



RECONCILIATION
ACTION PLAN

STRETCH

KING & WOOD
MALLESONS
金杜律师事务所

KWM
COMMUNITY
IMPACT

Stretch Reconciliation Action Plan

June 2020 – June 2023

Acknowledgement of Country

King & Wood Mallesons (KWM) acknowledges the Traditional Owners of the lands across Australia where our centres are based. We pay our very deep respects to Elders past, present and emerging.

KWM seeks to build the strongest possible culture of friendship, trust, respect and deep partnership between our firm and Aboriginal and Torres Strait Islander peoples, organisations and communities.

Acknowledgements

KWM acknowledges and thanks our external expert consultants, Professor Megan Davis and Mr Dean Parkin, for their expertise, insights, guidance and friendship in the development of this Stretch RAP.

KWM was honoured to welcome Professor Davis and Mr Parkin to our Reconciliation & Empowerment (R&E) Leadership Group in October 2019 and we look forward to working with and alongside them over the years to come.

OUR LEADERS

External Experts

We congratulate KWM on its past successes and ongoing commitment to advancing reconciliation in Australia via its dedicated R&E Project and as it adopts its third Reconciliation Action Plan (RAP) at the 'Stretch' level.

The R&E Project at KWM is an ambitious, holistic and inspiring one, seeking to drive change and long-lasting impact.

By broadening and deepening its R&E ambitions through this Stretch RAP, KWM is a leading voice for reconciliation in the legal sector and beyond. KWM's commitments, including a range of considered signature projects, are making, and will continue to make a very positive contribution to reconciliation. These actions contribute to a movement for great social change.

We are proud to support, and help guide, KWM on its reconciliation journey. We congratulate KWM on adopting its Stretch RAP, and we look very forward to working with its partners, staff and clients through this next phase.



Professor Megan Davis



Dean Parkin



Stretch RAP CEO Statement

On behalf of Reconciliation Australia, I congratulate King & Wood Mallesons (KWM) on its continued commitment to reconciliation, as it implements its third Reconciliation Action Plan (RAP); it's first Stretch RAP.

Formed around the pillars of *relationships, respect, and opportunities*, the RAP program asks organisations to consider the strategic role they can play in driving reconciliation across their work and area of expertise. Through the implementation of this Stretch RAP, KWM continues to contribute to the ever-growing community of organisations that have taken this consideration and goodwill, and transformed it into action.

In order for a just, equitable, and reconciled nation to flourish, Aboriginal and Torres Strait Islander peoples need substantive access to justice. The benefits of this access cannot be understated, and KWM, as a leading law firm, is uniquely placed to facilitate and champion this process. It has the requisite skills, knowledge, and ability to not only navigate the legal arena, but to set the standard for reconciliation commitment amongst its peers and sphere of influence.

KWM has a strong track-record of prioritising pro bono legal work – and therefore access to justice – for Aboriginal and Torres Strait Islander peoples and businesses. This Stretch RAP builds on this legacy, with ambitious and thoughtful commitments as to where its work can be most effective. With a mandate to enable and empower Aboriginal and Torres Strait Islander young people, the firm is targeting inequality today, to ensure opportunity tomorrow.

Further to this, KWM is looking to develop opportunities and learning that put critical legal tools directly in the hands of Aboriginal and Torres Strait Islander peoples and communities. The KWM Pathways program is a good example of the firm fostering the engagement, perspectives, and opportunities that are needed to create structural change in the legal arena. Likewise, in championing the Uluru Statement from the Heart, KWM is centring First Nations' self-determination and agency in its reconciliation commitments, ensuring sustainable outcomes for years to come.

On behalf of Reconciliation Australia, I commend King & Wood Mallesons on this thoughtful and ambitious Stretch RAP and look forward to following its ongoing reconciliation journey into the future.

Karen Mundine

CEO
Reconciliation Australia





Larrgen

Delany Griffiths
45 x 45cm / natural pigment on canvas
Painting

Story

Delany paints her grandmother's Country, Larrgen in the area of Keep River as it flows through gorge country. During the wet seasons it is joined by little flood water creeks and the open country become marshy. There are lots of new grasses and spinifex growing and you can see the spirit of Country as it moves across the land with the wind in the grasses.

KWM Chief Executive Partner

We are extremely proud of the progress we have made under our Reflect and Innovate RAPs, and our broader R&E Project, towards our vision of developing a culture of friendship, trust, respect and deep partnership between our firm and Aboriginal and Torres Strait Islander peoples, organisations and communities.

We believe raising awareness within the broader community of the challenges facing Aboriginal and Torres Strait Islander peoples and understanding the significant, rich and diverse histories and cultures of the many groups across Australia, is a fundamental component of the reconciliation process.

We have also learnt valuable lessons through a willingness to listen, change course and gain knowledge. That journey continues.

We are therefore pleased to adopt our third Reconciliation Action Plan (RAP).

This Stretch RAP will enable us to expand our sphere of influence, embed our reconciliation activities more deeply and significantly build on the commitment that we first made in 2016 when we adopted our Reflect RAP. To ensure maximum impact, and in line with our broader social impact objectives, this RAP provides a clear framework to provide even greater access to justice and even more access to opportunities.

As a leading global law firm with a significant presence in Australia, we have a responsibility to use our skills, resources and networks to make a meaningful contribution towards reconciliation in Australia and to create equal opportunities for all Aboriginal and Torres Strait Islander peoples.

In developing our Stretch RAP, we have gratefully received guidance from Professor Megan Davis, Mr Dean Parkin and Reconciliation Australia. Your insights, teachings and support have inspired our R&E Project to strive for better reconciliation outcomes for all Aboriginal and Torres Strait Islander peoples. My sincere thanks also to the KWM R&E Leadership Group, R&E Coordinators and R&E Working Groups who have worked tirelessly over the years to embed a culture of reconciliation across our firm.

We have so much more to do on the reconciliation journey for our firm, our society and our nation.

Berkeley Cox

Chief Executive Partner, Australia
Chair, Reconciliation & Empowerment
Leadership Group
King & Wood Malletsons



I was born in Broome. Most of my life I lived in Kununurra & Wyndham. I am the second eldest grand-daughter of Peggy Griffiths. I like working and painting. I like to spend time with my family and I will keep painting and learning the stories from my grandmother.



Delany Griffiths and Warringarri Aboriginal Arts Centre

Delany Griffiths

Delany began painting in 2008 and has proven herself to be a highly skilled artist. Delany has been taught and mentored by her grandmother, senior artist Peggy Griffiths and late grandfather Mr Griffiths. Mr Griffiths was a senior artist at Warringarri Arts as well as a respected law and culture man for both his traditional Country near Timber Creek and for Miriwoong culture in Kununurra. Peggy has an arts career spanning over 30 years throughout which she has been exhibited widely. Delany's art practice involves ochre painting, ceramics and textiles. In recent years Delany has developed a successful career in textile printing.

'Adopt a Lawyer' Program and Artists in the Black Project

To continue expanding upon the success of its Artists in the Black program, Arts Law launched its pro bono initiative, 'Adopt a Lawyer' in 2013. The program partners Aboriginal and Torres Strait Islander community art centres with a single law firm for a three-year partnership. It is designed to streamline the existing Artists in the Black support of art centres by

facilitating a strengthened relationship between an art centre and a single law firm. Arts Law envisages that the art centre can contact the pro bono lawyers at one firm directly for advice on issues and lawyers will develop a more detailed understanding of the art centre's operations which will position it to provide timely and relevant commercial advice.

KWM and Warringarri Aboriginal Arts Centre

In 2018, King & Wood Mallesons was proudly 'adopted' by Warringarri Aboriginal Arts Centre.

Established in the late 1970's, in the heart of Miriwoong country at Kununurra in the Kimberley region of northern Australia, Warringarri artists share the importance of their Country and Culture. Warringarri is the first wholly Indigenous owned art centre established in the Kimberley region and one of the oldest continuously operating art centres in Australia supporting economic independence for artists and their community. The centre operates artists' studios and galleries and supports more than 100 artists as painters, printmakers, wood carvers, boab engravers, sculptors and textile artists. Cultural tours and performances compliment the visitor experience with a rich insight into Miriwoong culture. All proceeds from

art sales, art commissions and cultural tourism is returned to the community to support their ongoing program of arts and cultural projects.

Refurbished in 2011, the distinctive quality about Warringarri Aboriginal Arts is the sense of an authentically creative and collaborative environment. Artist studios extend into landscaped gardens areas. Verandas are supported with individually painted poles and pathways of sandblasted pavers present a range of artist designs. The Dawang Gallery is a unique cultural information space presenting selected works from the Warringarri collection complimented with multi-media presentations to share the richness of Miriwoong cultural identity with both community and visitors. The centre also includes artists from the remote Kira Kiro Art Centre in Kalumburu on the northern Kimberley coast. Artists are supported by a team of local Aboriginal arts-workers.

Our relationship with Warringarri continues to broaden and deepen each year.



OUR OVERARCHING VISION

Our overarching vision for reconciliation is to reduce inequality and poverty amongst Aboriginal and Torres Strait Islander young people, through access to justice and access to opportunities. Additionally, we aspire to playing a role in the creation of an Australia where all people, including all Aboriginal and Torres Strait Islander peoples and communities, are:

deeply valued;
treated equally;
have access to
the support they
need; and
are offered equal
opportunity to
flourish.

In relation to access to justice, KWM seeks to create positive social change for Aboriginal and Torres Strait Islander young people's interactions with the justice system by (1) improving the legal system, (2) supporting equal justice and opportunities, and (3) strengthening civil society.

