



Innovate Reconciliation  
Action Plan

June, 2023 – June, 2025



## ACKNOWLEDGEMENT OF COUNTRY



Turks acknowledges the Traditional Owners of the land on which our business operates and lands throughout Australia. We pay our respects to Aboriginal and Torres Strait Islander cultures; and to Elders past, present and emerging.

Turks acknowledges that its Brisbane office is on the traditional lands of the Turrbal people.

Turks acknowledges that its Melbourne office is on the traditional land of the Wurundjeri Woi Wurrung people of the Eastern Kulin Nation.

Turks acknowledges that its Newcastle office is on the traditional land of the Awabakal people.

Turks acknowledges that its Sydney office is on the traditional land of the Gadigal people of the Eora Nation.

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## ABOUT THE ARTIST



**CLARA TRINDALL**



My name is Clara Trindall and I'm a proud descendant of the Bidjywan (water dragon) people, from Burra Burra and Burragorang clan groups, of Gundungurra nation.

I love being able to express and share my culture through my art. I use a lot of symbolism to express the importance of certain elements found in nature to our people. I also love to share some of our ancient song lines.

I love that through my art I can continually celebrate my heritage and demonstrate the beauty that I have cherished, and are so honoured to call my lineage.



### **GADANG** meaning SEA

*This painting depicts the joy and sacredness found in the river systems and the ocean. Water was a source of life for our people. I wanted to depict its beauty and its extraordinary complex system.*



## OUR VISION FOR RECONCILIATION

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Our vision for reconciliation is a legal profession in which Aboriginal and Torres Strait Islander peoples feel valued and respected.

This includes the role of the legal system and how we can contribute to help remedy the inequalities experienced by First Nations people.

We aspire to elevate Aboriginal and Torres Strait Islander voices in any discussions around recognition and reconciliation; and where Aboriginal and Torres Strait Islander peoples feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to our firm.

Through this RAP we will:

- Continue to build the cultural competency of our people to help the practice of reconciliation every day
- Contribute to reconciliation with pro bono legal services

## STATEMENT FROM OUR CEO AND FIRM CHAIRPERSON



Turks second Reconciliation Action Plan (RAP) demonstrates our commitment to change and progress which is driven by our values of respect, diversity and inclusiveness.

Upon commencing our reconciliation journey in 2021 with the launch of our Reflect RAP, we are immensely proud of the initiatives and work we have undertaken to establish connections with Aboriginal and Torres Strait Islander communities and raise awareness internally on the histories and cultures of First Nations peoples.

We are proud and encouraged by our progress and we are driven to do more. We look forward to executing this plan and are excited by the prospects of what we can achieve. Thank you to all partners and staff and the Diversity and Inclusion committee at Turks for their contribution and engagement to our reconciliation journey.

**Kiri Brain**  
CEO



Since launching our first Reconciliation Action Plan (RAP) in 2021, I have observed both as a member of the Diversity and Inclusion committee and as a board member, the many actions and initiatives Turks has taken to raise internal awareness of Aboriginal and Torres Strait Islander histories, cultures and the need for reconciliation and increase respect towards Aboriginal and Torres Strait Islander peoples. These actions and initiatives have allowed us to reach the next stage in our organisational journey of committing to an Innovate RAP.

Whilst we are fully cognisant that there is much we still need to do to advance reconciliation, our Innovate RAP reaffirms our strong commitment to reconciliation. It expands our focus to strengthen relationships with Aboriginal and Torres Strait Islander peoples, as well as remaining committed to working in partnership with Aboriginal and Torres Strait Islander stakeholders to improve the financial, social and natural hazard resilience of Aboriginal and Torres Strait Islander peoples and communities. It will also assist with advancing our aim of contributing to building pathways that will allow greater Aboriginal and Torres Strait Islander representation within the legal profession.

I deeply appreciate the commitment of all staff at Turks who have supported our reconciliation journey to date. I would particularly like to recognise the efforts of our RAP Working Group in developing our Innovate RAP. It is their passion, unambiguous commitment and determination that ensures our reconciliation journey is driven by clear intent and meaningful actions.

I look forward to working with my colleagues throughout the organisation as we continue to make progress with our reconciliation journey.

**Darryl Pereira**  
Firm Chairperson

## MESSAGE FROM RECONCILIATION AUSTRALIA



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

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

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

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

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

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Turks is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations Turks on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## OUR BUSINESS



Turks is a specialist law firm with offices in Sydney, Melbourne, Brisbane and Newcastle and with a reach throughout the rest of Australia.

We employ over 200 people. Turks currently has two employees who identify as Aboriginal and/or Torres Strait Islander people.



Our core areas of specialty are insurance, commercial and banking. We deliver innovative and practical solutions to the legal and business hurdles which our clients face in the corporate, insurance and banking fields.



At the heart of our culture is our unshakeable belief that our diversity of people, beliefs and approaches makes our product offerings better, stronger and deeper.



