

C L I F F O R D
C H A N C E



Reflect **Reconciliation Action Plan**



JUNE 2021 – JUNE 2022



OUR MESSAGE

We are just beginning on our Reconciliation journey in Clifford Chance but we are starting with a real desire to learn, understand and then help drive the change and culture we want to live in. As we begin our reconciliation we especially acknowledge the Gadigal people of the Eora nation and the Whadjuk people of the Noongar nation, the traditional custodians of the land where we find our offices.

We see this journey as a core part of our commitment to inclusion and diversity, respect and dignity. In Clifford Chance we do not see these values as new concepts that we need to understand alongside and detached from our work but rather we understand these values to be foundations of the law that we simply cannot function without. They are a matter of justice.

As a global law firm we understand that our strength and the strength of all the societies we find ourselves in rely on an understanding of the many cultures that built and sustain those societies. Reconciliation and respect can only start when we meet people where they are and that means learning about each other's values, histories and current realities so that we can start to find the values that will bring us together.

The future success of Australia and the Torres Strait Islands depends on us understanding and cherishing the long history of the many nations that have brought us this far and championing future reconciliation. We understand that this is a clear goal that has no finish line – it requires all of us to commit to a permanent campaign for our shared values.

Our values are only real when we campaign for them and demonstrate them. Developing and implementing our Reconciliation Action Plan is a key part of that approach for us.

We look forward to the journey.

Tiernan Brady

Global Director of Inclusion,
Clifford Chance LLP

OUR BUSINESS

We are one of the world's pre-eminent law firms, with significant depth and range of resources across five continents. We have a global network across 32 major financial centres across the Americas, Asia Pacific, Europe, the Middle East and Africa.

Our two Australian offices, in Perth and Sydney, include a local team of approximately 138 staff including more than 80 partners and lawyers who are leaders in their fields. They bring decades of experience, expertise and specialist knowledge to businesses looking to expand or defend their interests in Australia and around the world. Currently 1 member of our Australian staff identifies as a Torres Strait Islander person.

Maintaining the highest professional standards, realising the potential of our people, supporting our communities and contributing to a more sustainable world underpins everything we do as a responsible business. The Firm is a signatory to the United Nations Global Compact (UNGC). We are committed to supporting the UNGC's Ten Principles on human rights, labour, environment and anticorruption and the UN Global Compact Network Sustainable Development Goals.

As part of our approach to responsible business, we see inclusion as an intrinsic value of our firm. It is a matter of justice. It is also a core part of our identity. Our history as a firm has been anchored in innovative and diverse cultures and approaches which have both disrupted traditional attitudes and set global standards.

To support these outcomes, we have recently strengthened our commitment to inclusion, diversity and equality of opportunity within the firm with the launch of new and ambitious global and regional targets for gender, LGBT+ and ethnicity inclusion. As the firm further increases its focus on its global inclusion strategy - change the rules, change the culture and change the lived experience, new regional targets have been introduced to ensure greater ambition, progress and accountability are embedded across the firm's global network.

OUR RAP

Inclusion is an intrinsic value of the firm and we recognise that, in Australia, reconciliation with Aboriginal and Torres Strait Islander peoples is an essential aspect of this value. This Reflect RAP is a distinctly Australian manifestation of our global commitment to inclusion.

During 2020, our Firm released its Global Inclusion Report¹ and Global Responsible Business Report². Our Firm publicly stated its commitments to inclusion and diversity in the work place, which included setting and announcing real targets and real deadlines on inclusion. Our Firm's strategy to initiate change for a more inclusive culture by targeted initiatives is underpinned, but not limited to, three pillars of change, "Change the Rules", "Change the Culture" and "Change the Lived Experience". Our Australian team has supported Aboriginal and Torres Strait Islander peoples through the Clifford Chance Foundation contributions to the Yalari Education programme, participation in the CareerTrackers programme, sourcing Aboriginal and Torres Strait Islander endorsed suppliers and hosting NAIDOC Week celebrations and other initiatives.