Through this work, we work towards breaking down structural issues. In relation to access to opportunities, KWM seeks to increase the representation of Aboriginal and Torres Strait Islander young persons in the legal profession and the wider legal sector.



Providing up to **\$5 million worth of pro bono legal services** per annum to Aboriginal & Torres Strait Islander individuals, community-controlled organisations and Indigenous-specific initiatives;



Improving the legal system by **providing access to justice through pro bono legal advice and legal services, in particular, highlighting Aboriginal and Torres Strait Islander young people**, via our Clinics Program, our Secondments Program, our Reform Hub, our Justice Reinvestment Project, strategic projects and community legal education such as our Impact Masterclass Project;



Supporting equal justice and opportunities through our Advice & Representation Service, our Clinics Program, our social mobility program (Waiwa Mudena) for Aboriginal and Torres Strait Islander law students, our Scholarships Program, our Artists in the Black Project and KWMobilise, to provide skilled volunteering support;



Strengthening civil society through our Empowered Partnerships Project, our Adopt a Lawyer Project, our workplace giving program (DigDeep®), our Local Aboriginal Land Council Project and our Indigenous New Enterprises Project;



Exploring major and contemporary issues (specifically, structural causes of inequality & poverty) via KWM Impact Assembly.



Advocating and educating on the question of **constitutional reform and the Uluru Statement from The Heart**.

Over the next three years, we commit to:

As a global law firm and an Australian market leader, we believe that KWM has a strong responsibility to actively demonstrate leadership in, and commitment to, achieving higher reconciliation goals with Aboriginal and Torres Strait Islander peoples and communities. KWM is committed to reconciliation and will provide its resources, skills and experience (legal and non-legal) to assist in achieving this vision. KWM seeks to help lead our sector in working towards a truly reconciled Australia.

KWM recognises that we significantly enhance our business through the different perspectives, experiences and knowledge of Aboriginal and Torres Strait Islander partners, employees, contractors, sub-contractors, clients and community partners. They contribute to the development of cross-cultural awareness in our firm, which is vital in successfully communicating with, and learning from, our people and our clients from many diverse backgrounds.

Through enhanced Aboriginal and Torres Strait Islander attraction, employment and retention, we will gain further insights into Aboriginal and Torres Strait Islander communities, enabling our business to build its expertise and capabilities, while exploring new ways to support our Aboriginal and Torres Strait Islander peoples and their communities.

Finally, we seek to listen openly and honestly to our people and our stakeholders (in particular, our Aboriginal and Torres Strait Islander stakeholders) and making modifications to this RAP framework as and when required to ensure that it remains relevant and has the greatest possible chance of success.

Our Leadership Role

Our community partners and clients tell us we can achieve great things when we use our unique expertise, networks and resources to help facilitate new projects and relationships between Aboriginal and Torres Strait Islander communities and potential collaborators across all sectors.

Over the next three years, we aim to lead, and participate actively, in four signature projects. These projects have been selected on the basis that they advance multiple dimensions of reconciliation and align closely to our **2022 Strategic Vision for KWM Community Impact**:



Strong Enterprises & Economic Development



Supporting Indigenous Social Mobility via Waiwa Mudena



Leading Systemic Reform & Advocacy via KWM Impact Assembly



Bolstering Support for Community-Led Change & Place-Based Initiatives





Goorrdim and Woorribem

Delany Griffiths
45 x 45cm / Natural ochre and pigment
Painting

Story

This painting shows an area of the artist's grandmother's traditional Country in the east Kimberley region of northern Australia. The hill at the top is Goorrdim. The smaller hills represent ant pit country - good bush medicine. The billabongs indicated where the river splits in two is a place called Woorribem.

Expand our sphere of influence, embed our reconciliation activities more deeply and significantly build on our commitment.



OUR MOTIVATIONS

KWM's motivations begin from a position of respect for Aboriginal and Torres Strait Islander peoples, organisations and communities. KWM recognises the important role that Aboriginal and Torres Strait Islander peoples, organisations and communities have played, and continue to play, within our community. KWM is committed to respectfully engaging with Aboriginal and Torres Strait Islander peoples, and to growing a culture of respect and understanding of Aboriginal and Torres Strait Islander cultures and contributions both internally and in the community more broadly.

In implementing this RAP, KWM is guided by the experiences and perspectives of Aboriginal and Torres Strait Islander peoples and is committed to developing relationships with Indigenous organisations and communities so as to ensure our goals and efforts are integrated into the fibre of all KWM's operations. This overarching guidance and respect reflect KWM's commitment to demonstrating and living reconciliation in all that we do.

Key drivers for KWM include:

building and encouraging relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities; fostering and embedding respect for the world's longest surviving culture; and developing opportunities and services for Aboriginal And Torres Strait Islander young people.

OUR GUIDING PRINCIPLES

The following principles will guide KWM's actions. KWM:

- begins from a position of respect for Aboriginal and Torres Strait Islander peoples, organisations and communities;
- will be guided by the experiences and perspectives of Aboriginal and Torres Strait Islander peoples, including by demonstrating respect for Aboriginal and Torres Strait Islander forms of knowledge and ways of learning;
- is committed to demonstrating and living reconciliation in our organisational culture, attitudes, structures, policies and activities;
- recognises, values and respects the diversity of Aboriginal and Torres Strait Islander cultures, language, knowledge, experiences, histories and geographical locations; and
- recognises the unique skills and perspectives Aboriginal and Torres Strait Islander employees bring, particularly in enabling access to justice and access to opportunities for Aboriginal and Torres Strait Islander clients.



OUR BUSINESS

King & Wood Mallesons (KWM) is a global elite law firm headquartered in Asia. Our clients have access to approximately 750 partners and 3,000 lawyers across 28 international offices spanning Australia, China, Europe, Japan, Hong Kong, the Middle East, Singapore, and the United States. As one of only a few firms in the world able to practise People's Republic of China, Hong Kong, Australian, US, English and a range of European laws, we are connecting Asia to the world and the world to Asia.

KWM is a full-service commercial law firm delivering a full range of transactional, financial and disputes capability. We have top tier expertise in cross-border mergers and acquisitions; joint ventures; capital markets; corporate governance; tax; employment; intellectual property; bank lending; project finance; commercial litigation; international arbitration; real estate and restructuring and insolvency.

In Australia, we employ approximately 1500 people including approximately 5 Aboriginal and Torres Strait Islander peoples. KWM Australia is national in its focus and operates from five centres in Australia: Sydney, Melbourne, Brisbane, Perth and Canberra.

Our values are to be client centric, dynamic and entrepreneurial, and to operate as one team, one firm. We support excellence and innovation by our staff, and stewardship of our firm for future generations, and we bring an international perspective to our business.

We value the diversity of our people and strive to create a respectful, inclusive culture that is sensitive to the needs of all.

Our Reconciliation & Empowerment (R&E) Leadership Group

Our R&E Leadership Group sets the strategic direction of our holistic engagement with Aboriginal and Torres Strait Islander communities and clients, and draws heavily on advisory input from our Aboriginal and Torres Strait Islander employees, clients, Local R&E Coordinators, networks and KWM Pathways students in each of our Australian offices.

Our R&E Leadership Group is comprised of:

- Professor Megan Davis (External Leader & Consultant)
- Mr Dean Parkin (External Leader & Consultant)
- Mr Berkeley Cox (KWM Chief Executive Partner)
- Mr Dan Creasey (KWM Head of Pro Bono & Community Impact)
- Ms Sharron Anderson (KWM Senior Associate, Business Management)
- Ms Kellie Wade (KWM National Diversity, Inclusion & Wellbeing Manager)

Our Reconciliation & Empowerment Working Groups

In each of our Australian centres, we have a local working group (led by our Local R&E Coordinators) who are tasked with delivering our RAP commitments in line with local circumstances. The R&E Coordinators lead the working group in each centre.

The R&E Coordinators in turn report to the R&E Leadership Group, via KWM Community Impact, on a quarterly basis. R&E Coordinators are required to set a 'plan-on-a-page' at the start of each calendar year.

Our Local R&E Coordinators are:

- Brisbane: Dayne Kingsford and Aisling Scott
- Canberra: Stephen Brightman and Rebecca Vieceli;
- Melbourne: Anthony di Gregorio and Kate King;
- Perth: Emma Kay, Bella Skuthorp and Allison Warriar
- Sydney: Bridget Butler, Anne-Marie Sears and Alison Thompson

Our Reconciliation & Empowerment Champions (Ambassadors)

In each of Australian centres, we have local R&E Ambassadors to champion our R&E Program and our RAP, and to advocate for its successful implementation.

Our R&E Ambassadors are:

- Brisbane: Scott Singleton, Partner
- Canberra: Annabel Griffin, Partner
- Melbourne: Peter Stirling, Partner
- Perth: Sally Audeyev, Partner
- Sydney: Travis Toemoe, Partner



Jinamoom

Delany Griffiths
60x60cm/ natural pigment on canvas
Painting

Story

Delany is learning from Peggy Griffiths, her grandmother, and paints her traditional Country in a similar style. This painting represents Jinamoom, the Keep River as it is joined by small tributaries flowing through swamp-land during flood water times. On the right is a hill called Eagle Hawk Dreaming. The hill and billabong on the left is Goortthark or Brolga Dreaming. This area is where the artist's family used to visit during holiday times to camp.

REFLECT RAP (2016 TO 2017) + INNOVATE RAP (2018 TO 2020)

Achievements & Learnings

We have made significant progress towards realising our commitments to Aboriginal and Torres Strait Islander people and organisations. Over the last 4 years, we have also learned a considerable amount, made modifications as and when required, while seeking to significantly step up our support for Indigenous Australians.



