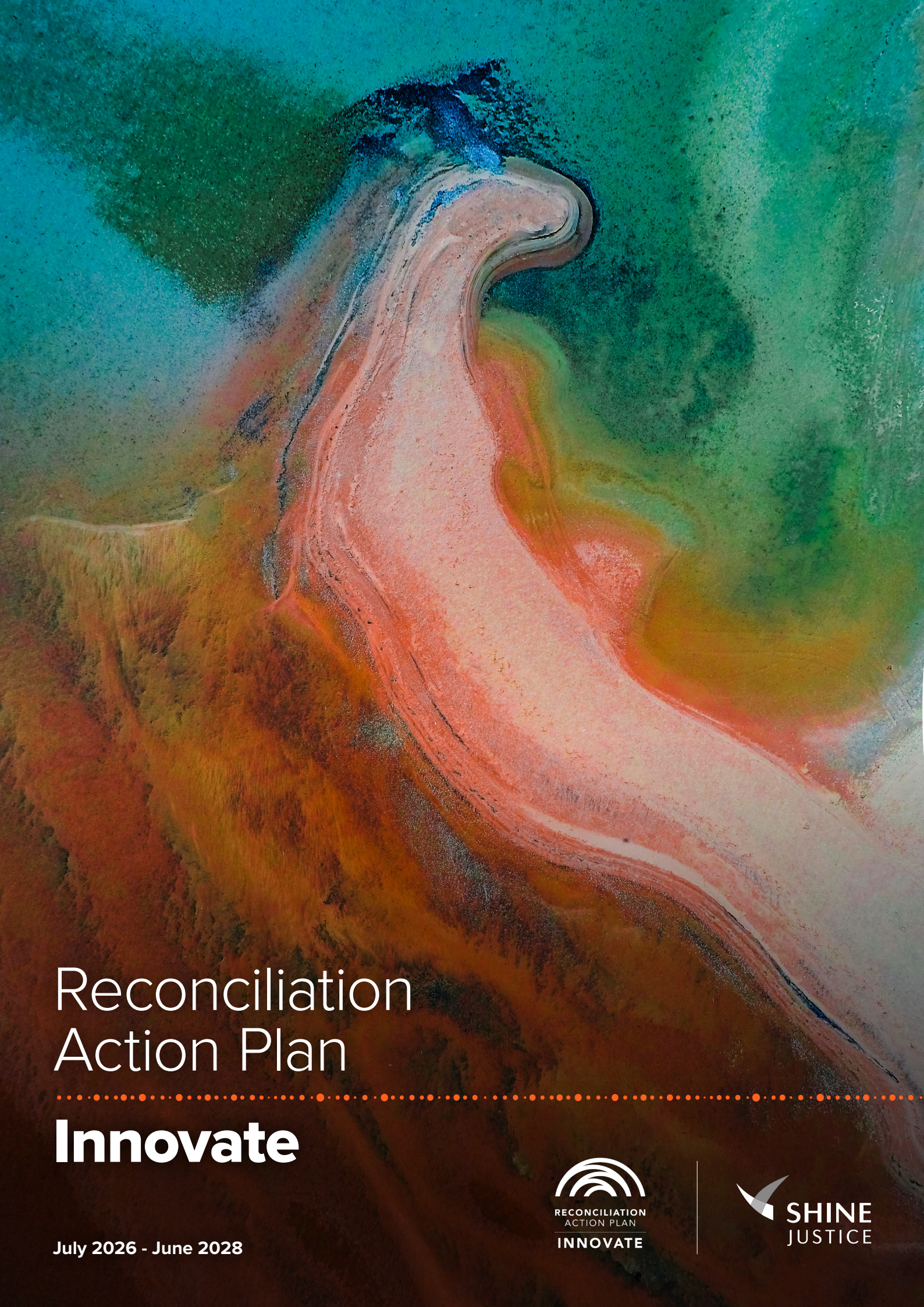




Reconciliation Action Plan

Innovate

July 2026 - June 2028





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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 Gutharragūda.