The enthusiasm, interest and support from our Australian team for Aboriginal and Torres Strait Islander peoples and cultures has been long standing. Our organisation is embarking on our RAP journey as a natural next step to our existing engagement and support of Aboriginal and Torres Strait Islander peoples as a responsible business operating in Australia. With our Firm's support and in line with our Firm's global inclusion strategy, we are delivering our Reflect RAP to give our Firm the opportunity to commence its reconciliation journey and raise awareness and support for the values of reconciliation within the Firm and throughout the broader community

When discussing our Firm's inclusion strategy, our Global Managing Partner Matthew Layton commented that:

"To be a leading global law firm, we need to be the leaders in inclusion. There is no doubt that it is the richness of our diversity that drives our success and makes us who we are as a global firm."

On what it means to be a responsible business during uncertain times, our Global Senior Partner Jeroen Ouwehand commented that:

"When we consider what it means to build a better, more sustainable future, it is the fundamental principles of the law that guide us: equality and fairness, access to justice, effective regulation and government, the eradication of corruption, and the promotion and protection of human rights."

¹ <https://www.cliffordchance.com/content/dam/cliffordchance/Our-responsibilities/inclusion-report-2020.pdf>

² <https://www.cliffordchance.com/content/dam/cliffordchance/Our-responsibilities/responsible-business-report-2020.pdf>

We formally embark on our reconciliation journey with a focus on relationships, respect, opportunities and governance. To achieve our vision for reconciliation, we are committed to:



establishing and maintaining mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations;



fostering understanding of and respect for Aboriginal and Torres Strait Islander cultures, histories and achievements by providing learning and development opportunities;



promoting opportunities for Aboriginal and Torres Strait Islander peoples by investigating employment opportunities, pro bono engagements and supplier diversity at the firm; and



ensuring our accountability by tracking our progress against our RAP objectives and reporting on a quarterly basis to our Australian partnership on its implementation.



OUR PARTNERSHIPS AND CURRENT ACTIVITIES

Community Partnerships

To date, our key community partnerships with Aboriginal and Torres Strait Islander peoples, communities and organisations have included our work with Yalari and CareerTrackers, both of which focus on advancing long-term educational outcomes and career advancement for young Aboriginal and Torres Strait Islander students through secondary and tertiary education programs.

Yalari is a national non-profit which provides Aboriginal and Torres Strait Islander children from regional, rural and remote communities across Australia the opportunity to receive a full boarding school scholarship for their entire secondary education. In 2019, Yalari had over 190 students on Yalari scholarships nationally and an alumni group of 354 studying at universities, working or undertaking further training. The Clifford Chance Foundation has supported Yalari by contributing funding towards the scholarship of a Yalari student. Members of the Sydney team also attended the 2019 Yalari Fundraising Dinner on a corporate table, where they met the recipient of the firm's grant. Sydney staff Alexandra Zhu, Tegan Kelly and Primrose Clarke are also volunteer committee members on the 2021 Fundraising Dinner Committee.

CareerTrackers is a national non-profit with the goal of creating pathways and support systems for Aboriginal and Torres Strait Islander young adults to attend and graduate from university, with high marks, industry experience and bright professional futures. CareerTrackers students complete university at higher rates than their non-Indigenous peers, and 95% of its alumni are in full-time employment in their field within three months of graduation. Our firm has been a long-term supporter of CareerTrackers, through providing paid internships to Career Tracker students and the opportunity of potential long-term employment at the firm. We currently have one full-time employee who joined via the CareerTrackers program.

Internal activities

The firm's newly launched Race Equality and Celebrating Heritage (REACH) Committee focuses on increasing understanding of the value of cultural differences and achieving equality of opportunity for all. As part of this, the REACH Committee coordinates internal initiatives to increase staff awareness of issues impacting Aboriginal and Torres Strait Islander peoples and communities. For example, in 2020, the REACH Committee ran an internal campaign for National Reconciliation Week, which included hosting a webinar on the Uluru Statement from the Heart presented by guest speaker Professor Megan Davis as well as a Book Club event where staff discussed essays exploring the theme of reconciliation.

