm focusing on Aboriginal and Torres Strait Islander organisations from a rolling three-year average of approximately 15% to 17%	December 2022, 2023	Chief Operating Officer
	Report yearly to the business the progress of our pro bono work for Aboriginal and Torres Strait Islander organisations, recording feedback, recognition, details of work and suggestions for improvement.	January 2023, 2024	Chief Operating Officer
Increase opportunities to support Aboriginal and Torres Strait Islander students to pursue a career in law and business	Continue to partner with Griffith University through our well-established relationship to provide a channel for Aboriginal and Torres Strait Islander law and business students to access a work experience program with our firm	July 2023	HR Manager
	Provide mentoring opportunities for Aboriginal and Torres Strait Islander students with our HR team, focused on enhancing the employee experience	January 2024	HR Manager
	Continue the implementation of this work experience program through effective advertising and working with the law school at Griffith University	July 2024	HR Manager
	Collaborate with peak bodies in Queensland to develop and deliver mentoring and work experience opportunities for First Nations secondary and early-tertiary students	July 2023	RWG Representative – HR Coordinator



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	November 2022, February 2023, May 2023, September 2023, November 2023, February 2024, May 2024, September 2024, November 2024	HR Manager
	Review and update the Terms of Reference for the RWG.	February 2023, 2024	RWG representative – Lawyer
	Continue our Reconciliation Action Plan working group (RWG) and meet quarterly to execute and oversee the implementation and effectiveness of our RAP	November 2022, February 2023, May 2023, September 2023, November 2023, February 2024, May 2024, September 2024 November 2024	HR Administrator
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2023	HR Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	February 2023	RWG representative – Senior Associate
	Incorporate an explicit goal from our RAP in the next version of the firm's overall strategic plan Towards 2025. Together	May 2024	Chair of Partners
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2023	HR Manager
	Continue the support of our internal RAP Champions from senior management.	January 2023	Chair of Partners
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, 2023, 2024	HR Co-ordinator
	Report RAP progress and initiatives to all staff and senior leaders quarterly	December 2022 and March, June, September, December 2023 and March, June, September 2024	HR Manager and RWG Champion – Lawyer
	Publicly report our RAP achievements, challenges and learnings, annually	August 2023, 2024	HR Manager and Chief Operating Officer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	April 2024	HR Co-ordinator
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	June 2023, 2024	HR Co-ordinator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	1 August 2023, 2024	HR Co-ordinator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	July 2024	HR Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2023	RWG Representative – HR Co-ordinator

Contact details

**Name:** Louise Ferris  
**Position:** Chief People Officer  
**Phone:** 07 3233 8957  
**Email:** [lferris@mccullough.com.au](mailto:lferris@mccullough.com.au)



Official unveiling of the Aboriginal and Torres Strait Islander Dedicated Memorial Queensland Inc (ATSIDMO)



## **McCullough Robertson**

As a fiercely independent Australian-grown law firm, we deliver more than outcomes. We strive towards a diverse and inclusive environment that supports our values and creates a collaborative and innovative experience for our people, our clients, and our community partners.

[www.mccullough.com.au](http://www.mccullough.com.au)

**BRISBANE | SYDNEY | CANBERRA | MELBOURNE | NEWCASTLE**  
(Meeanjin) (Warrane) (Ngunnawal) (Narrm) (Mulubinba)