ABOVE: Drone view of Wave Rock in Western 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 second Innovate Reconciliation Action Plan (RAP).

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

With over 5.5 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 continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

This Innovate RAP is an opportunity for Shine Justice to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Shine Justice will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Shine Justice's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Message from our Group Chief Executive Officer

In this second Innovate RAP, Shine Justice reaffirms its responsibility to create opportunities, build cultural awareness, and drive positive social change for Aboriginal and Torres Strait Islander people by fostering cultural respect, deepening understanding, and developing meaningful partnerships.

This is Shine's third RAP delivering five years of dedicated focus in this important area of diversity, equity and inclusion. While we have made positive progress towards our reconciliation goals, a deliberate decision has been made to remain at the Innovate RAP level to further strengthen and embed the delivery of these commitments.

As a law firm, we take seriously our responsibility to advance access to justice for Aboriginal and Torres Strait Islander peoples. The areas in which we practise — Class Actions and Personal Injury — put us in a direct position to do this work, and we have been deliberate in ensuring our RAP reflects and serves First Nations communities across Australia. For us, this is Right Wrong in action.

Over the next two years, the focus for Shine is all about seamlessly embedding protocols, cultural education and creating opportunities for Aboriginal and Torres Strait Islander people across our national firm. This will include creating employment opportunities at all levels and continuing to work through our procurement strategy to partner with First Nations providers.

I will continue to follow the progress of our Innovate RAP closely and am confident that, together, we are building a more inclusive and respectful environment at Shine.

Carolyn Barker AM
Group Chief Executive Officer



Our business

With 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 six businesses and employs over 940 people in over 50 offices located in Queensland, New South Wales, Victoria, Western Australia, Northern Territory, South Australia, Australian Capital Territory and New Zealand. We know that we have a small representation of Aboriginal and Torres Strait Islander people within Shine; however as part of our diversity, equity and inclusion work a key focus is to accurately record the exact number. 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, 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.**

Our team is 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 that help change lives.

Shelle is an Aboriginal Specialist Trauma Counsellor, grief specialist, Accredited Clinical Supervisor and Justice of the Peace who provides external specialist support to Shine. Proudly connected to the Gumbaynggirr and Bundjalung peoples, she grounds her work in compassion, respect and deep cultural understanding. She was named Clarence Valley Electorate Woman of the Year 2026 for her dedication to supporting vulnerable communities. We are fortunate to partner with Shelle, who supports our personal injury teams to respond to clients who have experienced trauma with confidence, empathy and care. Her expertise and guidance help us keep clients at the heart of everything we do.

Michelle "Shelle" Cowan
Aboriginal Specialist Trauma Counsellor





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 and performance, supported by the Shine Justice RAP Working Group and with leadership commitment from the Shine Justice Board, including Chairman Graham Bradley AO and Group Chief Executive Officer Carolyn Barker AM. 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 and Performance and Chair of the RAP Working Group

Grace Krisanski, Payroll Manager

Pauline Carr, Senior HR Advisor

Tianna Hyder, Legal Costing Solicitor

Tricia Cochrane, Client Related Accounts Officer

Sarah Koerner, Wellbeing and Safety Advisor



Grace is a proud Aboriginal woman with connections to the Gumbaynggir and Bundjalung Nations and is a member of Shine's RAP Working Group. She has been with Shine since 2012, contributing to the evolution of the payroll function and supporting its growth from a domestic framework to a multi-country model across Australia, New Zealand, and the United States. Through her involvement in the RAP Working group, she is supporting Shine's commitment to reconciliation and to a culturally safe, respectful, and inclusive workplace.