The REACH Committee is committed to strengthening its efforts to contribute to reconciliation and will be actively seeking new opportunities to achieve this in partnership with Aboriginal and Torres Strait Islander peoples, communities and organisations.

OUR RAP WORKING GROUP

We established a RAP Working Group in 2020, made up mostly of members of our Race Equality and Celebrating Heritage (REACH) Committee. In establishing our RAP Working Group, we sought to ensure participation from varying levels of seniority, along with representation from both fee earners and business professionals.

In order to drive forward the deliverables in our RAP and ensure accountability, we have grouped the deliverables into categories. Each category of deliverables has a “Lead” appointed from the RAP Working Group to take responsibility for the deliverables in that category.

The members of RAP Working Group and the deliverable Leads are set out below:



Tegan Kelly
Graduate Lawyer, Sydney
Chair and Governance
Lead



Alexandra Zhu
Senior Associate, Sydney
Sydney Events Lead



Primrose Clarke
Business Development
Executive, Sydney
Communications Lead



Kelly Byrnes
Human Resources Manager,
Sydney
Sydney Opportunities Lead



Sharfah Mohamed
Associate, Sydney
Sydney Partnerships
Lead



Joshua Banks
Associate, Perth
Education Lead and
Perth Partnerships
Lead



Kristian Maley
Counsel, Perth
Perth Events Lead



Ishbel McLachlan
Associate, Perth
Perth Opportunities
Lead

We have also appointed a Senior RAP Champion in each office to take an active role at the Partnership level in promoting the RAP. The Senior RAP Champions are:



Chad Bochan
Partner – GFM
Sydney



Ben Luscombe
Partner – L&DR
Perth



ARTIST Shane Hansen (Yondee)



This artwork was created by Yondee (Shane Hansen), a Noongar man from Western Australia, now based on the Gold Coast in Queensland. He was born in 1964 in Dumbleyung, 270 km south of Perth.

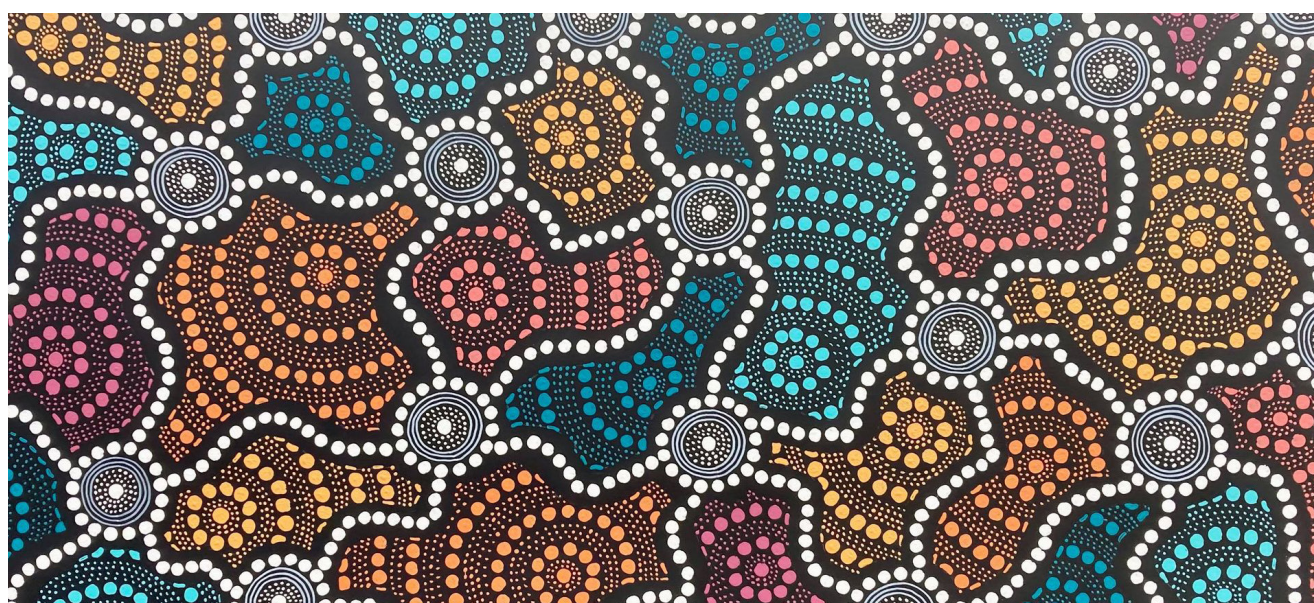
Aboriginal people have a deep spiritual connection with water and land. For an Aboriginal child, relationships are not only with people but also with their environment: the land, the animals, the plants, the skies, the waters, the weather and the spirits.

