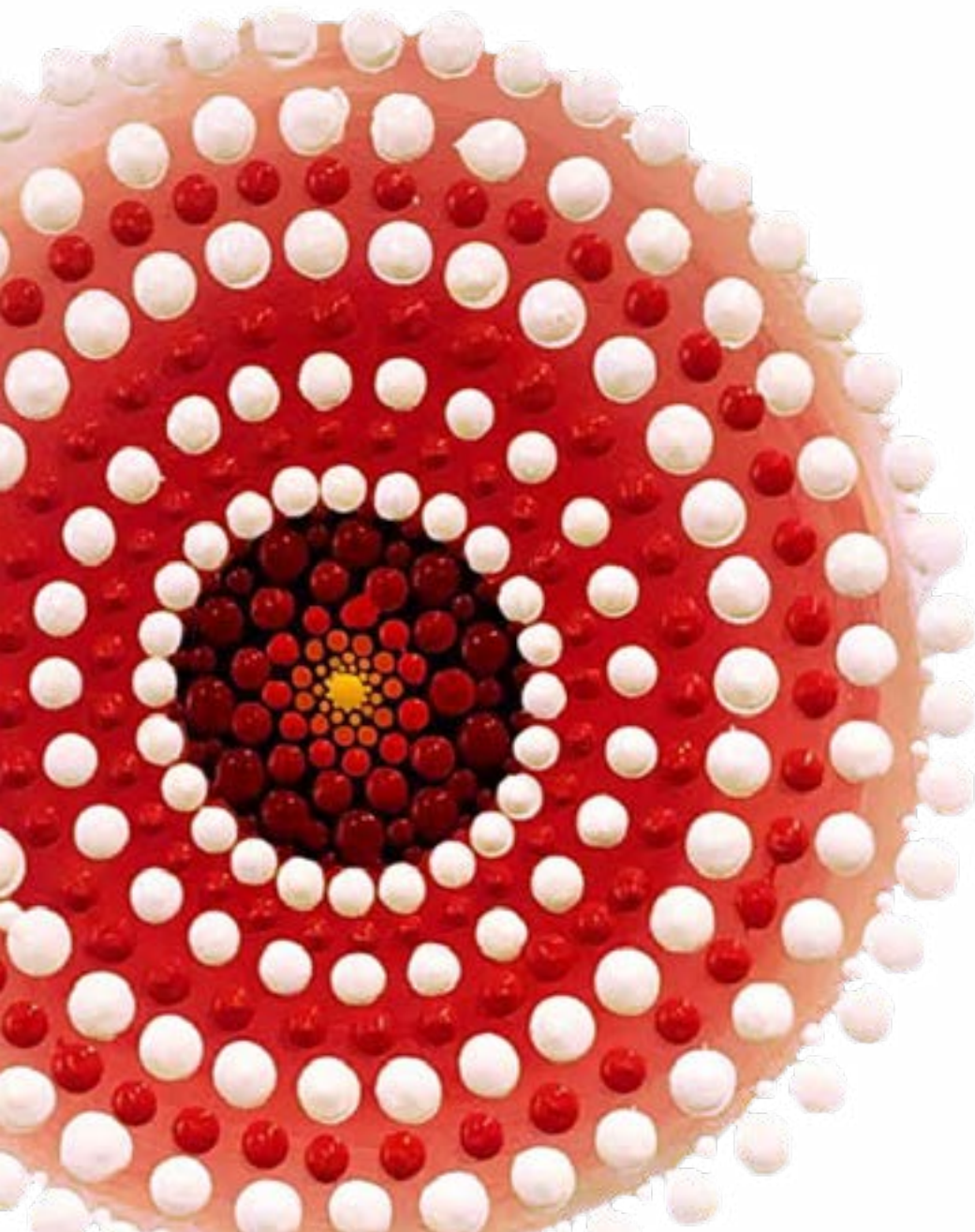




COOPER GRACE WARD
LAWYERS

Reconciliation Action Plan

(September 2024 – September 2026)



RECONCILIATION
ACTION PLAN

INNOVATE

Acknowledgement of Country

Cooper Grace Ward acknowledges the traditional custodians of the land on which we operate and conduct our business across Queensland and Australia. We pay our respects to Aboriginal and Torres Strait Islander peoples and to elders, past, present and emerging.