Turks sphere of influence encompasses our clients in insurance, banking and other commercial industries as well as the legal professional community.

Turks draws its firm values from a stated commitment to the following principles:



LEADERS



ACCOUNTABLE



TOGETHER

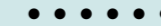


INTEGRITY



BOLD

## ABOUT OUR RAP



Reconciliation is a process of strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples.

We acknowledge that words and intentions alone will not achieve the outcomes required for genuine reconciliation.

Turks commenced its reconciliation journey in 2021 with the launch of its Reflect RAP and a RAP Working Group as guided by Reconciliation Australia.

We have learnt a lot in the past few years and have been challenged to find ways of keeping staff engaged and informed of the RAP activities and will focus on ensuring regular communication moving forward.

Through the implementation of the RAP, Turks has been able to build a foundation from which we can continue to drive reconciliation. The implementation has included the hosting of our "Inclusion Matters" webinars to broadcast Aboriginal and Torres Strait Islander voices into our sphere of influence and the hosting of internal workshops to develop cultural competency.

We thank the Aboriginal and Torres Strait Islander organisations, committees and individuals that have guided us through our RAP journey to date.

We are now proud to be embarking on an Innovate RAP, building on the foundation of our Reflect RAP. Our new RAP will help us build and strengthen our relationships with Aboriginal and Torres Strait Islander peoples and communities over the coming two years.



## RELATIONSHIPS

Turks is focused on building and maintaining relationships outside of our corporate network.

Building strong relationships is core to how we do business. This also extends to our reconciliation journey, where we place significant value on the development of genuine relationships with Aboriginal and Torres Strait Islander individuals, communities, businesses and organisations.

Through building strong relationships, we can share experiences and learn from one another.

## OUR RAP GOVERNANCE



The RAP is championed by our CEO, Kiri Brain with the strong support of our Board. The RAP Working Group is responsible for overseeing the implementation of the RAP, prioritising RAP initiatives and monitoring progress against the RAP. The RAP Working Group then reports back to the Diversity and Inclusion Committee.

The RAP Working Group is made up of five individuals, one who identifies as Aboriginal and Torres Strait Islander. The RAP Working Group meets monthly.

The members include:

- Chair of the Diversity and Inclusion Committee
- Head of People and Culture
- Associate in Employers Liability
- Associate in General Insurance
- Lawyer in Life Insurance, Superannuation and Financial Advice.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1.</b> Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2023	Chair RAP Working Group (RWG)
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2023	Chair RWG
<b>2.</b> Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	June 2024, 2025	Office Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2024, 2025	Chair RWG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2024, 2025	Chair Diversity & Inclusion
	Organise at least one National Reconciliation Week event each year.	27 May- 3 June, 2024, 2025	Chair RWG
	Register all our National Reconciliation Week events on Reconciliation Australia's website. <a href="http://www.reconciliation.org.au/national-reconciliation-week/">www.reconciliation.org.au/national-reconciliation-week/</a>	May 2024, 2025	Snr HR Advisor
<b>3.</b> Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2023	Chair RWG
	Communicate our commitment to reconciliation publicly.	August 2023	Chair Diversity & Inclusion
	Provide a copy of the RAP as a part of the firm induction process.	June 2023	Snr HR Advisor
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2023	Chair RWG
	Run an inclusion matters webinar for clients and staff to advance reconciliation.	July 2024	Diversity Committee member Melbourne based
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2023	Chair RWG
<b>4.</b> Promote positive race relations through anti-discrimination strategies.	Conduct a further review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2023	Head of People & Culture
	Review, implement, and communicate an anti-discrimination policy for our business.	January 2024	Risk, policy advisor
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	August 2024	Head of People & Culture
	Hold an event or training to educate our staff and senior leaders on the effects of racism.	October 2023	Chair RWG
	Include the RAP as a permanent agenda item for discussion at quarterly partners meetings.	January 2024 April 2024 July 2024 October 2024	Firm Chairperson

## RESPECT

At the centre of our firm's values is our respect for Aboriginal and Torres Strait Islander peoples & cultures.

Turks recognises that Aboriginal and Torres Strait Islander people are the custodians of the longest, continuous surviving culture in the world and Traditional Owners of this land. Turks will commit to provide opportunities to build awareness and capability among our people about Aboriginal and Torres Strait Islander cultures, histories, challenges and achievements.