Each clan or language group lives in well-defined areas that it owns according to its own ancestral law. Religion and land are the key determinants of Aboriginal culture, traditions, customs and beliefs. For Aboriginal and Torres Strait Islander people, land, sea and spirituality are the foundations on which their culture has been built.

The rivers of Perth are woven into the Dreaming stories of the local Aboriginal people, the Nyoongar. For them the Swan River is known as Derbarl Yerrigan. *“Derbarl Yerrigan describes the Swan River and some elders have told me that it’s the place of the fresh water turtle, because the fresh water turtle was very important to us for medicine”* explains Barry McGuire, a Nyoongar leader. However, the words Derbarl Yerrigan do not literally translate as Swan River. The literal translation for Derbarl Yerrigan is Narlak (Swan) Beeliar (River). Derbarl Yerrigan is understood to refer to fresh water or brackish water turtle Dreaming along the river.

In this painting, Shane paints Perth’s Swan River and its connections to the Noongar people of Perth. After the rain, bush foods are growing in abundance through the land, providing food and nourishment to the nearby animals. The river is once again flowing strong in preparation for the warmer months.

ARTIST **Zachary Bennett-Brook**



This artwork was created by Zachary Bennett-Brook a contemporary Indigenous artist of Torres Strait Islander ancestry born and raised on Dharawal Country and is the artist of Saltwater Dreamtime. The work is a design Zac paints which he calls a travelling pattern and is all about travel and journeys. White dotted lines are featured throughout the work linking together a number of circular sections which symbolise community and groupings of people meeting together. Having these all connected highlights the travelling aspect from one place to another. Bright vibrant colours have been used around the bold white sections to reflect our natural environment with blues for the ocean, yellow/orange for the land and pinks for the colours we see both in the sky at sunrise and sunset as well as for the flowers on plants.



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify and develop a list of Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	July 2021	Partnerships Leads
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	August 2021	Education Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Host a NRW event in each of our Australian offices annually. 	27 May - 3 June 2021	Events Leads
	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and a copy of the RAP to partners and employees. 	May 2021	Events Leads
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June 2021	Chair & Governance Lead
	<ul style="list-style-type: none"> Encourage and support partners and employees to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2021	Sydney and Perth RAP Senior Champions
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all partners and employees by publishing the RAP on the firm's intranet and external facing website. 	July 2021	Brand, Communications & Marketing Manager, Asia Pacific
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all partners and employees by providing quarterly emails to all staff on the implementation of the RAP and its deliverables. 	September 2021, December 2021, March 2022, June 2022	Communications Lead
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	September 2021	Partnerships Leads
	<ul style="list-style-type: none"> Identify external stakeholders that we can engage and collaborate with on our reconciliation journey. 	September 2021	Partnerships Leads
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination in relation to HR policies. 	October 2021	HR Manager and Opportunities Leads
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify opportunities to strengthen existing anti-discrimination policies and practices. 	October 2021	HR Manager and Opportunities Leads



RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within the firm.	August 2021	Education Lead
	• Conduct a review of cultural learning needs within our organisation.	November 2021	Education Lead
	• Develop a program outline to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	September 2021	Education Lead
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase partners' and employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2021	Sydney and Perth Senior RAP Champions and Education Lead
	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our firm's operational area.	September 2021	Education Lead
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2021	Education Lead and Communications Lead
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2021	Communications Lead
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our partners and employees about the meaning of NAIDOC Week.	First week in July 2021	Sydney and Perth Senior RAP Champions
	• Host a NAIDOC Week event in each of our Australian offices annually.	First week in July 2021	Events Leads
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2021	RAP Working Group Chair
	• Encourage and support partners and employees to participate in at least one external event to recognise and celebrate NAIDOC Week.	First week in July 2021	Sydney and Perth Senior RAP Champions
4. Demonstrate respect and appreciation for Aboriginal and Torres Strait Islander cultures through art.	• Investigate opportunities to display local Traditional Owner artworks in each office together with signage acknowledging the Traditional Owners of the land.	June 2022	General Manager and Communications Lead



OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for the employment of Aboriginal and Torres Strait Islander legal professionals and business services professionals within the firm.	August 2021	Education Lead
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2021	HR Manager and Education Lead
	• Review HR and recruitment procedures and policies to identify and consider strategies to mitigate any barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	October 2021	HR Manager and Opportunities Leads
	• Ensure all employment adverts include words to the effect of: <i>"Clifford Chance is an equal opportunity employer and encourages all people, regardless of their gender, gender identity and expression, marital or civil partnership status, race, colour, national or ethnic origin, social or economic background, disability, religious belief, sexual orientation, or age to apply."</i>	September 2021	HR Manager and Communications Leads
	• Maintain involvement with the CareerTracker programs and investigate opportunities to engage in recruitment programs targeting legal and business services professionals at all levels of seniority.	February 2022	HR Manager and Partnerships Leads
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2021	Partnerships Leads
	• Investigate opportunities to work on joint initiatives with the firm's other Responsible Business committees.	September 2021, December 2021, March 2022, June 2022	Partnerships Leads
	• Investigate Supply Nation membership.	September 2021	Partnerships Leads
	• Review the firm's procurement policies and procedures to identify and consider strategies to mitigate any barriers to procuring goods and services from Aboriginal and Torres Strait Islander owned businesses.	October 2021	Office Manager / General Manager and Opportunities Leads
11. Provide pro bono legal services for Aboriginal and Torres Strait Islander individuals and organisations	• Review the firm's national pro bono program to identify and mitigate any barriers to assisting Aboriginal and Torres Strait Islander individuals, communities and organisations.	September 2021	Chair, Pro Bono Committee and Opportunities Leads
	• Investigate opportunities to partner with clients and members of the legal profession on initiatives to increase our support for Aboriginal and Torres Strait Islander peoples, communities, businesses and organisations.	January 2022	Partnerships Leads



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	June 2021	Chair of the REACH Committee
	• Meet four times per year to monitor and report on RAP implementation.	September 2021, December 2021, March 2022, June 2022	RAP WG Chair & Governance Lead
	• Draft a Terms of Reference for the RWG.	June 2021	Governance Lead
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	April 2022	Partnerships Lead
13. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	June 2021	Governance Lead
	• Engage senior leaders in the delivery of RAP commitments.	June 2021	Sydney and Perth Senior RAP Champions and Governance Lead
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2021	Governance Lead
14. 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, 2021	BD & Marketing Manager and Governance Lead
	• Report to the Responsible Business Committee on RAP progress.	September 2021, December 2021, March 2022, June 2022	Governance Lead
15. Continue our reconciliation journey by developing our next RAP.	• Review impact of Reflect RAP and make a decision to continue with process.	December 2021	Governance Lead
	• Register via Reconciliation Australia's website to begin developing our next RAP.	March 2022	Chair, RAP Working Group and Governance Lead



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This publication does not necessarily deal with every important topic or cover every aspect of the topics with which it deals. It is not designed to provide legal or other advice.

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