About the artwork

The artwork featured in this document was provided by Brooke Sutton, a contemporary Indigenous artist from the Kalkadoon people of the Mount Isa area in Queensland.

'Walumarra business' is the name of this painting which translates into 'women's business' in the Kalkadoon language. The Kalkadoon people have a connection to the sea as they used to travel north to the gulf country to hunt and gather food. Brooke's painting depicts the many vibrant colours and life given by the sea to all living sea creatures.

Gallery catalogue number – WALGTLDW71

Artist – Brooke Sutton, 14 years old

Medium – acrylic and textured acrylic on canvas

Artist language group – Kalkatungu (Kalkadoon)

Artist language group – Emu Foot Province, Mount Isa Queensland

Year painted – 2019

Size – 60cm wide x 90cm high

www.cherneesutton.com.au



Statement from Reconciliation Australia CEO

Inaugural Innovate RAP

Reconciliation Australia commends Cooper Grace Ward on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Cooper Grace Ward to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Cooper Grace Ward will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Cooper Grace Ward is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Cooper Grace Ward's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Cooper Grace Ward on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

A message from our Managing Partner

I am proud to present Cooper Grace Ward's 2024-2026 Reconciliation Action Plan (RAP). Within this document, we describe the goals and initiatives for the future that support our reconciliation journey and help us to build better lives for Aboriginal and Torres Strait Islander individuals and corporations.

An initiative of Reconciliation Australia, the Reconciliation Action Plan program provides a framework for organisations to support the national reconciliation movement. The RAP program contributes to reconciliation by supporting organisations to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples.

Our RAP is important to us, as we see it as a way for our firm to advance reconciliation within our own sphere of influence, including the legal and business communities in Queensland and across Australia.

This is our third RAP and marks our first Innovate RAP, where we are striving to take a more proactive role in lifting the principles and voices of First Nations people in the legal industry. It describes the initiatives we have in place to continue the journey of reconciliation.

Our RAP aligns with our firm's purpose and values and includes both internal and external goals that will contribute to reconciliation. With a growing team, much still needs to be done to reach our reconciliation goals and this third RAP is a welcome step forward.

I am proud of the culturally inclusive and diverse environment we have created at Cooper Grace Ward, but there is always an opportunity to do better, and this RAP will provide us with a solid platform to support greater inclusion for Aboriginal and Torres Strait Islander peoples – both at the firm and across the legal industry.

In partnership with Reconciliation Australia, my team members and I are committed to working towards achieving better social, economic and cultural outcomes for Aboriginal and Torres Strait Islander individuals and corporations.

I look forward to working with our RAP Working Group and team members to progress our reconciliation journey.



Charles Sweeney
Managing Partner, Cooper Grace Ward

About Cooper Grace Ward

Our business

Cooper Grace Ward is an independent law firm that provides legal services to businesses and individuals in Queensland and across Australia. We offer a full range of commercial legal services to our clients with a focus on corporate and commercial, property, litigation, insurance and family law. Our key practice areas are among the largest Brisbane-based teams in their respective areas. Our core purpose is to deliver success for our clients, our team and our community. In our business decisions and in all interactions with our clients, stakeholders, community and each other, we act in accordance with our firm values of mutual respect, excellence and curiosity.

Operating from a single office in Brisbane, Cooper Grace Ward was established in 1980 and has grown to become one of the largest Queensland based law firms, with a team of more than 200. We recognise our team as our most important asset. We provide an extensive range of initiatives to meet the needs and aspirations of each team member, while ensuring we can attract and support new team members from diverse backgrounds.

We currently have two team members who identify as Aboriginal or Torres Strait Islander. We are determined to lift this representation in our team and to continue building a workplace that attracts, retains and enhances relationships with more First Nations peoples.

Our sphere of influence beyond our own team members is primarily the Queensland business and legal communities. This includes our clients, suppliers, members of the legal profession, and wider industry whom we influence through our team's representation on industry committees and professional associations. Through our RAP, we aim to positively influence the views of these communities, and the organisations and individuals that are part of those communities, to support reconciliation.

Our purpose and values

Cooper Grace Ward places great importance on our identity, our vision and our values as a firm. We believe this approach translates into a better culture and working environment for our team, which in turn ensures outstanding service for our clients.

