


An abstract artwork featuring a central white, stylized figure that resembles a person or a bird, possibly a boomerang, set against a background of vibrant, layered colors including teal, green, orange, and brown. The figure is positioned diagonally, with its head pointing towards the top left and its tail towards the bottom right.

Reconciliation Action Plan

Innovate

October 2022 – September 2024





Acknowledgement of Country	2
Our Vision for Reconciliation	3
Message from Reconciliation Australia CEO	4
Message from our Managing Director & CEO	5
Our Business	6
Our Reconciliation Action Plan (RAP)	7
Relationships	10
Respect	11
Opportunities	13
Governance	15

Acknowledgement of Country

Shine Justice acknowledges the Traditional Custodians of country throughout Australia and their connections to land, waterways and community.

We pay our respects to Aboriginal and Torres Strait Islander cultures; and to Elders past, present and emerging.

COVER: Shark Bay is the traditional country of three Aboriginal language groups: Malgana, Nhanda and Yingkarta. The Malgana name for Shark Bay is Gutharraguda.

ABOVE: Outback Australia.



Our Vision for Reconciliation



Our vision for reconciliation is where Aboriginal and Torres Strait Islander people have equal access to legal services in an Australia that recognises, respects and celebrates Aboriginal and Torres Strait Islander peoples and cultures. We will continue to cultivate respectful and sustainable relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses, ensuring equal access to opportunities through employment, procurement and community consultation.



Message from Reconciliation Australia CEO

Reconciliation Australia commends Shine Justice 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 Shine Justice 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, Shine Justice 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 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. Shine Justice is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an *Innovate* RAP signals Shine Justice'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 Shine Justice on your *Innovate* RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from our Managing Director & CEO

I am proud to introduce our *Innovate* Reconciliation Action Plan (RAP) which reflects our continued commitment to closing the gap for Indigenous Australians.

In our first *Reflect* RAP, we made meaningful progress towards reconciliation but there is still much work to be done to address the inequality between Indigenous and non-Indigenous Australians. This RAP outlines the actions that we have committed to implement in the next two years, to work towards our vision for reconciliation.

As a law firm, we also have an important role to play in advancing access to justice for Indigenous Australians and I am particularly proud of the work that our Class Actions team are doing in representing Aboriginal and Torres Strait Islander people and communities.

In September 2022, we reached a historic \$50.45m settlement with the Commonwealth for more than 1700 family members and estates of the Northern Territory Stolen Generations. This was an incredible outcome and finally acknowledged the suffering of family members and inter-generational harm caused by these historic laws and policies.

We also have two class actions underway on behalf of thousands of Aboriginal and Torres Strait Islander people in the Northern Territory and Western Australia, whose wages were unjustly withheld or not paid as a result of wage control legislation in effect until the 1970s. Delivering justice and recovering these stolen wages for workers and their families, is another way we will make a positive impact towards improving socio-economic outcomes for First Nations people.

I would like to thank our RAP Working Group for their commitment and work in developing this *Innovate* RAP, to everyone who has contributed to and supported our journey so far, and to Reconciliation Australia for their support and guidance.

Reconciliation is important to our people, our clients and Australia's future – and we will stand together in championing true justice. I am confident that the actions we have committed to in this *Innovate* RAP, will help further the reconciliation movement in Australia and make a lasting difference.

Yours sincerely,

Simon Morrison



Our Business

From humble beginnings in the Queensland country town of Toowoomba in 1976, Shine Lawyers is the foundation firm for what has become the Shine Justice Group. Today, Shine Justice comprises of nine businesses and employs over 1000 people in 54 offices located in Queensland, New South Wales, Victoria, Western Australia, Northern Territory, South Australia, ACT and New Zealand. We have offices in major city centres, but most of our people work within their local communities, standing up for the rights of everyday people.

Our values-based culture guides us and underpins every role at Shine and is vital as we work together to **Shine a light on injustice, and make the world a better place, one client at a time**. In FY22, we delivered on this promise by settling more than 5,800 cases on behalf of our clients and procuring damages exceeding \$920 million.

Our team are committed to living our values which are part of our firm's history and our DNA.

We **Always stand up for the little guy** by giving a voice to those who would otherwise be unheard and taking on the tough cases with tenacity.

We **Dare to be different** by challenging the 'norms' of traditional law firms and by treating the impossible as an opportunity.

We stay **Ahead of the pack** by challenging the status quo and pioneering new and better ways for our clients.

Clients are at the heart of everything we do. We are privileged to represent them, often taking on the seemingly impossible cases and achieving exceptional results to help change their lives.



ABOVE: The Shine Centre of Learning at Tiddalac is a dedicated training facility for our people. It was originally named after Tiddalik the frog; a Dreamtime story which teaches us the importance of our environment and of working together as One Team.