Pro Bono Legal Services

- More than 20% of our entire pro bono practice is now directed towards Aboriginal and Torres Strait Islander people and organisations. We expect that to increase to more than 30% over the next 2 years (representing around 15,000 hours of free legal advice each year).
- More than 150 separate Aboriginal and Torres Strait Islander organisations or individuals have been assisted by our pro bono practice over the last 2 years. That number will continue to increase.

- We launched KWM Impact Assembly in 2019 to provide sustained and long-term pro bono support while adopting design-thinking, technology and innovation principles. The first project will focus on the Aboriginal and Torres Strait Islander legal assistance sector and work with NATSILS plus all ATSILS.
- We seconded one of our lawyers to NAAJA between 2019 and 2020.
- Five separate secondments, involving 6 KWM partners and lawyers, have occurred as part of the Artists in the Black Program (including to the Kimberley, Arnhem Land and the Torres Strait) over the past 2 years.

Philanthropy

- \$58,296.28 was raised for NATSILS via one of our major NRW appeals.
- \$21,165.89 was raised for Arts Law (Artists in the Black program) via one of our major End of Year Appeals.
- \$52,869.15 was raised for Literacy for Life Foundation via one of our major NAIDOC appeals.
- \$10,000 has been donated to ANtAR in support of the 2020 National Treaties Summit in which KWM will be the Legal & Reporting Partner.
- NATSILS, ALS NSW/ACT and Literacy for Life Foundation are ongoing beneficiaries of DigDeep®, our workplace giving project.

Social Mobility

- We have explored, designed, tested, piloted and will now scale a major national social mobility program for Aboriginal and Torres Strait Islander law students with the central aim of increasing their representation in the legal profession and broader legal sector. This bespoke and innovative program has been designed with and for those students, who will spend 10 months formally engaged with KWM, together with our commercial and community partners. There are 5 universities involved, plus the Aboriginal and Torres Strait Islander units within those academic institutions.

Strategic Partnerships

- We have initiated contact with 72 Aboriginal and Torres Strait Islander organisations. We have commenced work with more than 30 of those organisations.
- In addition to Reconciliation Australia, we are now members of reconciliation bodies in WA, VIC, QLD, SA and NSW.
- We continue to be members of the Legal Profession Reconciliation Network and Supply Nation.
- We have been 'adopted' by Warringarri Arts Centre, Moa Arts Centre and Jilamara Arts Centre to provide a range of pro bono and in-kind support.
- 28 external meetings or events have been hosted (in-kind) over the past FY for different Indigenous organisations with over 280 people visiting KWM centres to attend.

Engagement

- Conversation from the Heart: We held a major thought-leadership event in each of our 5 Australian centres to explore the Uluru Statement From the Heart and constitutional recognition of First Australians. A total of 432 people attended our events to hear from 18 high profile speakers and moderators.
- The KWM Contemporary Aboriginal and Torres Strait Islander Art Prize was launched in 2018 with a \$25,000 prize for the winner. The prize will return in 2020.
- Artists in Residence Project: The Artist in Residence Project was held in Perth in 2018 and in Brisbane, Canberra and Sydney centres in 2019. Partners, staff and clients were given the opportunity to engage with the artists and see their works being created. We also held an art exhibition in Melbourne, featuring artists from regional, remote and rural Australia.

Cultural Awareness

- Welcome and Acknowledgement of Country: We have rolled out a Welcome and Acknowledgement of Country protocol, which includes a list of contacts to deliver Welcome to Country to all centres. Acknowledgement of Country is now being included at the commencement of key meetings and functions. An Acknowledgement of Country reference card is contained in all KWM internal and client meeting rooms guides nationally, to assist and encourage all KWM Partners and staff to not only give an Acknowledgement of Country at the commencement of all meetings as well as understand why they should do so.

- NRW and NAIDOC Week: We celebrated and participated in NRW and NAIDOC activities in all centres. Staff were also encouraged to attend external NRW and NAIDOC activities. Some of these activities included a coffee cart provided by an Aboriginal social enterprise, inviting our people to complete a pledge card setting out what NRW means to them and what steps they will take to advance reconciliation, undertaking cultural walks through Perth CBD and surrounding areas and hosting an Aboriginal and Torres Strait Islander art exhibition in our Melbourne centre with The Torch.
- Cultural Competency: A new cultural capability/cultural competency training program delivered by Indigenous consultants commenced in Q4 2019 and will continue throughout 2020 and 2021, providing opportunities for our R&E leaders and other key leadership staff to participate in cultural training. This includes half day workshops for R&E leaders, tailored e-learning modules available on an opt-in basis, half day workshops to partners and heads of Shared Services for specific teams/groups (and potentially commercial and community clients), and a specialist executive leadership workshop. Our people have provided positive feedback about these sessions, which continue to be refined to ensure they are as relevant as possible. We have also honed the sessions for those lawyers who are specifically engaging with Aboriginal and Torres Strait Islander clients via our pro bono practice.

Key Learnings

- We acknowledge that the levels of awareness of our R&E Program and RAP commitments varies widely across our centres. We need to do more to help our people better understand why this project is a firm priority. This is an immediate priority following the launch of this Stretch RAP.
- We recognise that we had excellent impact when collaborating across sectors and helping to bring more stakeholders together. This will remain an area of focus over the next 2 years.
- We are aiming to do more in the area of supplier diversity and providing Aboriginal and Torres Strait Islander businesses with pro bono legal support.
- We understand that building relationships take time, energy and significant trust. We will continue to listen and learn, while delivering the highest calibre services, to ensure the best possible relationships develop.

Listening to Stakeholders & Community Partners

A consistent theme from our listening is that our stakeholders and community partners value our strategic and system focus, our willingness to 'think big', our responsiveness and our strong networks to facilitate cross-sector collaborations to drive long term change.

“The partnership between Deadly Connections and KWM has been instrumental in the ongoing development of Deadly Connections. KWM has been on board with us since almost the inception of Deadly Connections and has provided us with support that extends beyond their legal expertise. We cannot express how grateful we are for the support of KWM, their pro bono team and legal professionals. We look forward to continuing our journey together to ensure that we are creating deadly futures, opportunities and pathways for our mob.”

Carly Stanley
CEO & Founder
Deadly Connections Community and Justice Services Inc

“Without question, PearlII [an Aboriginal-founded start-up enterprise] would not be in the position it is today without KWM. We raised pre-seed capital at the beginning of 2020 and we're on track to launch in May, followed by our Seed Round. KWM has been PearlII's rock for the last year and we're so enormously grateful for their support.”

Dr Kyle Turner
CEO & Founder
PearlII

“ID. Know Yourself has been privileged in walking alongside King & Wood & Mallesons for the past year and in that time making an incredible impact on vulnerable Aboriginal children in Out of Home Care. Knowing that there is never anything too large or small to ask for and that they can be contacted at any time, makes us feel very comfortable and demonstrates the same above and beyond attitude we are proud ourselves to have. It has always been 'bigger than just legal support', it has been just as important to have humility and share a human connection when working together. We are extremely looking forward to seeing how we can collectively leave many more positive footprints behind for the next generation”.

Isaiah Dawe
CEO/Founder
ID. Know Yourself

“KWM has supported the ALS over a number of years on a wide range of projects. They are currently supporting our Children's Practice with a project looking at the diversion of Aboriginal and Torres Strait Islander young people from the criminal justice system. The impact of this project has already been significant and the expertise, practical assistance and collaborative approach of KWM has been integral to this. We are very grateful, not only for the support of KWM, but for the very welcoming manner in which it is always offered.”

Keisha Hopgood
Children's Criminal Practice State Manager
Aboriginal Legal Service (NSW/ACT) Limited

Building Strong Relationships Through Signature Projects

Caring for our community, our people and our clients is at the heart of who we are as a firm. We recognise that strong and enduring relationships are built upon honesty and shared values, where our deep commitment manifests in truly hearing and standing together with our partners. We are committed to continuing to foster strong and holistic partnerships, founded upon respect, empowerment and the right of Aboriginal and Torres Strait Islander peoples to self-determination. We recognise and respect that Aboriginal and Torres Strait Islander-led solutions are key. We believe that through deeper relationships with Aboriginal and Torres Strait Islander peoples, clients and partners we can together foster a society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

We aim to facilitate, and be active participants in, a strong, vibrant and impactful cross-sector dialogue across four key signature thought leadership projects. These projects have been selected on the basis that they are a close fit for KWM's pro bono expertise and will each advance multiple dimensions of reconciliation and empowerment.



Our Commitments

Economic Empowerment

Empowerment, for KWM, means Aboriginal and Torres Strait Islander people empowering themselves by taking all appropriate and necessary powers and responsibilities for their own lives and futures. It also means certain actors sharing, and in some cases relinquishing, some powers and responsibilities, and supporting Aboriginal and Torres Strait Islander people with resources and capability building.