Our leadership team participates in strategic and business planning each year to set the medium and long term course of the business and to ensure we achieve our goals. This includes looking ahead to assess client needs and what we need to do to position ourselves to best support these needs.

Our purpose (who we are)

Our purpose is to ensure the success of our clients and our team, and to positively impact our community.

Our values (what we stand for)

In our business decisions and in all interactions with our clients, stakeholders, community and each other, we value:

Mutual respect

We show consideration for every person's unique qualities, contribution and aspirations, being honest, clear and authentic.

Excellence

We work together positively with our team and our clients to understand their needs and deliver our very best every time.

Curiosity

We continuously seek and embrace change that adds value.



Our vision for reconciliation

Our vision for reconciliation is a national culture of equality, equity and unity among all Australians, based on acceptance of the shared history of Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, and recognition for Aboriginal and Torres Strait Islander cultures and heritage as a vital and valued part of our Australian identity.

Within Cooper Grace Ward's sphere of influence, this represents improved employment, business and community outcomes through engagement with Aboriginal and Torres Strait Islander businesses, access to justice and legal services, and an inclusive workplace that embraces diversity.

Our RAP

Cooper Grace Ward is firmly committed to reconciliation. Our firm's overarching purpose, as stated in our 2022-2027 Strategic Plan, is to deliver success for our clients, our team and our community. We aim to deliver on this by acknowledging the effects of colonialism on Aboriginal and Torres Strait Islander peoples.

Educating our team on these impacts is crucial for the long term success of our local communities and business partners, ultimately benefiting our clients and the broader business sector.

At Cooper Grace Ward, providing a supportive work environment is a cornerstone of how we operate, and we are proud that our achievements have been recognised externally. For example, in 2023 the firm received the HRD '5-Star' Employer of Choice Award as well as the Workplace Award (Employee Wellbeing) at the Queensland Mental Health Week Achievement Awards. Cooper Grace Ward is also one of only four Australian law firms to have been named as an Inclusive Employer by the Diversity Council Australia continuously since 2019. We aim to create a culture where all team members, irrespective of background or attributes, are treated with respect and honesty while contributing to the team. This culture readily supports the principles of equal employment opportunity across gender, ability, race, ethnicity and socio-economic background, as well as other differences including work styles, education, family, sporting or study responsibilities. We apply these principles not only when interacting with current and potential team members, but also when dealing with any stakeholder who interacts with our firm.

Cooper Grace Ward developed its first Reflect Reconciliation Action Plan (RAP) in 2019 and we have continued to focus on and report against the goals in that RAP since. We are committed to advancing reconciliation in 2024 by updating our RAP with the latest best practices and insights, moving to an Innovate RAP. We believe it is particularly important this year, in the wake of the 2023 referendum, to ensure we continue to advance the goals of reconciliation and show strong support for Aboriginal and Torres Strait Islander peoples and the value of their cultures in our national identity.

Through the development of this next RAP, we aim to build relationships, respect and opportunities together with Aboriginal and Torres Strait Islander peoples. Our goal is to create a workplace culture that understands, values and respects the history, diversity, and contributions of Aboriginal and Torres Strait Islander peoples. We aim to do this through the transformation of internal attitudes in the workplace by developing cultural awareness, as well as committing to tangible outcomes through employment, mentoring and support for local First Nations businesses.

Our managing partner, Charles Sweeney, has been our RAP Champion since stepping into the managing partner role in January 2022. As RAP Champion, Charles sets an example for our team and our external stakeholders by actively promoting and supporting our Reconciliation Action Plan. He has ensured we maintain a commitment to reconciliation over time and he encourages our team to learn more about the RAP and to engage with it in meaningful ways.

As part of our first RAP in 2019, we developed a sub-committee of the Cooper Grace Ward Diversity & Inclusion Group to focus on steering and monitoring the implementation of our RAP in the workplace.

The make-up of our RAP Working Group ensures representation of a variety of internal stakeholders across Cooper Grace Ward, providing a range of perspectives and supporting two-way communication between the Working Group and the rest of the firm. In January 2024, we invited all Cooper Grace Ward team members to express their interest in being involved in the RAP Working Group, to ensure we continue to capture the interest of any new team members who might have particular experience, skills and interests that could add to the make-up of the Working Group.