Grace Krisanski

Payroll Manager | RAP Group member



In 2021, we launched our first Reflect RAP, our formal acknowledgement of the reconciliation process and the commencement of our journey. Through this RAP we worked towards increased awareness and appreciation of Aboriginal and Torres Strait Islander cultures and histories, and increased understanding of the challenges and opportunities that lay ahead. We then introduced our first Innovate RAP in late 2022, which has provided a clear framework for action towards fostering stronger relationships, respect and opportunities as well as maintaining a clear vision, governance and reporting structure to track our progress.

Since launching our inaugural Reflect RAP and first Innovate RAP we have celebrated many achievements of note.

We have:

- held several Welcome to Country ceremonies and added Acknowledgement of Country protocols to formally open large and important meetings
- included National Reconciliation Week and NAIDOC Week in our annual diversity calendar, recognising the important weeks that they are.
- fostered a partnership with Griffith University to employ Aboriginal and Torres Strait Islander law clerks within our class actions and medical law practices. This relationship has since expanded to include QUT, allowing us to engage even more early-career law students.
- seen a year-on-year increase in team members who have accepted the option to work on the 26 January public holiday and take another day off in lieu.
- established a suite of cultural awareness learning resources including online cultural programs, cultural protocols, quick reference guides and guides for ways to work with Aboriginal and Torres Strait Islander clients.
- increased our procurement of stationery supplies from Aboriginal and Torres Strait Islander businesses through our national stationery supplier.
- purchased artwork by First Nations artists for display in a number of our offices/sites.
- increased our reporting on representation, as part of our broader diversity, equity and inclusion program.

A challenge has been the need to 'build the plane as we are flying it'. We have been focused on delivering on each commitment in line with our RAP, without an overarching strategy. At times it has resulted in us being singularly focused. This is particularly the case with the employment of Aboriginal and Torres Strait Islander people. While representation has improved, we would like to see a stronger result. Therefore, within the next RAP we intend to consolidate all our activity in the employment space and critically assess our effectiveness.

Finally, while our people acknowledge this work is important, there are always many things competing for their attention. Therefore, our focus is again on delivering less but more meaningful work so that people can see tangible benefits and understand how the RAP relates to their day-to-day roles.

While good progress has been made, we are committed to embedding our existing frameworks before progressing within the RAP model and that is why we are renewing for a second Innovate RAP.

We are excited to continue our work and meet our commitments to progress reconciliation across the areas of relationships, respect and, opportunities and governance.

Our class actions team is fortunate to work closely with Joshua Creamer. As a proud Waanyi and Kalkadoon man, Joshua is one of the few First Nations Barristers-at-Law in Australia and has built a distinguished career across human rights, class actions, and native title litigation. Shine's long standing relationship with Griffith University is how we first connected with him, through his leadership on the University Council and his co-establishment of the First Nations Excellence in Law Scholarship.

Joshua Creamer
Barrister-at-Law





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 and maintain mutually beneficial relationships with Aboriginal and 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.	June 2028	Head of people and performance Chief marketing officer
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2028	Head of people and performance Chief marketing officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027 and 2028	Internal communications specialist
	2.2 RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2027 and 2028	Head of people and performance
	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 2027 and 2028	Chief executive officer Head of people and performance
	2.4 Organise at least one NRW event each year.	27 May - 3 June 2027 or 2028	Head of people and performance
	2.5 Register all our NRW events on Reconciliation Australia's NRW website .	May 2027 and 2028	Head of people and performance
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.	December 2027	Head of people and performance Internal communications specialist
	3.2 Communicate our commitment to reconciliation publicly.	April 2027	Head of people and performance Chief marketing officer
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2028	Head of people and performance Chief marketing officer
	3.4 Review and update our Reconciliation intranet page with updated resources and our Innovate RAP commitments.	July 2026	Internal communications specialist
	3.5 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	April 2027	Head of people and performance Chief marketing officer