1.1 Support New Enterprises & Economic Development

(Alignment to Strategy: Improve The Legal System, Support Equal Justice & Opportunities, Equal Justice + Technology)

Target	Responsibility	Timeframe
A. Maintain capacity support for Aboriginal and Torres Strait Islander community organisations through legal and specialist skills engagement, while continuing adding new organisations to this pool.	A. Head of Pro Bono & Community Impact + Pro Bono, National Manager	A. Report on Progress in June 2021 and 2023 / Achieved By June 2023
B. Explore new ways of working with Aboriginal and Torres Strait Islander social enterprises to support growth and economic empowerment, including through a specialist project for Indigenous start-ups.	B. Head of Pro Bono & Community Impact + Pro Bono, National Manager	B. Report on Progress in June 2021 and 2023 / Achieved By June 2023
C. Expand our support for Arts Law's 'Artists in the Black' Project through at least 10 further secondees, accepting further pro bono referrals and providing enhanced holistic (pro bono, skilled volunteering, philanthropic and in-kind) support for Arts Law.	C. Head of Pro Bono & Community Impact + Pro Bono, National Manager	C. Report on Progress in June 2021 and 2023 / Achieved By June 2023
D. Continue to develop our relationship Waringari Aboriginal Arts Centre, Moa Arts and Jilamara Arts via the Adopt of Lawyer program.	D. Head of Pro Bono & Community Impact + Pro Bono, National Manager	D. Report on Progress in June 2021 and 2023 / Achieved By June 2023

Social Mobility

Social mobility is the movement of individuals, families, households, or other categories of people within or between social strata in society. It is the opportunity for those from underprivileged backgrounds to break boundaries. Waiwa Mudena is a uniquely flexible paid work experience program designed with and specifically for Aboriginal and Torres Strait Islander law students with the central aim of breaking boundaries. Waiwa Mudena was piloted in KWM's Sydney centre in 2019, with the assistance of UTS, the Human Rights Law Centre, AGL Energy and Tabcorp. The program will enable Aboriginal and Torres Strait Islander law students to experience various career pathways available in the legal profession. It will support students to develop industry specific skills and networks, with the aim of contributing to increased Aboriginal and Torres Strait Islander participation across the legal profession. The program will be scaled in 2020 to all of KWM's Australian centre.

1.2 Supporting Indigenous Social Mobility via Waiwa Mudena

(Alignment to Strategy: Support Equal Justice & Opportunities)

Target	Responsibility	Timeframe
A. Scale Waiwa Mudena to all KWM's Australian centres in 2020 with up to 10 Indigenous law students from 5 separate academic institutions.	A. Head of Pro Bono & Community Impact + Community Impact, National Manager	A. Report on Progress in September 2020 / Achieved By December 2020
B. Explore the introduction of a scholarship in each of the locations where KWM is based to support Indigenous law students and submit that proposal to the KWM Community Impact Board in 2020.	B. Head of Pro Bono & Community Impact + Community Impact, National Manager	B. Report on Progress in September 2020 / Achieved By June 2021
C. Develop a program, in partnership with academic institutions, to support pre-tertiary Indigenous students to gain insights into a career in the legal sector.	C. Head of Pro Bono & Community Impact + Community Impact, National Manager	C. Report on Progress in December 2021 / Achieved By June 2021

Exploring The Big Challenges

KWM Impact Assembly is a project to support innovative approaches to access to justice in the Aboriginal and Torres Strait Islander Legal Assistance Sector. Commenced in October 2019, over the next 12 months (and beyond), KWM will work closely with and alongside the National Aboriginal and Torres Strait Islander Legal Service (NATSILS), and all Aboriginal and Torres Strait Islander Legal Services in Australia, to identify, workshop, design, test and implement new projects to assist the Indigenous justice sector. The project involves detailed research, interviews, gathering feedback, holding workshops (which include design-thinking, technological and innovation principles), and then working with our strategic community partners on issues which require long-term support and investment.

1.3 Lead Systemic Reform & Advocacy via KWM Impact Assembly

(Alignment to Strategy: Strengthen Civil Society, Explore The Big Challenges, Explore Technology & Equal Justice)

Target	Responsibility	Timeframe
A. Continue the KWM Impact Assembly initiative in 2020 to identify systemic challenges faced by the Indigenous legal assistance sector which KWM may be able to assist with.	A. Head of Pro Bono & Community Impact + Pro Bono, National Manager	A. Report on Progress in September 2020 / Achieved By December 2021
B. Test, pilot and operationalise up to 3 projects arising from workshops undertaken as part of KWM Impact Assembly.	B. Head of Pro Bono & Community Impact + Pro Bono, National Manager + Pro Bono, National Advisor	B. Report on Progress in June 2021 and 2022 / Achieved By June 2023
C. Prioritise, bolster and strengthen the relationship with the National Aboriginal and Torres Strait Islander Legal Service and all Aboriginal and Torres Strait Islander Legal Services in Australia as part of KWM Impact Assembly, as key strategic clients. We seek to double the volume of pro bono support provided to these organisations over the next 2 years.	C. Head of Pro Bono & Community Impact + Pro Bono, National Manager + Pro Bono, National Advisor	C. Report on Progress in June 2021 / Achieved By December 2022

Indigenous-Led Projects

Self-determination is a right granted to indigenous peoples across the world in Article 3 of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). By virtue of that right, they freely determine their political status and freely pursue their economic, social and cultural development. The ability of Aboriginal and Torres Strait Islander peoples to freely determine their own political, economic, social and cultural development is a fundamental first step towards securing a better future.

1.4 Bolster Support For Community-Led Change & Place-Based Initiatives

(Alignment to Strategy: Improve The Legal System, Support Equal Justice & Opportunities)

Target	Responsibility	Timeframe
A. Expand pro bono support for community-led, place-based systems change initiatives, including Empowered Communities and Justice Reinvestment sites.	A. Head of Pro Bono & Community Impact + Pro Bono, National Manager	A. Report on Progress in June 2021 and 2022 / Achieved By June 2023
B. Strengthen relationships with Empowered Communities regions, including Inner Sydney Empowered Communities, to support Aboriginal-led, place-based governance and capacity building.	B. Head of Pro Bono & Community Impact + Pro Bono, National Manager + Pro Bono, National Advisor	B. Report on Progress in June 2021 and 2022 / Achieved By June 2023
C. Expand the number of Health Justice Partnerships we support (from 1 to up to 5), together with Aboriginal Controlled Community Health Organisations and Aboriginal and Torres Strait Islander Legal Services.	C. Head of Pro Bono & Community Impact + Pro Bono, National Manager	C. Report on Progress in June 2021 and 2022 / Achieved By December 2022
D. Bolster our relationships with justice reinvestment organisations, nationally, including Just Reinvest NSW, Justice Reinvestment SA, and Social Reinvestment WA to assist in furthering the objective to reduce Aboriginal and Torres Strait Islander over-representation in the criminal justice system.	D. Head of Pro Bono & Community Impact + Pro Bono, National Manager	D. Report on Progress in June 2021 and 2022 / Achieved By June 2023



Our Commitments

Strong Ecosystem

1.5 Continue to explore, develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes

(Alignment to Strategy: Strengthen Civil Society + Explore The Big Challenges)

Target	Responsibility	Timeframe
A. Conduct an extensive mapping exercise to determine all potential Aboriginal and Torres Strait Islander organisations KWM could work with.	A. Head of Pro Bono & Community Impact + Pro Bono, Paralegal	A. Report on Progress in December 2020 / Achieved By June 2021
B. Meet with Aboriginal and Torres Strait Islander clients and external advisors to continuously improve guiding principles for engagement with Aboriginal and Torres Strait Islander clients and partners.	B. Head of Pro Bono & Community Impact + Pro Bono, National Manager, Community Impact, national Manager + Pro Bono, National Advisor	B. Report on Progress in June 2021 and 2022 / Achieved By June 2023
C. Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	C. Head of Pro Bono & Community Impact + Pro Bono, National Manager, Community Impact, national Manager + Pro Bono, National Advisor	C. Report on Progress in June 2021 and 2022 / Achieved By June 2023
D. Establish and maintain 20 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations including NATSILS, NAAJA, ATSILS QLD, ALS NSW/ACT, VALS, ALRM, TACLS, ALS WA, Artists in the Black.	D. Head of Pro Bono & Community Impact + Pro Bono, National Manager, Community Impact, national Manager + Pro Bono, National Advisor + R&E Coordinators	D. Report on Progress in June 2021 and 2022 / Achieved By June 2023

Race Relations

1.6 Promote positive race relations through anti-discrimination strategies

(Alignment to Strategy: Support Equal Justice & Opportunities)

Target	Responsibility	Timeframe
A. Continuously improve HR policies and procedures concerned with anti-discrimination.	A. National Diversity, Inclusion & Wellbeing Manager	A. Report on Progress in June 2021 and 2022 / Achieved By June 2023
B. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	B. National Diversity, Inclusion & Wellbeing Manager	B. Report on Progress in June 2021 and 2022 / Achieved By June 2023
C. Communicate our anti-discrimination policy for our organisation.	C. National Diversity, Inclusion & Wellbeing Manager	C. Report on Progress in June 2021 and 2022 / Achieved By June 2023
D. Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	D. National Diversity, Inclusion & Wellbeing Manager	D. Report on Progress in June 2021 and 2022 / Achieved By June 2023
E. Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	E. National Diversity, Inclusion & Wellbeing Manager	E. Report on Progress in June 2021 and 2022 / Achieved By June 2023
F. Host a screening of the Final Quarter for staff and facilitate a discussion following the film using the associated resources.	F. Community Impact, National Manager + R&E Coordinators	F. Report on Progress in June 2021 / Achieved By December 2021