Throughout the past five years, we have had at least one Aboriginal or Torres Strait Islander team member on the RAP Working Group, including two current team members who volunteered to join the Working Group from July 2024. Due to team turnover, we have not always been able to maintain continuity of representation from the same person over time, and our Aboriginal and Torres Strait Islander team members have perhaps faced additional cultural load from being (at times) the sole Aboriginal or Torres Strait Islander team member on the Working Group. We will address this as part of our Innovate RAP by engaging an Aboriginal or Torres Strait Islander member of the RAP Working Group who comes from outside Cooper Grace Ward. We believe this will reduce the cultural load on our First Nations team members and add to the perspectives we can gain through an external adviser who is involved in RAPs for a variety of firms.

Our RAP Champion and RAP Working Group are firmly committed to achieving the goals of our RAP, ensuring that we enhance the representation of Aboriginal and Torres Strait Islander peoples in our workplace, supply chains and other business relationships.

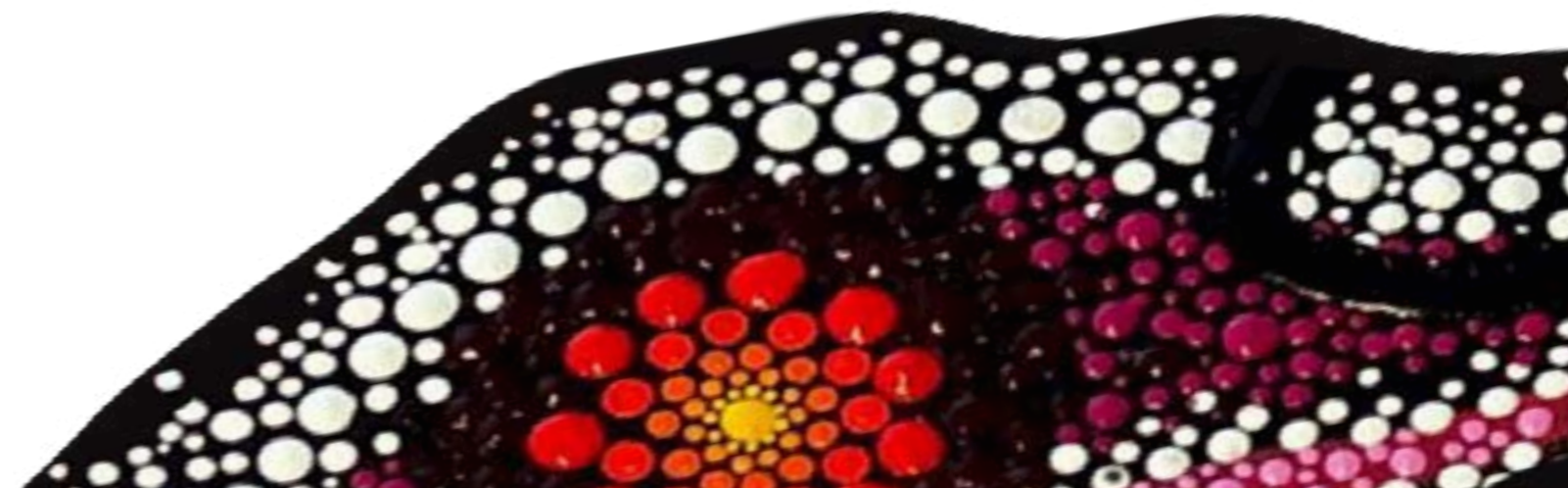
RAP relationships



At Cooper Grace Ward, we are driven by our vision of a just and equitable Australia for Aboriginal and Torres Strait Islander peoples. We recognise that to realise this vision, we need to build respectful and meaningful relationships with First Nations communities. This means listening to their voices, connecting them with opportunities, sharing their stories, collaborating on solutions and partnering for change. We are proud to have developed an Innovate RAP this year, which reflects our progress and aspirations in our Reconciliation journey. We are dedicated to pursuing new and innovative ways to enhance our cultural awareness and engagement with Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
1. 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.	September 2024	Manager – People & Culture
	Continue to provide pro bono legal services to Aboriginal and Torres Strait Islander communities and organisations, including legal support for establishing and structuring operations, as well as legal advice on governance, compliance, contracting, property and employment matters.	September 2024	Pro Bono Committee Chair
	Maintain partnership with Aboriginal and Torres Strait Islander catering companies, Figjam & Co and Heart to Harvest.	September 2024	Catering Coordinator
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2024	Manager – People & Culture
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team.	May 2025, 2026	Communications Adviser
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025, 2026	Chair Diversity & Inclusion
	Encourage and support team members to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025, 2026	Chair Diversity & Inclusion
	Publicise NRW events happening across Southeast Queensland on the CGW intranet to encourage team participation.	27 May - 3 June 2025, 2026	Communications Adviser
	Organise at least one NRW event each year.	27 May - 3 June 2025, 2026	Events Adviser
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2025, 2026	Communications Adviser
	Consult with Aboriginal or Torres Strait Islander people regarding NRW events at CGW.	May 2025, 2026	Communications Adviser
	Publish an article on the CGW intranet outlining the significance of NRW and why it is important to us at CGW and to the broader community.	May 2025, 2026	Communications Adviser