Our Reconciliation Action Plan (RAP)

Our Reconciliation Action Plan (RAP), outlines how Shine Justice intends to contribute to reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, and is an important acknowledgement of our commitment to reconciliation.

It is championed by the Head of People & Culture, supported by the Shine Justice RAP Working Group with leadership commitment from the Shine Justice Board, including Chairman, Graham Bradley AM and Managing Director & CEO, Simon Morrison. The RAP Working Group members represent different areas of our business, providing diverse perspectives and a whole of organisation approach to reconciliation.

Reconciliation Action Plan Working Group members:

Dustin Cherry, Head of People & Culture & Chair of the RAP Working Group

Tracy Stillman, Internal Communications Manager

Chloe Heterick, Senior Solicitor – Medical Law

Grace Krisanski, Payroll Team Leader

Meg Bower, Law Clerk – Abuse Law

Samantha Mangwana, Practice Leader | Special Counsel – Employment Law

Kirsty Pratt, Abuse Team Coordinator

Tricia Cochrane, Client Related Accounts Officer

Fleur Hawes, Solicitor – Disability Law

Chloe Heterick, Grace Krisanski and Meg Bower identify as Aboriginal and/or Torres Strait Islander people within the RAP Working Group.



In 2021, we launched our first *Reflect* RAP, our formal acknowledgement of the reconciliation process and the commencement of our journey towards increased awareness and appreciation of Aboriginal and Torres Strait Islander cultures, histories, challenges and opportunities.

Our *Reflect* RAP provided a clear framework for action towards the strategic focus areas to foster stronger relationships, respect and opportunities while maintaining a clear vision, governance and reporting structure to track our progress. While our RAP journey is still evolving, we will continue to strengthen our business through greater diversity and inclusion.

Since launching our *Reflect* RAP, we have celebrated many achievements, including:

Acknowledgement

We added **Acknowledgement of Country protocols** to formally open large and important meetings and events. We updated our Acknowledgement of Country wording and this is available to all team members online. We are also in the process of implementing Acknowledgement of Country plaques in the reception areas of each of our Shine Justice offices.

Celebration

In support of NAIDOC Week, team members were encouraged to get involved with NAIDOC Week activities in their local communities. Our RAP Working Group members joined several events to celebrate and show their commitment to reconciliation, and a wrap-up news article including photos was published on our intranet.

We also **launched a number of our RAP initiatives during NAIDOC Week**. This included our Cultural Awareness guides, eLearning training module and a new intranet page with Reconciliation resources including our *Reflect* RAP, and our RAP Working Group members.

Formalisation

Bound by the agreed Terms of Reference and supported by our leadership team, our **RAP Working Group was established**. This diverse group of thirteen representatives have been enthusiastic and committed to delivering the actions outlined in our *Reflect* RAP.

Over the past twelve months, the RAP Working Group has provided advice and governance to Shine Justice leadership and employees on practical actions that drive and deliver on our commitment to reconciliation both internally and in the communities in which we operate.

Engagement

As part of our ongoing Diversity and Inclusion Talent Acquisition attraction strategy, we established a **partnership with Griffith University to hire Aboriginal and Torres Strait Islander peoples** within our Class Actions team to support our Indigenous-related Class Actions. In July 2021, we employed two Law Clerks for a 24-week period on a casual basis with credit towards their law degree.

To **support First Nations Businesses**, procurement targets have been added to our Corporate Services Ops Card. 'First Nations support through stationery' measures the ratio of Indigenous-owned office products purchased through Winc.

Shine Lawyers is **providing legal services** and representing Aboriginal and Torres Strait Islander peoples and communities in the following legal matters: Stolen Wages Class Action (WA), Stolen Wages Class Action (NT), Stolen Generation Class Action (NT) and PFAS contamination – Loss of Culture (Wreck Bay, NSW).

To support us in building mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, our People and Culture and Marketing teams are working to identify and engage with stakeholders at the local level, including barristers and medical practitioners.



Awareness

We launched our **Aboriginal and Torres Strait Islander Cultural Awareness eLearning training module** to provide employees with the opportunity to learn about the rich cultures and histories of Aboriginal and Torres Strait Islander peoples. This course will foster a fairer, safer and more respectful environment for Aboriginal and Torres Strait Islander peoples within our business. It also allows team members to play an active role in the reconciliation process while making Australia a fairer, more empathetic place for its First Nations people.