External Leadership

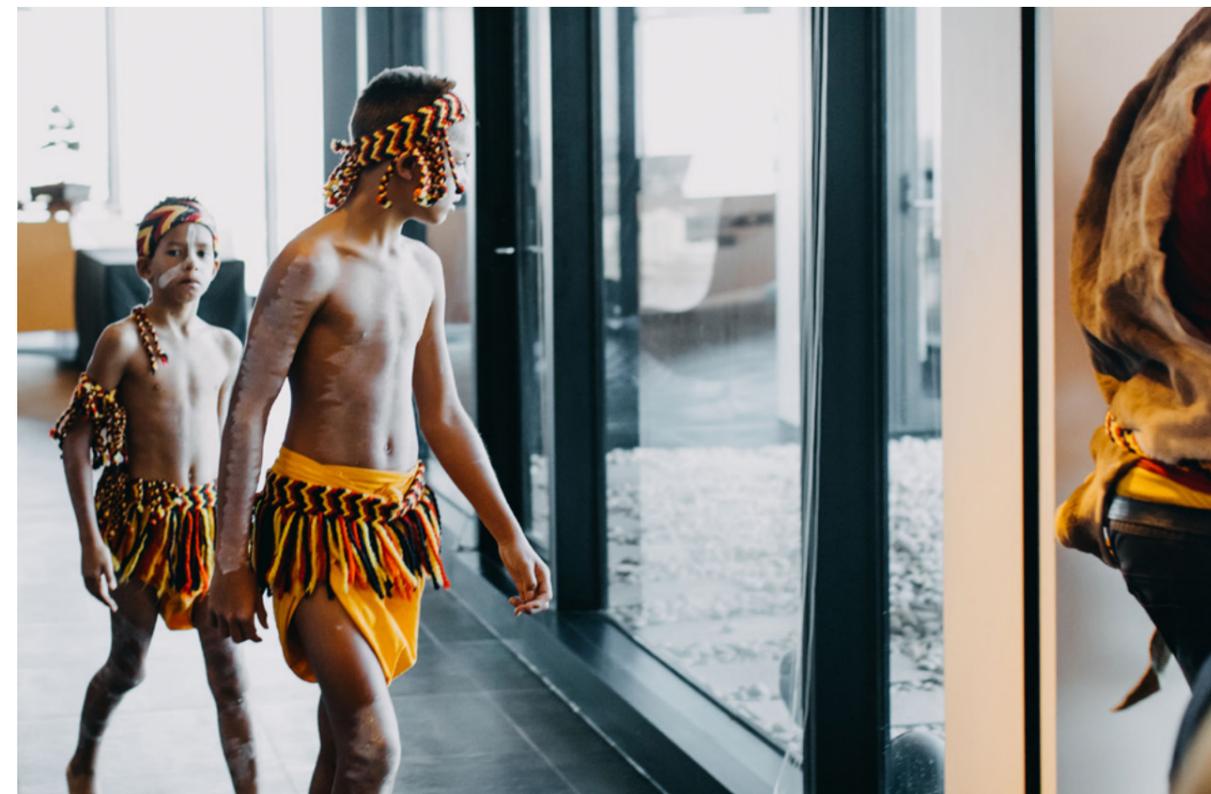
1.7 Promote reconciliation, as well as constitutional recognition, through the broader corporate and community sectors:

Target	Responsibility	Timeframe
Formally launch and distribute a copy of our RAP to all partners and staff at local events in each of our centres, and include a thought leadership aspect to these events.	A - Head of Pro Bono & Community Impact + National Diversity, Inclusion & Wellbeing Manager	A - Report on Progress in September 2020 / Achieved By December 2020
B. Provide at least 3 opportunities for our community partners to learn from Aboriginal and Torres Strait Islander organisations. This may include cultural walks, bespoke lunchtime gatherings and/or thought leadership events.	B to M - Head of Pro Bono & Community Impact + National Diversity, Inclusion & Wellbeing Manager + Community Impact, National Manager + R&E Ambassadors + R&E Coordinators + Local Pro Bono & Community Impact Coordinators	B to M - Report on Progress in June 2021 and 2022 / Achieved By June 2023
C. Approach our strategic community partners, as well as select commercial clients, and offer to assist in the development and implementation of their own RAPs.		
D. Contribute to the Legal Profession Reconciliation Network as a legal sector forum through attendance at quarterly meetings and through KWM's Community Impact, National Manager continuing to co-chair this network.		
E. Collaborate with at least 10 RAP and other like-minded organisations to implement ways to advance reconciliation.		
F. Continue to actively participate in the Business Council of Australia's (BCA) Business Indigenous Network through attendance at quarterly meetings.		
G. Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes, including through providing opportunities for at least 5 commercial client collaborative projects working together with Aboriginal and Torres Strait Islander community partners.		
H. Provide at least 10 education opportunities to our partners, staff and clients to better understand the Uluru Statement from the Heart and constitutional recognition.		
I. Talk about our RAP journey in client events during NRW and NAIDOC Week, and on other occasions such as university careers fairs and presentations.		
J. Continue to collaborate with corporate legal teams, community legal centres, Government related justice agencies and Bar Associations on our Pathways program (see below) to expose and connect Aboriginal and Torres Strait Islander law students with examples of the variety of pathways available in the legal profession.		
K. Make available copies of our RAP in reception areas, and at appropriate client events.		
L. We will also host two internal reconciliation and empowerment events each year, per office, outside of NRW.		
M. Continue to raise awareness of our reconciliation partnerships and opportunities for our people to become involved through:		
- Publishing our RAP on our Reconciliation & Empowerment microsite and intranet, and circulating internally;		
- Inclusion of RAP information in the new staff Community Impact induction sessions;		
- Publication of engagement stories and pro bono matter reports in Community Impact updates and via internal news channels		
- Providing an internal resource of Aboriginal and Torres Strait Islander books and resources in each centre to communicate our commitment to reconciliation publicly.		

Active Participation in National Reconciliation Week (NRW)

1.8 Continue to celebrate National Reconciliation Week (NRW) nationally to strengthen and maintain relationships between Aboriginal and Torres Strait Islander personnel and other staff:

Target	Responsibility	Timeframe
A. Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	A. National Diversity, Inclusion & Wellbeing Manager + Head of Pro Bono & Community Impact + R&E Coordinators	A. Report on Progress in May 2021, May 2022, and May 2023 / Achieved By May 2023
B. R&E Working Group members to participate in at least 2 external NRW events.	B to F - National Diversity, Inclusion & Wellbeing Manager + Head of Pro Bono & Community Impact + R&E Coordinators	B to F - Report on Progress in May 2021, May 2022 and May 2023 / Achieved By May 2023
C. Encourage and support partners and staff to participate in external events to recognise and celebrate NRW.		
D. Organise two internal NRW events per centre in each year.		
E. We will register all our NRW events on Reconciliation Australia's NRW website .		
F. We will circulate Reconciliation Australia's NRW resources and reconciliation materials to all partners and staff via a range of communications channels.		



Boosting Access to Justice

As one of Australia's largest law firms, we can have the greatest possible impact by deploying our legal expertise, networks and resources towards access to justice initiatives. Through our KWM Community Impact program, we are committed to working with and alongside Aboriginal and Torres Strait Islander peoples, communities and organisations to create positive social change and actively contribute to addressing the ongoing inequity in access to justice for Aboriginal and Torres Strait Islander peoples, in particular, young people. This core focus draws in a network of reconciliation and empowerment initiatives that are woven throughout our Community Impact programme and the broader firm. Our signature commitment is that between now and 2022, at least 30% of all pro bono support (valued at up to \$15 million across 3 years) be for Aboriginal and Torres Strait Islander peoples, organisations and enterprises, with a key emphasis on the following areas:

- | | | | |
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| <p>Young People</p> <ul style="list-style-type: none"> A. Addressing the over-representation of Aboriginal and Torres Strait Islander children and young people in out of home care. B. Best practices in youth justice to reduce over-representation in the criminal law system. | <p>Community-Led Change & Place-Based Initiatives</p> <ul style="list-style-type: none"> C. Community-led, place-based systems change initiatives, including Empowered Communities and Justice Reinvestment sites. D. Health Justice Partnerships together with Aboriginal Controlled Community Health Organisations and Aboriginal and Torres Strait Islander Legal Services. | <p>Strong Organisations & Enterprises</p> <ul style="list-style-type: none"> E. Capacity support for Aboriginal and Torres Strait Islander community organisations through legal and specialist skills engagement. F. Working with Aboriginal and Torres Strait Islander new enterprises to support growth and economic empowerment. G. Support Aboriginal artists and arts centres via the Artists in the Black initiative. | <p>Systemic Reform & Advocacy</p> <ul style="list-style-type: none"> H. Working with the Aboriginal and Torres Strait Islander Legal Services to support systemic change to the legal system and enhanced sector capabilities. |
|--|---|--|--|

Our Commitments

Legal Advice & Legal Assistance

2.1 Provide an increased level of pro bono legal advice and assistance to Aboriginal and Torres Strait Islander organisations, businesses and individuals:

Target	Responsibility	Timeframe
<p>A. Provide up to \$15 million (with a minimum of \$10 million) of legal services over 3 years to a range of Aboriginal and Torres Strait Islander organisations.</p> <p>B. The legal advice and legal services that we will explore include:</p> <p>I. Advocacy and strategic reform;</p> <p>II. Legal research and drafting;</p> <p>III. Strategic litigation to address systemic issues;</p> <p>IV. Capacity building and skills exchange;</p> <p>V. Pro bono clinics (including face to face clinics and telephone advice services); and</p> <p>VI. Strategic advice for social enterprises, new enterprises and other Aboriginal and Torres Strait Islander organisations.</p>	<p>A. Head of Pro Bono & Community Impact + Pro Bono, National Manager + Local Pro Bono & Community Impact Coordinators</p> <p>B. Head of Pro Bono & Community Impact + Pro Bono, National Manager</p>	<p>A. Report on Progress in June 2021 and 2022 / Achieved By June 2023</p> <p>B. Report on Progress in June 2021 and 2022 / Achieved By June 2023</p>