	Encourage our team to participate in NRW events by emailing event invitations and calendar reminders.	May 2025, 2026	Communications Adviser
	Provide copies of NRW colouring-in activities to team members to share with their families, and encourage them to have conversations with their families about reconciliation.	May 2025, 2026	Communications Adviser
3. Promote reconciliation through our sphere of influence.	Explore opportunities to hold client functions with a focus on Aboriginal and Torres Strait Islander cultures or an issue that affects Aboriginal or Torres Strait Islander peoples.	September 2024	Director – Marketing & Business Development
	Develop and implement a team member engagement strategy to raise awareness of reconciliation across our workforce.	September 2024	Communications Adviser
	Investigate opportunities to offer our event spaces to local Aboriginal and Torres Strait Islander communities and organisations to use for external events.	September 2024	Director – Marketing & Business Development

Action	Deliverable	Timeline	Responsibility
	Communicate our commitment to reconciliation publicly.	September 2024 and 2025	Managing Partner
	Publish our RAP on the CGW website.	September 2024	Communications Adviser
	Connect with Reconciliation Queensland to identify any ways in which CGW can support the Treaty Engagement process or other Queensland focused reconciliation initiatives.	September 2024	Director – People & Culture Manager – People & Culture
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2024	Chair Diversity & Inclusion
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2024	Chair Diversity & Inclusion
	Review and update induction material to include an overview of the RAP as part of team member inductions	January 2025	Coordinator – People & Culture
4. Promote positive race relations through anti-discrimination strategies.	Ensure CGW representation on at least one Queensland industry committee dedicated to inclusion and the goals of reconciliation.	September 2024	Director – Marketing & Business Development
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2025	Director – People & Culture
	Review and update anti-discrimination policy for our organisation.	January 2025	Manager – People & Culture
	Engage with Aboriginal and Torres Strait Islander team members and Aboriginal and Torres Strait Islander advisers to consult on and review existing anti-discrimination provisions.	December 2024	Manager – People & Culture
	Publish links to revised HR policies on CGW intranet and communicate to team members at firm-wide meeting.	February 2025	Managing Partner Director – People & Culture Communications Adviser
	Consult with external RAP adviser on communication materials to promote anti-discrimination and positive race relations in the workplace.	February 2025	Communications Adviser
	Educate senior leaders on the effects of racism and unconscious bias.	December 2024	Chair Diversity & Inclusion Director – People & Culture



RAP respect



At CGW, respect is more than just a word. It is one of our firm's core values that guides our every decision and action as a business. We have had this as a core value for more than 15 years, and we renew our commitment to it every year. We believe that by respecting each other in the workplace, we create a positive and productive work environment that distinguishes us from other firms.