To accompany the eLearning, we developed and published an **Aboriginal and Torres Strait Islander Cultural Protocols Quick Reference Guide** with ethical, cultural protocols so our team members can ensure their work practices respect Aboriginal and Torres Strait Islander beliefs and practices. We also published our **Working Respectfully with Aboriginal and Torres Strait Islander Peoples Quick Reference Guide**, to help team members respectfully interact with Aboriginal and Torres Strait Islander clients, colleagues, suppliers and other stakeholders.

Since the establishment of our first *Reflect* RAP we have learnt some valuable lessons which we will take forward as we continue our reconciliation journey. We have learnt to strike the right balance to ensure our RAP Working Group is a manageable size and ensure that the work is evenly spread across all members. We also better understand the importance of taking our time and carefully considering language choices in our key messaging. Finally, we have learnt the importance of education as through our journey so far, we have identified an inconsistent level of understanding and knowledge around reconciliation and Aboriginal and Torres Strait Islander people's cultures and histories. Our *Innovate* RAP focuses heavily on lifting our education pathways to help drive the adoption of our RAP across all our teams. Additionally, we are looking to have greater leadership investment to drive the importance of the work we are doing in this space.

We are looking forward to implementing our *Innovate* RAP, with clear action plans to progress reconciliation across the areas of relationships, respect and opportunities.





Relationships

To support us on our reconciliation journey, Shine Justice is committed to building strong working relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations, particularly in our local communities. These respectful relationships will be built on the premise that we can learn from each other, help local businesses and communities, and leave a lasting legacy. Emphasis will be placed on the importance of genuine, long-term relationships.



Action	Deliverable	Timeline	Responsibility
1. Establish & maintain mutually beneficial relationships with Aboriginal & Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2023	Head of People & Culture (P&C) Head of Marketing
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2023	Head of P&C Head of Marketing
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023 & 2024	Internal Communications Manager
	2.2 RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023 & 2024	Head of P&C
	2.3 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	Chief Operating Officer Head of P&C
	2.4 Organise at least one NRW event each year.	27 May - 3 June 2023 or 2024	Head of P&C
	2.5 Register all our NRW events on Reconciliation Australia's NRW website .	May 2023 & 2024	Head of P&C
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2023	Head of P&C Internal Communications Manager
	3.2 Communicate our commitment to reconciliation publicly.	March 2023	Head of P&C Head of Marketing
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2023	Head of P&C Head of Marketing
	3.4 Review and update our Reconciliation intranet page with updated statement of commitment, RWG members and our <i>Innovate</i> RAP commitments.	March 2023	Internal Communications Manager
	3.5 Review and update our external website to include a page on our reconciliation journey including our commitment to reconciliation and access to our <i>Innovate</i> RAP.	March 2023	Head of Marketing
	3.6 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March 2024	Head of P&C Head of Marketing
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of existing HR policies and procedures to identify existing anti-discrimination provisions and future needs.	December 2022	Human Resources Manager
	4.2 Identify ways to collaborate with and promote our RAP with key external partnerships where possible.	December 2022	Human Resources Manager
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2022	Head of P&C Human Resources Manager
	4.4 Educate senior leaders on the effects of racism.	March 2023	Head of P&C L&D Manager



Respect

Shine Justice acknowledges the importance of truth-telling and seeks to embed further knowledge, appreciation and understanding of Aboriginal and Torres Strait Islander cultures across our business. We are committed to building greater awareness and respect for Aboriginal and Torres Strait Islander cultures among our people through our learning programs and by supporting relevant events. Creating a culture that respects Aboriginal and Torres Strait Islander histories, values and beliefs will assist Shine Justice to advance reconciliation within our workforce and the legal industry in Australia.



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within our organisation.	June 2023	L&D Manager
	5.2 Promote our current cultural awareness eLearning training module to all staff.	March 2023	L&D Manager
	5.3 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2023	Head of P&C L&D Manager
	5.4 Develop, implement and communicate a cultural learning strategy document for our staff.	June 2023	L&D Manager
	5.5 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2023	L&D Manager
	5.6 Operational Leadership Team members to attend a Black Card cultural tour in Meanjin to deepen their understanding of the land they work and reside on, from a First Nations perspective.	June 2023	Chief Legal Officer Chief Operating Officer
	5.7 Incorporate a session on Cultural Awareness learning or activity into the Foundations program held at the Shine Centre of Learning.	June 2023	Head of P&C L&D Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2023	Head of P&C L&D Manager
	6.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2023	Head of P&C Internal Communications Manager
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2023	Chief Operating Officer
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March 2023	Head of P&C Internal Communications Manager
	6.5 Purchase and display pieces of First Nations artwork for all our CBD offices and include an acknowledgement of the artist and the meaning behind the artwork.	September 2024	General Manager Corporate Services Head of Marketing
	6.6 Design, procure and display an Acknowledgement of Country within the reception area of each office aligned with Shine's branding and style guide.	September 2024	General Manager Corporate Services Head of Marketing