Evidence Based Advocacy

2.2 Contribute to an informed evidence base for discussion and advocacy regarding aspects of the legal system requiring change:

(Alignment to Strategy: Support Equal Justice & Opportunities)

Target	Responsibility	Timeframe
<p>A. Work in partnership with Aboriginal and Torres Strait Islander community-controlled organisations and legal services to further develop the evidence base for reform and advocacy with a key focus on:</p> <p>I. Addressing the over-representation of Aboriginal and Torres Strait Islander children and young people in out of home care; and</p> <p>II. Contributing to the adoption of best practices in youth justice to address the over-representation of Aboriginal and Torres Strait Islander young people involved in the criminal law system.</p> <p>B. Continue to work closely with Aboriginal and Torres Strait Islander organisations and communities through regular meetings, conferences, summits and forums to identify key areas of need in exploring areas for potential law reform.</p>	<p>A. Head of Pro Bono & Community Impact + Pro Bono, National Manager + Local Pro Bono & Community Impact Coordinators</p> <p>B. Head of Pro Bono & Community Impact + Pro Bono, National Manager + Local Pro Bono & Community Impact Coordinators</p>	<p>A. Report on Progress in June 2021 and 2022 / Achieved By June 2023</p> <p>B. Report on Progress in June 2021 and 2022 / Achieved By June 2023</p>

Indigenous-Led Projects

2.3 Support equal justice and opportunities through community-led change & place-based initiatives:

(Alignment to Strategy: Strengthen Civil Society, Explore The Big Challenges, Explore Technology & Equal Justice)

Target	Responsibility	Timeframe
<p>A. Provide capacity support through pro bono legal services, skilled volunteering and philanthropy to Aboriginal and Torres Strait Islander communities engaged in community-led, place-based systems change initiatives, including:</p> <ul style="list-style-type: none"> Empowered Communities; and Justice Reinvestment sites; <p>B. Develop proposals for a further two to four Health Justice Partnerships together with Aboriginal Controlled Community Health Organisations and Aboriginal and Torres Strait Islander Legal Services.</p>	<p>A. Head of Pro Bono & Community Impact + Pro Bono, National Manager + Community Impact, National Manager</p> <p>B. Head of Pro Bono & Community Impact + Pro Bono, National Manager</p>	<p>A. Report on Progress in June 2021 and 2022 / Achieved By June 2023</p> <p>B. Report on Progress in June 2021 and 2022 / Achieved By June 2023</p>

Growth of Indigenous Organisations

2.4 Support the further growth and capability of Aboriginal and Torres Strait Islander organisations and foster a mutual exchange of knowledge and experience:

Target	Responsibility	Timeframe
<p>A. Identify, approach and, where requested, deliver to Aboriginal and Torres Strait Islander organisations tailored legal workshops and training (at least 5 per year) on topics relevant to their aims and objectives, including through our Empowered Partnerships Project.</p> <p>B. Continue to expand the provision of organisational-based pro bono legal assistance to Aboriginal and Torres Strait Islander organisations.</p> <p>C. Provide legal and specialist skills support to Aboriginal and Torres Strait Islander new enterprises to support growth and economic empowerment.</p>	<p>A. Head of Pro Bono & Community Impact + Pro Bono, National Manager</p> <p>B. Head of Pro Bono & Community Impact + Pro Bono, National Manager</p> <p>C. Head of Pro Bono & Community Impact + Pro Bono, National Manager</p>	<p>A. Report on Progress in June 2021 and 2022 / Achieved By June 2023</p> <p>B. Report on Progress in June 2021 and 2022 / Achieved By June 2023</p> <p>C. Report on Progress in June 2021 and 2022 / Achieved By June 2023</p>

Systemic Reform

2.5 Facilitate informed discussion, debate and where appropriate, advocacy, on systemic reform:

Target	Responsibility	Timeframe
A. Coordinate a significant sector-wide Aboriginal and Torres Strait Islander Legal Services forum each year for the identification of key priorities for reform and support through KWM Impact Assembly.	A. Head of Pro Bono & Community Impact + Pro Bono, National Manager	A. Report on Progress in June 2021 and 2022 / Achieved By June 2023
B. Facilitate informed discussion and debate on key issues identified by Aboriginal and Torres Strait Islander peoples and organisations through forums and panel discussions hosted by KWM.	B. Head of Pro Bono & Community Impact + Pro Bono, National Manager	B. Report on Progress in June 2021 and 2022 / Achieved By June 2023
C. Identify, approach and seek to work closely with peak bodies to better understand and respond to the structural causes of inequality through systemic reform.	C. Head of Pro Bono & Community Impact + Pro Bono, National Manager	C. Head of Pro Bono & Community Impact + Pro Bono, National Manager

National Reach

2.6 Explore further opportunities to undertake, and enhance, the legal work we do for the Brisbane, Canberra, Melbourne, Perth and Sydney-based Aboriginal and Torres Strait Islander communities:

Target	Responsibility	Timeframe
A. Meet bi-annually organisations we currently work with to explore ways we might be able to assist the local Aboriginal and Torres Strait Islander communities with our legal expertise.	A. Head of Pro Bono & Community Impact + Pro Bono, National Manager.	C. Report on Progress in June 2021 and 2022 / Achieved By June 2023
B. Map out potential opportunities and initiate contact or engagement with at least five further community organisations or community members in each of the centres where KWM is located in Australia.	B. Head of Pro Bono & Community Impact + Pro Bono, National Manager	D. Report on Progress in December 2020 / Achieved By June 2021

Community Legal Education

2.7 Work in partnership with Aboriginal and Torres Strait Islander community-controlled organisations to develop and deliver innovative community legal education initiatives:

Target	Responsibility	Timeframe
A. Build our bespoke pro bono program, Law Waves, to provide community legal education in collaboration with Aboriginal and Torres Strait Islander community radio stations and legal services, to build knowledge in the community about legal rights & responsibilities.	A. Head of Pro Bono & Community Impact + Pro Bono, National Manager	A. Report on Progress in June 2021 and 2022 / Achieved By June 2023
B. Explore a further two locations for the expansion of community legal education.	B. Head of Pro Bono & Community Impact + Pro Bono, National Manager	B. Report on Progress in June 2021 / Achieved By December 2021

Aboriginal Legal Service of Western Australia - Custody Notification Service

The Aboriginal Legal Service of Western Australia (ALSWA) provides legal aid services to Aboriginal and Torres Strait Islander peoples throughout Western Australia. In 2018, the Commonwealth and State Government announced funding to ALSWA to introduce and provide a Custody Notification Service (CNS) in Western Australia.

A CNS provides a critical welfare check and fundamental legal advice to all Aboriginal and Torres Strait Islander people taken into police custody in WA. The CNS provide 24-hour advice and support to Aboriginal people in custody.

King & Wood Mallesons provided extensive pro bono support to ALSWA in establishing the service. A team of 35 volunteers including partners, senior associates, solicitors and shared services staff across all five national centres, assisted ALSWA by:

- providing advice about aspects of the grant agreement with the Commonwealth Government
- drafting the CNS specific employment contracts;
- drafting relevant policies required under the grant agreement, including a conflict of interest policy, remote working policy, fraud control policy and complaints policy;
- providing advice about rostering tools to assist with the mechanism for rostering a 24-hour, seven day per week service;
- drafting 40 discrete sections covering relevant areas of law for CNS service staff, including the different circumstances in which an Aboriginal person may be arrested or apprehended by the Western Australia Police Force and held in custody in a police facility and assistance with training by offering volunteers to role-play for mock CNS calls.

The KWM team was led by Dan Creasey and Stephanie Puris, a Senior Associate in the Perth Centre, and provided over 600 hours of pro bono work, to an estimated value of more than \$250,000. The Attorney General of Western Australia recognised the firm's contribution of pro bono services in Parliament.

LawRight – LawYarn Project

LawRight is an independent not-for-profit community legal centre which aims to improve the lives of vulnerable people by increasing access to justice through strategic partnerships with pro bono lawyers.

In April 2018, King & Wood Mallesons partnered with LawRight through their Law Yarn program to support a new legal project established at Wuchopperen Health Service in Cairns to support the Aboriginal and Torres Strait Islander people of Cairns.

Law Yarn is a unique resource that supports good health outcomes in Aboriginal and Torres Strait Islander communities. Law Yarn helps health workers to yarn with members of remote and urban communities about their legal problems and connect them to legal help. Law Yarn uses images of cyclones, mangroves, stars and journeys to help vulnerable communities recognise their legal problems in context and learn where to get help. Four icons embedded in the artwork represent the main legal problems and help structure the yarn.

Since the launch of Law Yarn in May 2018, senior lawyers from our Brisbane centre have travelled to Cairns each month to take part in the Law Yarn clinic and assist LawRight by taking preliminary instructions and providing advice to their clients. A total of 12 lawyers from the Brisbane centre have participated in the project and a total of 1,150 hours of pro bono works has been contributed since the program first launched.

The Arts Law Centre – ‘Artists in the Black’ Program

Arts Law is the national community legal centre for the arts and has been providing legal services since 1983. Artists in the Black is a legal service for Indigenous artists, communities and arts organisations. It was established by Arts Law in 2004 in response to the needs of the Indigenous arts community.

Over 2018 and 2019, KWM has strengthened our partnership with the Arts Law Centre of Australia (Arts Law) through the ‘Artists in the Black’ Program. KWM has participated in the ‘Adopt a Lawyer’ Program since 2018, partnering with four art centres; Waringarri Arts Centre in Kununurra, Injalak Arts in Arnhem Land, Moa Arts in the Torres Strait and Jilamara Aboriginal Arts and Craft in the Tiwi Islands.