We also respect the diversity of the people and communities we serve, including Aboriginal and Torres Strait Islander communities. We acknowledge their cultures, histories, knowledge and rights, and we strive to find new ways to demonstrate our respect for their cultures.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	September 2024, 2025	Director – People & Culture
	Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisers to inform our cultural learning strategy.	September 2024	Manager – People & Culture
	Develop, implement, and communicate a cultural learning strategy document for all team members.	November 2024	Director – People & Culture
	Investigate local cultural immersion experiences for our people.	September 2024	Chair Diversity & Inclusion
	Create a First Nations Engagement page on the CGW intranet.	September 2024	Communications Adviser
	Share news and stories through CGW firm wide intranet posts regarding important First Nations events, milestones and local activities.	September 2024, November 2024, and February 2025	Communications Adviser
	Publish Common Ground educational material to everyone at the firm to increase knowledge of First Nations cultures and stories.	November 2024	Communications Adviser
	Provide opportunities for RAP Working Group members, people & culture and other key leaders to participate in formal and structured cultural learning.	November 2024	Director – People & Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase team member understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2024	Chair Diversity & Inclusion Communications Adviser
	Review cultural leave policy ensure it continues to meet the needs of Aboriginal and Torres Strait Islander team members and allow for the observance of cultural protocols.	September 2024	Director – People & Culture
	Promote cultural leave options and policy to team members.	September 2024	Communications Adviser
	Review our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	January 2025	Knowledge Manager
	Communicate updates to our cultural protocol document to team members and provide links on CGW intranet.	January 2025	Communications Adviser
	Ensure guidelines for Acknowledgement of Country are available in every large meeting room for our team and guests of the firm.	January 2025	Communications Adviser
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	March 2025	Director – Marketing & Business Development
	Continue to display an Acknowledgement of Country plaque in our office reception area.	September 2024	Corporate Services Coordinator
Include an Acknowledgement of Country on Cooper Grace Ward website home page.	September 2024	Communications Adviser	

Action	Deliverable	Timeline	Responsibility
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2024	Managing Partner Chair Diversity & Inclusion
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025 and 2026	Chair Diversity & Inclusion
	Review HR policies and procedures to remove barriers to team members participating in NAIDOC Week.	July 2025 and 2026	Manager – People & Culture
	Organise at least one NAIDOC Week event at CGW each year.	First week in July 2025 and 2026	Events Adviser
	Consult with Aboriginal or Torres Strait Islander people regarding NAIDOC Week event at CGW.	July 2025 and 2026	Communications Adviser
	Publish an article on the CGW intranet outlining the significance of NAIDOC Week and why it is important to us at CGW and to the broader community.	First week in July 2025 and 2026	Communications Adviser
	Encourage our team to participate in NAIDOC Week events by providing information on CGW intranet.	First week in July 2025 and 2026	Communications Adviser
	Promote and encourage participation in external NAIDOC events to all team members.	First week in July 2025 and 2026	Chair Diversity & Inclusion Communications Adviser

RAP opportunities



It is important to our team and to our long term success as an Australian business that we continue to create and promote opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities. Team attraction, recruitment and retention are key challenges in the legal sector in which we operate. It is mutually beneficial to communities as well as our firm's ongoing growth if we are able to attract more Aboriginal and Torres Strait Islander candidates to join our team. Our existing team members and our clients also expect us to continue to enhance the diversity of our team, proven to drive greater innovation as well as personal and professional development opportunities. Additionally, we see further opportunities to partner with Aboriginal and Torres Strait Islander businesses through our approach to procurement.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2024	Manager – People & Culture
	Engage with Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategy.	November 2024	Manager – People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2024	Director – People & Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and keep a record of effective recruitment sources.	November 2024	Coordinator – People & Culture
	Investigate further strategies to increase the percentage of Aboriginal and Torres Strait Islander team members employed at CGW.	February 2025	Director – People & Culture

Action	Deliverable	Timeline	Responsibility
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2024	Director – People & Culture
	Investigate potential partnership opportunity with Career Trackers to support recruitment of Aboriginal and Torres Strait Islander team members.	February 2025	Manager – People & Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	January 2025	Director – Marketing & Business Development
	Investigate Supply Nation membership.	February 2025	Manager – People & Culture
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to CGW team members.	January 2025	Director – Marketing & Business Development
	RAP Working Group to attend Committee for Brisbane Indigenous Business Showcase or similar annual event.	October 2024	Chair, Diversity & Inclusion Corporate Services Coordinator
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2025	Director – Marketing & Business Development
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2024	Director – Marketing & Business Development
10. Establish equal and equitable educational opportunities and outcomes for Aboriginal and Torres Strait Islander peoples.	Investigate and develop internship and work experience opportunities for Aboriginal and Torres Strait Islander law and non-law students.	November 2024	Director – People & Culture
	Explore opportunities for CGW employees/leaders to provide mentoring services to Aboriginal and Torres Strait Islander students through our networks with schools and universities in Queensland (particularly the First Nations departments of those educational bodies).	February 2025	Manager – People & Culture
	Consider and explore partnerships with Yalari or similar organisations that support educational opportunities for Aboriginal and Torres Strait Islander people.	February 2025	Director – Marketing & Business Development
	Investigate opportunities to expand our current pro bono services focused on supporting Aboriginal and Torres Strait Islander communities and organisations, including legal support for community organisations in establishing and structuring their operations, as well as legal advice on governance, compliance, contracting, property and employment matters.	October 2024	Pro Bono Committee Chair
	Review and update engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2024	Manager – People & Culture Corporate Services Coordinator