**FOCUS AREA:** One of the key focus areas of Turks 2023-2025 Innovate RAP is to strengthen our cultural learning programs that we have embarked on under the Reflect RAP. We will aim to extend training more broadly across the firm to lift not only the level of understanding of, but respect for Aboriginal and Torres Strait Islander cultures and histories. This aligns with our Firm strategy.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5.</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	August 2023	Head of People & Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	October 2023	Head of People & Culture
	Review and update Turks' current cultural learning strategy and continue to implement and communicate the strategy.	December 2023	Head of People & Culture
	Continue to provide opportunities and encourage for RAP Working Group members, HR team members and other key leadership staff to participate in formal and structured cultural learning.	June 2023	Head of People & Culture
<b>6.</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Offer business-wide cultural competency training through Reconciliation NSW, and promote the benefits of engaging in this training.	June 2023	Chair RWG
	Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2024	Office Manager
	Continue to promote and review the firms cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2024	Chair RWG
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2023	Associate Employers Liability (EL)
	Continue to include Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2023	Office Manager
	With a Traditional Owner or Custodian, empower staff to workshop their own 'Acknowledgement of Country' that is meaningful to them and respectful to Aboriginal and Torres Strait Islander peoples.	December 2023	Head of People & Culture
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023, 2024	Chair RWG
<b>7.</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May, 2024, 2025	Head of People & Culture
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2023, 2024	Associate Employers Liability (EL)
	Connect into local NAIDOC community working groups to understand how Turks is best placed to support celebrations.	June 2023, 2024	Lawyer LSFA
	Organise both firm-wide and office-specific NAIDOC Week events.	First week in July, 2023, 2024	Head of People & Culture
<b>8.</b> Identify ways in which Turks can create a culturally inclusive and welcoming physical environment in its offices for Aboriginal and Torres Strait Islander staff members.	Engage with local Traditional Owners to explore renaming our meeting rooms in local Aboriginal language.	January 2024	Office Manager
	Increase the visibility of Aboriginal and Torres Strait Islander cultures within our office spaces, through displaying First Nations artworks and maps.	December 2024	Office Manager

## OPPORTUNITIES

The opportunities pillar sets out commitments that relate to improving our work in the attraction, development and retention of Aboriginal and Torres Strait Islander people as well as our commitment to further embedding procurement processes that support Aboriginal and Torres Strait Islander businesses.



Our work with Supply Nation has allowed us to interact with new suppliers and track spending. In relation to recruitment, Turks knows that diverse teams perform better and by seeking to increase employment opportunities for Aboriginal and Torres Strait Islander peoples, we will all benefit.

As a law firm, we also consider the provision of pro bono services to be a professional responsibility. By enabling Aboriginal and Torres Strait Islander individuals or businesses to access quality legal advice, we can work to ensure fair and equal treatment and opportunities.

### FOCUS AREA:

This pillar aligns with the firms strategic objective of "people".

Aiming to improve employment outcomes for Aboriginal and Torres Strait Islander people.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>9.</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2023	Head of People & Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2023	Head of People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, which includes targets for a 'minimum' number of Aboriginal and Torres Strait Islander staff base.	June 2023	Snr HR Advisor
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2023	Head of People & Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2023	Head of People & Culture
	Maintain and renew membership with Ngalaya Indigenous Corporation.	July 2024	Office Manager
	Support a scholarship for Aboriginal and Torres Strait Islander law students.	January 2025	Firm CEO
<b>10.</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2023	Office Manager
	Maintain and renew Supply Nation membership.	July 2023	Head of People & Culture
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2023 July 2024	Head of People & Culture
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2023	Office Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2024	Office Manager
<b>11.</b> Provide pro bono services to better support issues and challenges faced by Aboriginal and Torres Strait Islander peoples.	Increase hours with pro bono legal services to First Nations organisations.	January 2024	Pro Bono Partner
	Develop capability to record and measure extent of pro-bono legal services provided to Aboriginal and Torres Strait Islander peoples.	March 2024	Pro Bono Partner

## GOVERNANCE



It is essential for Turks to be able to hold up a mirror and keep ourselves accountable to each other and the Aboriginal and Torres Strait Islander community throughout our RAP journey.

From increasing participation in the RAP Working Group, to keeping the Board informed of our intentions, successes and failures, ensuring that we have the right building blocks in place to support future growth is essential.

Although our RAP Working Group is small, the individuals involved are committed to being transparent with our activities and goals.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>12.</b> Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	April 2024	Chair RWG
	Establish and apply a Terms of Reference for the RWG.	June 2023, 2024	Chair RWG
	Meet at least eight times per year to drive and monitor RAP implementation and progress.	July 2023, October 2023, January 2024, April 2024, July 2024, October 2024.	Chair RWG
<b>13.</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2023	Chair RWG
	Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2023	Chair Diversity & Inclusion, Managing Partner
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2023	Chair RWG
	Appoint and maintain an internal RAP Champion from senior management.	June 2023	Chair RWG
<b>14.</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date to ensure we do not miss out on important RAP correspondence.	June annually	Snr HR Advisor
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Head of People & Culture
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Head of People & Culture
	Report RAP progress to all staff and senior leaders quarterly.	June, September, December 2023, 2024 March 2024, 2025	Head of People & Culture
	Publicly report our RAP achievements, challenges and learnings, annually.	July 2023, 2024	Head of People & Culture
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Head of People & Culture
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2025	Head of People & Culture
<b>15.</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP. <a href="http://www.reconciliation.org.au/reconciliation-action-plans/">www.reconciliation.org.au/reconciliation-action-plans/</a>	September 2024	Chair RWG





# Turks.

## CONTACT DETAILS



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