From FY18 to FY20, KWM contributed the following to the Artists in the Black program:

- Over 20 pro bono matters, projects and secondments which amount to over 6,100 hours of legal services provided to clients at a value of over \$2.1 million.
- A full time secondee from KWM to Arts Law for 6 months.
- 7 legal staff (including partners, senior associates and solicitors) were sent on Outreach trips in 2018 and 2019.

KEY CASE STUDIES

Building Respect & Cultural Engagement + Commitments

At KWM, Aboriginal and Torres Strait Islander peoples and cultures are deeply appreciated, respected and warmly welcomed.

We believe in a culture which truly values all people and their wellbeing. In our workplace, we are committed to a culture of diversity and inclusion where everyone, regardless of gender, race, age, religion, disability, sexuality and gender identity feels respected. At the core of this commitment, we expect everyone to show respect for each other.

We believe that in order for us to deliver on our RAP commitments with meaning and purpose we must respect, acknowledge and appreciate Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights. This respect and understanding can be achieved through increased and sustained engagement, connection and education with Aboriginal and Torres Strait Islander peoples.

We are proud to continue to implement our cultural engagement & competency program in partnership with specialist service provider, Corporate Culcha. The strategy prioritises our Executive Team and our R&E Leaders for face to face training. Online training is also available more broadly.



Our Commitments

Creating A Conducive Work Environment

3.1 Continue to create an environment which embeds cultural inclusiveness within our firm because we recognise that this is fundamental to the cultural wellbeing of Indigenous people working at KWM:

Target	Responsibility	Timeframe
<p>A. KWM, our partners and our employees will use culturally safe and inclusive language in all KWM communications, and KWM encourages respectful, voluntary, two-way conversations between all partners and employees about all cultural backgrounds and expectations. This awareness raising will be promoted through email guides, our intranet and raised in key meetings.</p> <p>B. KWM's office space represents and in part, symbolises, KWM's appreciation and respect for Aboriginal and Torres Strait Islander cultures by physically placing art, posters and maps which celebrate its appreciation of cultures and our commitment to social justice issues. All of our offices currently have visual displays and these will be continually updated.</p> <p>C. KWM will actively consider other ways in which it can ensure that its office spaces are culturally safe and appropriate including through engaging an external consultant to complete a cultural safety assessment in each of our offices.</p>	<p>A. National Diversity, Inclusion & Wellbeing Manager + Head of Pro Bono & Community Impact</p> <p>B. Head of Business Services</p> <p>C. Head of Business Services</p>	<p>A. Report on Progress in June 2021 and 2022 / Achieved By June 2023</p> <p>B. Report on Progress in June 2021 and 2022 / Achieved By June 2023</p> <p>C. Report on Progress in June 2021 and 2022 / Achieved By June 2023</p>



Cultural Consciousness & Safety Program

3.2 Implement a leading cross-cultural competency program across all Australian centres because we recognise that it is paramount to develop a cultural safety framework that defines safety, incorporates a cultural learning spectrum and includes unconscious bias components to the training:

Target	Responsibility	Timeframe
A. Conduct a review of cultural learning needs within KWM.	A. National Diversity, Inclusion & Wellbeing Manager	A. Report on Progress in June 2021 / Achieved By December 2021.
B. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	B. National Diversity, Inclusion & Wellbeing Manager	B. Report on Progress in June 2021 / Achieved By December 2021.
C. Annually review and communicate a cultural learning strategy for our staff.	C. National Diversity, Inclusion & Wellbeing Manager	C. Report on Progress in June 2021 and 2022 / Achieved By June 2023
D. Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	D. National Diversity, Inclusion & Wellbeing Manager	D. Report on Progress in June 2021 and 2022 / Achieved By June 2023
E. 30% all staff undertake formal and structured cultural learning. We will deliver 10% through in person sessions and the balance to be delivered electronically.	E. National Diversity, Inclusion & Wellbeing Manager	E. Report on Progress in June 2021 and 2022 / Achieved By June 2023
F. Work to ensure KWM partners and employees understand the significance of, and observe, cultural protocols that recognise Aboriginal and Torres Strait Islander people as the Traditional Custodians of the lands on which KWM operates (including Welcome to Country and Acknowledgement of Country).	F. National Diversity, Inclusion & Wellbeing Manager + Head of Pro Bono & Community Impact	F. Report on Progress in June 2021 and 2022 / Achieved By June 2023
G. Continue to implement an Aboriginal and Torres Strait Islander cross-cultural competency program for our partners and employees (and invite our clients to participate) which defines the cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops and/or cultural immersion). Our cross-cultural awareness training will explain Indigenous kinship and social structures, and implications for the workplace.	G. National Diversity, Inclusion & Wellbeing Manager + Head of Pro Bono & Community Impact	G. Report on Progress in June 2021 / Achieved By December 2021
H. Integrate cross-cultural training into our induction process for new partners and employees through a mix of online and face-to-face training.	H. National Diversity, Inclusion & Wellbeing Manager	H. Report on Progress in June 2021 and 2022 / Achieved By June 2023

Active Participation in NAIDOC Week

3.3 Continue to engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week nationally.

Target	Responsibility	Timeframe
A. In consultation with Aboriginal and Torres Strait Islander stakeholders, we will support up to 5 external NAIDOC Week events each year.	A to F - National Diversity, Inclusion & Wellbeing Manager + Head of Pro Bono & Community Impact + R&E Coordinators	A to F - Report on Progress in July 2020, July 2022 and July 2023 / Achieved By 2023
B. Contact our local NAIDOC Week Committee to discover events in our communities.		
C. Provide an opportunity for Aboriginal and Torres Strait Islander employees to meet and network with senior firm leaders during NAIDOC week.		
D. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.		
E. Support all staff to participate in at least 1 or up to 3 NAIDOC Week events in our local area.		
F. RAP Working Group to participate in an external NAIDOC Week event.		



Observing & Promoting Protocols

3.4 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols:

Target	Responsibility	Timeframe
<p>A. Continue to build the understanding of our partners and staff regarding the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through an awareness raising process involving email bulletins, talks in key meetings and information provided through other key communications channels. .</p> <p>B. Maintain, and regularly update, our cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.</p> <p>C. Periodically update our current list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</p> <p>D. We will invite a Traditional Owner to provide a Welcome to Country for at least one significant event in either NRW or NAIDOC Week in each of our five Australian centres.</p> <p>E. Continue to include an Acknowledgement of Country, or other appropriate protocols, at the commencement of important internal and external meetings.</p> <p>F. Our partners and staff will continue to provide an Acknowledgement of Country or other appropriate protocols at all public events.</p> <p>G. Give consideration to partners and staff including an Acknowledgement of Country commitment at the base of email communications.</p> <p>H. Investigate opportunities to give Aboriginal or Torres Strait Islander names to meeting rooms in new premises (including a plaque explaining the meaning / significance of the name/word given to the meeting room), and this would necessarily require consultation and obtaining permission of local Traditional Owners. We currently display an Acknowledgment of Country plaque in the reception area of every KWM centre.</p>	<p>A. National Diversity, Inclusion & Wellbeing Manager + R&E Coordinators</p> <p>B. Administrator, Community Impact</p> <p>C. Administrator, Community Impact</p> <p>D. Head of Pro Bono & Community Impact + National Diversity, Inclusion & Wellbeing Manager + R&E Coordinators</p> <p>E. National Diversity, Inclusion & Wellbeing Manager + R&E Coordinators</p> <p>F. Head of Pro Bono & Community Impact + National Diversity, Inclusion & Wellbeing Manager + R&E Coordinators</p> <p>G. Head of Pro Bono & Community Impact + National Diversity, Inclusion & Wellbeing Manager</p> <p>H. Head of Pro Bono & Community Impact + National Diversity, Inclusion & Wellbeing Manager + Head of Business Services</p>	<p>A to H - Report on Progress in June 2021 and 2022 / Achieved By June 2023</p>

Strengthening Education & Opportunities

Reflecting not only our commitment to reconciliation but doing what we can to empower Aboriginal and Torres Strait Islander peoples, communities and organisations, our R&E Project reflects our firm's values and demonstrates our desire to create a country where all people are deeply valued, have access to the support they need and have equal opportunities to flourish. As a global law firm and an Australian market leader, we want to use our skills, resources and experience to create access to justice and access to opportunities for Aboriginal and Torres Strait Islander people.

We believe that access to opportunity means that everyone in our society should have the ability to participate freely and equally and pursue their dreams especially via education and employment pathways. We are committed to providing meaningful access to opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities. KWM continues to commit to increasing Aboriginal and Torres Strait Islander education, business skills training and employment.

Our signature initiative will be the implementation of our **Indigenous Attraction, Employment & Retention Strategy (2020 to 2022)**. The objectives of this strategy are:

- a) **Laying the Foundations + Learning:** Establishing a solid foundation which will enable the development and implementation of a successful plan through the creation of a culturally safe and appropriate work environment and work practices;
- b) **Attracting + Engaging:** Providing effective, long-term and deep engagement with Aboriginal and Torres Strait Islander peoples, communities and organisations so as to increase the recruitment of Aboriginal and Torres Strait Islander employees for KWM, our clients, our profession and our sector;
- c) **Supporting + Retaining:** Supporting, developing and retaining Aboriginal and Torres Strait Islander employees at KWM, by ensuring workplace practices provide a supportive and flexible environment which enables Indigenous partners and employees to meet professional and cultural obligations.
- d) **Continual Evaluation + Modification:** Reviewing and adapting the focus areas and actions of this strategy to ensure they remain relevant, targeted, responsive and most importantly, effective

Our Commitments

Attract More Indigenous Partners, Employees & Students to Our Profession and Our Sector

Empowerment, for KWM, means Aboriginal and Torres Strait Islander people empowering themselves by taking all appropriate and necessary powers and responsibilities for their own lives and futures. It also means certain actors sharing, and in some cases relinquishing, some powers and responsibilities, and supporting Aboriginal and Torres Strait Islander people with resources and capability building.