Action	Deliverable	Timeline	Responsibility
7. Promote reconciliation through our sphere of influence.	7.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2023	Head of P&C Internal Communications Manager
	7.2 Communicate our commitment to reconciliation publicly.	March 2023	Head of P&C Head of Marketing
	7.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2023	Head of P&C Head of Marketing
8. Promote positive race relations through anti-discrimination strategies.	8.1 Conduct a review of existing HR policies and procedures to identify existing anti-discrimination provisions and future needs.	December 2022	Human Resources Manager
	8.2 Identify ways to collaborate with and promote our RAP with key external partnerships where possible.	December 2022	Human Resources Manager
	8.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2022	Head of P&C Human Resources Manager





Opportunities

Greater access to employment opportunities and legal services are key to overcoming historical injustices as we strive to deliver equal opportunities for all Australians. We are committed to improving employment and professional development opportunities for Aboriginal and Torres Strait Islander team members across Shine Justice. We will also continue to explore growth opportunities and procurement processes that support Aboriginal and Torres Strait Islander businesses.



Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	9.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2024	Human Resources Manager
	9.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2023	Human Resources Manager
	9.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2024	Human Resources Manager
	9.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2024	Human Resources Manager
	9.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2024	Human Resources Manager
10. Further support Aboriginal and Torres Strait Islander students to pursue a career in law.	10.1 Continue our partnership with Griffith University to support First Nations law students with placement opportunities at Shine.	June 2023	Talent Acquisition Lead
	10.2 Investigate opportunities to provide mentoring opportunities for First Nations students on placement at Shine.	September 2023	L&D Manager
	10.3 Investigate further opportunities to support First Nations law students through our clerkship and graduate programs.	December 2023	Talent Acquisition Lead
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	11.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2024	General Manager Corporate Services
	11.2 Investigate Supply Nation membership.	June 2023	General Manager Corporate Services
	11.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2023	General Manager Corporate Services
	11.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2024	General Manager Corporate Services
	11.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2024	General Manager Corporate Services
	11.6 Continue to work with our corporate stationery partner to supply First Nations produced stationery.	December 2022	General Manager Corporate Services



Action	Deliverable	Timeline	Responsibility
12. Increase our current financial and legal support for First Nations people, organisations and businesses.	12.1 Continue to represent Aboriginal and Torres Strait Islander people and communities in the following legal matters: Stolen Wages Class Action (WA) Stolen Wages Class Action (NT) Stolen Generations Class Action (NT) PFAS Contamination – Loss of Culture (Wreck Bay, NSW).	October 2022	Head of Class Actions
	12.2 Raise money within the Shine Group to make a donation to the Pay the Rent organisation.	May 2023	Head of P&C
	12.3 Promote our volunteer leave and encourage Solicitors to support local legal aid initiatives.	December 2022	Human Resources Manager Internal Communications Manager



Governance

Shine Justice is committed to developing natural, inclusive and effective consultation and governance processes that will provide transparency on our reconciliation journey in implementing our *Innovate* RAP. Below are the structures and processes that we will use to track, measure and evaluate our progress against our RAP commitments.



Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	13.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	October & December 2022, March, June, September & December 2023, March & June 2024	Head of P&C
	13.2 Establish and apply a Terms of Reference for the RWG.	October 2022	Head of P&C
	13.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	October & December 2022, March, June, September & December 2023, March & June 2024	Head of P&C
14. Provide appropriate support for effective implementation of RAP commitments.	14.1 Define resource needs for RAP implementation.	December 2022	Head of P&C
	14.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2022	Chief Legal Officer Chief Operating Officer
	14.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2023	Internal Communications Manager
	14.4 Appoint and maintain an internal RAP Champion from senior management.	October 2022	Chief Operating Officer
	14.5 Ensure that representation from the Leadership Team attends each quarterly meeting on a rotating basis.	October 2022	Head of P&C



Action	Deliverable	Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	15.1 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 2024	Head of P&C
	15.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	June 2023	Head of P&C
	15.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	June 2023	Head of P&C
	15.4 Report RAP progress to all staff and senior leaders quarterly.	June 2024	Head of P&C Internal Communications Manager
	15.5 Publicly report our RAP achievements, challenges and learnings annually.	June 2024	General Counsel & Company Secretary
	15.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	December 2022	Head of P&C
	15.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2022	Head of P&C
16. Continue our reconciliation journey by developing our next RAP.	16.1 Register via Reconciliation Australia's website to begin developing our next RAP.	June 2024	Head of P&C



For any queries, contact:

Dustin Cherry
Head of People & Culture
(07) 3837 8515
dcherry@shine.com.au