RAP governance



Action	Deliverable	Timeline	Responsibility
11. 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, by identifying and engaging an external Aboriginal or Torres Strait Islander member of the RWG.	September 2024 November 2024 January 2025 May 2025	Chair, Diversity & Inclusion
	Review and update the Terms of Reference for the RWG.	September 2024, 2025, 2026	Communications Adviser
	Publish annual communications on our intranet inviting team members to join the RWG.	September 2024 and January 2025, 2026	Communications Adviser
	Meet at least four times per year to drive and monitor RAP implementation.	September 2024, 2025, 2026 November 2024, 2025 February 2025, 2026 May 2025, 2026	Chair, Diversity & Inclusion Communications Adviser
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2024	Chair Diversity & Inclusion
	Engage our senior leaders and other team members in the delivery of RAP commitments.	September 2024	Chair Diversity & Inclusion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2024	Communications Adviser
	Maintain an internal RAP Champion from senior management.	September 2024	Managing Partner
Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	July 2024, 2025, 2026	Manager – People & Culture
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Manager – People & Culture
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Manager – People & Culture
	Report RAP progress to all team members and senior leaders quarterly.	October 2024, 2025 January 2025, 2026 April 2025, 2026 July 2025, 2026	Director – People & Culture
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2024, 2025	Communications Adviser
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Manager – People & Culture
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2026	Manager – People & Culture
	14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2026

Our partnerships and current activities

Since 2015, Cooper Grace Ward has celebrated NAIDOC week, by hosting an annual morning tea for our team members to raise awareness and promote unity, and by producing posters and other marketing materials to draw attention to the week. We also observe National Sorry Day and National Reconciliation Week.

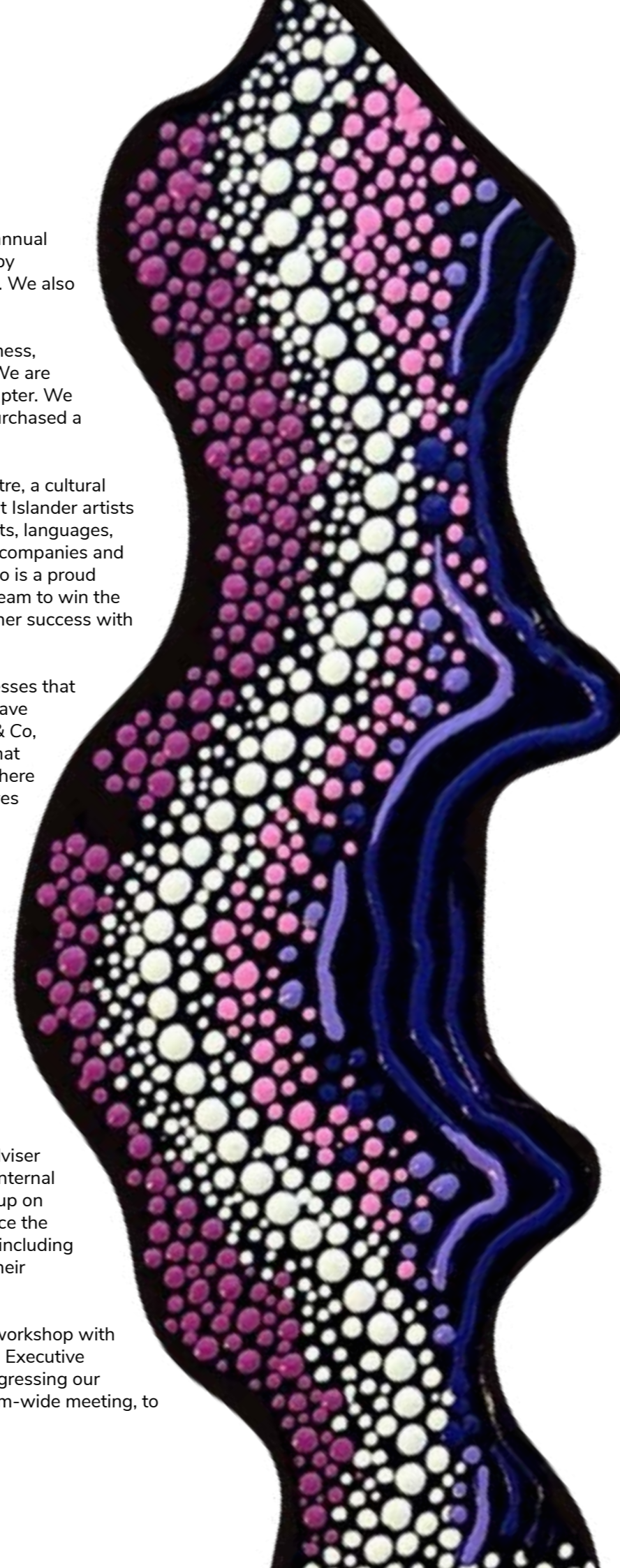
In 2011, we formed an internal Diversity & Inclusion Group which raises awareness, ensures everyone in our team is represented and feels welcome and included. We are active members of the Diversity Council Australia and its legal industry sub-chapter. We have proudly displayed First Nations artwork throughout NAIDOC week and purchased a piece as a permanent and unique arrangement in our reception space.