4.1 Attract and engage further members of Aboriginal and Torres Strait Islander communities through building and offering meaningful and sustainable employment and training opportunities across all our Australian centres:

Target	Responsibility	Timeframe
<ul style="list-style-type: none"> A. Implement our Indigenous Attraction, Employment & Retention Strategy (2020 to 2023). B. Develop at least 10 strong partnerships with the Indigenous business and community sectors to position KWM as an Indigenous opportunity employer. C. Develop Indigenous employment resources and promote employment and training opportunities at community events, gatherings and expos. D. Establish personal support structures for new candidates (such as our ILO and internal and external mentors), who will assist Indigenous individuals every step of the recruitment process. E. Ensure that our ILO is listed as the contact person on job postings targeted at members of the Indigenous community. F. Ensure job descriptions are designed to attract a wide pool of suitable applicants and do not disadvantage Aboriginal and Torres Strait Islander people. G. Advertise and promote job opportunities through Indigenous media, communities, education and other institutions and services. H. Ensure all job advertisements include the statement "We are committed to achieving a diverse workforce and strongly encourage applications from Aboriginal and Torres Strait Islander people." I. Promote KWM as employers of choice for Aboriginal and Torres Strait Islander people, including by engaging existing Indigenous employees in promoting the benefits of a career at KWM. As part of this, we will actively promote KWM's RAP during recruitment, as well as on KWM's website, intranet and other communications channels. J. Appoint an Indigenous Liaison Officer (ILO) (from within the People & Development Team) to help drive this our Indigenous Attraction, Recruitment & Retention Strategy and in view of the key actions set out in this document. K. Aboriginal and Torres Strait Islander employees will be supported to take on management and senior level positions. L. We will continue to engage with Aboriginal and Torres Strait Islander staff to consult on our Indigenous Attraction, Employment & Retention Strategy (2020 to 2023). M. Pursue opportunities for Aboriginal and Torres Strait Islander student and volunteer engagement with KWM, including by: <ul style="list-style-type: none"> - scaling KWM Pathways, our uniquely flexible paid work experience program designed with and specifically for Aboriginal and Torres Strait Islander law students, to all KWM centres by 2021. - in partnership with leading Indigenous community organisations, pilot a bespoke initiative to enable Year 9 and Year 10 students from remote communities to experience an immersive learning/shadow-a-lawyer experience at KWM and with our clients. If the pilot is successful, we may expand the program to all KWM centres by 2021. 	A to O - National Diversity, Inclusion & Wellbeing Manager + Community Impact, National Manager	<ul style="list-style-type: none"> A - Report on Progress in June 2020 / Achieved By June 2020 B to J - Report on Progress in June 2021 and 2022 / Achieved By June 2023 K - O Report on Progress in June 2021 / Achieved By December 2021

Activating Student & Volunteer Engagement

4.2 Create opportunities for Aboriginal and Torres Strait Islander student and volunteer engagement with KWM:

Target	Responsibility	Timeframe
<ul style="list-style-type: none"> A. Continue to deliver Waiwa Mudena, our uniquely flexible paid work experience program designed with and specifically for Aboriginal and Torres Strait Islander law students from July to November in all KWM centres by 2021, taking up to 10 students per year. B. Maintain a Waiwa Mudena alumni network, to stay in touch with students after they have completed the program and inform them about employment opportunities within KWM, organisations participating in Waiwa Mudena participants and our broader networks. C. Pilot a bespoke and enriching career pathways experience to enable Aboriginal and Torres Strait Islander secondary school students in Year 9 and Year 10 from remote communities to experience an immersive learning/shadow-a-lawyer experiences in our centres. If the pilot is successful, expand the program to additional KWM centres by 2021. D. In partnership with UTS, we will continue to host between 10 and 20 high school students participating in the Galuwa NT Experience in our Sydney office. E. Strengthen our relationships with other Law Schools and University Aboriginal and Torres Strait Islander support units to provide additional exposure experiences for Aboriginal and Torres Strait Islander young people interested in perusing law as a career. F. Building on our Darwin pilot, we will investigate further opportunities to expand our signature pro bono community legal initiative, TalkLaw®, to additional Clontarf Foundation Academies for Aboriginal and Torres Strait Islander secondary school students. 	A to F - Head of Pro Bono & Community Impact + Community Manager	<ul style="list-style-type: none"> A - Report on Progress in June 2021 / Achieved By June 2021 B to F - Report on Progress in June 2021 and 2022 / Achieved By June 2023

4.3 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes:

Target	Responsibility	Timeframe
<ul style="list-style-type: none"> A. Implement an Aboriginal and Torres Strait Islander procurement strategy. B. Continue our Supply Nation membership. C. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. D. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. E. Maintain commercial relationships with at least 20 Aboriginal and/or Torres Strait Islander businesses. F. Our annual procurement from Aboriginal and Torres Strait Islander businesses will be up to \$100,000 per year. G. Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation. 	A to G - National Procurement Manager	A to G - Report on Progress in June 2021 and 2022 / Achieved By June 2023



RAP Governance Framework

KWM will establish a strong framework for the delivery and execution of our Stretch RAP to ensure its greatest chance of success.

Leadership Group

5.1 Establish and maintain an effective R&E Leadership Group, with Local R&E Working Groups to drive governance and implementation of the RAP:

Target	Responsibility	Timeframe
A. Annually review and update the Terms of Reference for the R&E Group.	A to E - Chief Executive Partner, Australia & Chair, R&E Leadership Group + Head of Pro Bono & Community Impact + National Diversity, Inclusion & Wellbeing Manager + R&E Ambassadors	A to E - Report on Progress in June 2021 and 2022 / Achieved By June 2023
B. The R&E Leadership Group will meet at least 4 times each year to monitor, track and report on the firm's RAP.		
C. Maintain Aboriginal and Torres Strait Islander representation on the R&E Leadership Group.		
D. Embed resource needs for this RAP's implementation.		
E. Embed appropriate systems and capability to track, measure and report on RAP commitments.		

Oversight to R&E Leaders

5.2 Provide oversight and guidance to the R&E Coordinators and R&E Working Groups

Target	Responsibility	Timeframe
A. R&E Coordinators will meet at least 4 times each year to monitor, track and report on the firm's RAP.	A to C - Head of Pro Bono & Community Impact + National Diversity, Inclusion & Wellbeing Manager + R&E Coordinators	A to C - Report on Progress in June 2021 and 2022 / Achieved By June 2023
B. Refresh and recruit new members for local R&E Working Groups as required ensuring Aboriginal and Torres Strait Islander people are represented.		
C. Provide accountability on our RAP progress at KWM Australian Board meetings and Executive Team meetings		

Communicating Our Progress

5.3 Develop communication plan to promote R&E Project including learnings and achievements

Target	Responsibility	Timeframe
A. Publish an internal update on RAP progress at least quarterly.	A to E - Head of Pro Bono & Community Impact + National Diversity, Inclusion & Wellbeing Manager + Head of Corporate Affairs	A to E - Report on Progress in June 2021 and 2022 / Achieved By June 2023
B. Provide a yearly update to the Australian Executive Team.		
C. Ensure initiatives and achievements are communicated to our internal communications team in order for them to be promoted throughout the firm.		
D. Collaborate with our Business Development & Marketing team on client pitches and tender requirements.		
E. Report RAP progress to all partners and senior leaders quarterly.		

Leadership From Our R&E Ambassadors & R&E Coordinators

5.4 R&E Ambassadors + Coordinators to lead local initiatives:

Target	Responsibility	Timeframe
A. Our R&E Ambassadors in each office will be empowered to attend and lead a range of internal and external activities such as seminars, panel discussions and cultural activities.	A to C - Head of Pro Bono & Community Impact + R&E Ambassadors + R&E Coordinators	A to C - Report on Progress in June 2021 and 2022 / Achieved By June 2023
B. Our R&E Coordinators will co-ordinate at least 5 opportunities in each office each year.		
C. Our R&E Coordinators will connect nationally at least 2 times per year to plan and report on local initiatives.		

Reporting to Reconciliation Australia

5.5 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Target	Responsibility	Timeframe
A. Complete and submit our RAP Impact Measurement Questionnaire by 30 September annually.	A to C - Head of Pro Bono & Community Impact	A to B - September 2020, 2021 and 2022
B. Provide Reconciliation Australia with annual case studies on core leadership projects.		C - May 2022
C. We will participate in the biennial Australian Workplace RAP Barometer.		

Continual Listening, Learning & Refining

5.6 Refresh the RAP based on learnings and achievements during our reconciliation journey to date:

Target	Responsibility	Timeframe
A. We will report on progress publicly and refresh our RAP commitments in 2023.	A. Head of Pro Bono & Community Impact National Diversity, Inclusion & Wellbeing Manager + Head of Corporate Affairs	A. June 2021, June 2022 / Achieved By June 2023
B. We will forward our refreshed RAP to Reconciliation Australia for formal review and endorsement in 2023.		B. January 2023
	B. Head of Pro Bono & Community Impact	



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