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 of 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.	April 2027	Learning Manager
	5.2 Promote our current cultural awareness eLearning training module to all staff.	October 2026	Learning manager
	5.3 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	October 2026	Head of people and performance Learning manager
	5.4 Review and update and then communicate the cultural learning strategy document for our staff.	April 2027	Learning manager
	5.5 Provide opportunities for RAP Working Group members and other key leadership staff to participate in formal and structured cultural learning.	October 2026	Learning 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.	October 2026	Head of people and performance Learning manager
	6.2 Review, update and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2026	Head of people and performance Internal communications specialist
	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.	March 2028	Chief executive officer
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2027	Chief executive officer Leadership team
	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.	June 2028	Head of property and corporate services Chief marketing officer
	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.	December 2027	Head of property and corporate services Chief marketing officer



Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026 and 2027	Head of people and performance RAP working group
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2026 and 2027	Head of people and performance
	7.3 Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2026 and 2027	Head of people and performance Internal communications specialist



The Aranda people refer to the West MacDonnell Ranges as Tjoritja (pronounced Choor-it-ja).
Reference: <https://nt.gov.au/parks/find-a-park/tjoritja-west-macdonnell-national-park>



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 recognise the value of a diverse workforce as a way to elevate culture, skills and thinking. Further, by increasing the employment opportunities for Aboriginal and Torres Strait Islander people, we strengthen our client service offering. We will also continue to explore growth opportunities and procurement processes that support Aboriginal and Torres Strait Islander businesses.



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2026	Head of people and performance
	8.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	October 2026	Talent acquisition manager
	8.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	April 2027	Talent acquisition manager
	8.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2027	Talent acquisition manager
	8.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2026	Talent acquisition manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Review and update the Aboriginal and Torres Strait Islander procurement strategy.	June 2027	Head of property and corporate services
	9.2 Investigate Supply Nation membership.	October 2026	Head of property and corporate services
	9.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2026	Head of property and corporate services
	9.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2027	Head of property and corporate services
	9.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2028	Head of property and corporate services
	9.6 Work with our corporate stationery partner to increase the procurement amount of First Nations-produced stationery.	December 2026	Head of property and corporate services



Action	Deliverable	Timeline	Responsibility
10. Support Aboriginal and Torres Strait Islander students to pursue a career in law.	10.1 Continue our partnership with key universities to support First Nations law students with placement opportunities at Shine.	July 2026	Talent acquisition manager
	10.2 Continue to explore and create new strategies to provide mentoring opportunities for First Nations students on placement at Shine.	June 2027	Learning manager
	10.3 Investigate further opportunities to support First Nations law students through our clerkship and graduate programs.	March 2027	Talent acquisition manager
11. Increase our current financial and legal support for First Nations people, organisations and businesses.	11.1 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)	November 2027	Head of class actions
	11.2 Promote our volunteer leave and encourage solicitors to support local legal aid initiatives.	December 2026	Head of people and performance Internal communications specialist





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
12. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	12.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	July, October, January, April 2026, 2027 and 2028	Head of people and performance
	12.2 Review, update and apply the terms of reference for the RAP Working Group.	July 2026	Head of people and performance
	12.3 Meet at least four times per year to drive and monitor RAP implementation.	July, October, January, April 2026, 2027 and 2028	Head of people and performance
13. Provide appropriate support for effective implementation of RAP commitments.	13.1 Review and define resource needs for RAP implementation.	September 2026	Head of people and performance
	13.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2027	Chief executive officer
	13.3 Review and maintain appropriate systems to track, measure and report on RAP commitments.	September 2026	Internal communications specialist
	13.4 Appoint and maintain an internal RAP Champion from senior management.	June 2027	Chief executive officer
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	14.1 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 annually	Head of people and performance
	14.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Head of people and performance
	14.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Head of people and performance
	14.4 Report RAP progress to all staff and senior leaders quarterly.	September 2026	Head of people and performance Internal communications specialist
	14.5 Publicly report our RAP achievements, challenges and learnings annually.	June 2027 and 2028	General counsel and company secretary
	14.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	December 2026	Head of people and performance
	14.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2028	Head of people and performance

For any queries, contact:

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