We are proud to provide pro bono legal services to the Dreamtime Cultural Centre, a cultural and arts centre in Central Queensland that supports Aboriginal and Torres Strait Islander artists and works to ensure the preservation of Aboriginal and Torres Strait Islander arts, languages, cultures and heritage. We also value the services of local First Nations catering companies and sponsor First Nations events at local universities. One of our team members who is a proud Yidindji, Biri Gureng and Waanyi woman coached the Queensland Under 14's team to win the Australian Indigenous Netball Championships in January 2023. We celebrated her success with our whole firm.

As part of our previous RAPs, we began forming relationships with local businesses that are owned and operated by Aboriginal and Torres Strait Islander peoples. We have partnered with Aboriginal and Torres Strait Islander catering company, Figjam & Co, for several years now but would like to engage with more businesses beyond that single company, and it has been challenging to identify areas of our business where there is an appropriate fit. To help with this, in October 2023, four representatives from our RAP Working Group attended the Committee for Brisbane's inaugural Indigenous Business Showcase. This event allowed us to gain introductions to more Aboriginal and Torres Strait Islander businesses in our local community. As part of our Innovate RAP, we will build on these introductions to create more ongoing supplier relationships with Aboriginal and Torres Strait Islander businesses.

Another challenge we have encountered is ensuring ongoing Aboriginal and Torres Strait Islander representation on our RAP Working Group. Our previous focus has been to have an internal Aboriginal and Torres Strait Islander team member on the Working Group, but in a number of cases this position has been held by people in junior to mid-level roles. Understandably, these team members are at a stage of wanting to rapidly advance in their careers and as a small to medium sized business, we do not always have the roles available for them to progress into. As noted above, we have decided to address this issue of continuity in our Innovate RAP by engaging an external adviser to be a member of our RAP Working Group. This will be in addition to the two internal Aboriginal or Torres Strait Islander team members who joined the Working Group on a voluntary basis in July 2024. We believe this external representation will reduce the cultural load on our team members, and also give us access to further benefits, including knowledge about what other organisations are doing to successfully advance their Reconciliation Action Plans.

Following approval of our new RAP by Reconciliation Australia, we will hold a workshop with our key internal stakeholders (RAP Working Group, Diversity & Inclusion Group, Executive Leadership Team, and People & Culture Team) to gain their input and begin progressing our plan. Following this, we intend to communicate our RAP to our full team at a firm-wide meeting, to ensure we can move ahead with shared goals in mind.



RAP working group



Scott Hay-Bartlem
Partner



Tyler Ah-Boo
Law Clerk
Descendant of the
Ngaragi people of
Yam/Mabuiag Island



Ella Searston
Administration
Assistant
Gamilaroi woman



Melissa Dodd
Manager
People & Culture



Carly Ashwood
Special Counsel
Corporate Advisory



Sophia Ousager
Associate
Corporate Advisory



James Rimmer
Director
Marketing & Business
Development



William Head
Graduate

Further information

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