

CARTER  
NEWELL

# Innovate Reconciliation Action Plan

May 2026 - May 2028

# Welcome

## ACKNOWLEDGEMENT OF COUNTRY

Carter Newell Lawyers acknowledges the Traditional Owners of Country throughout Australia. We pay our respects to Elders past and present.

We respect and honour Aboriginal and Torres Strait Islander Elders past and present. We acknowledge the stories, cultural diversity, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this Land and commit to building a brighter future together.

## About the artwork

### About the artist: Ms Evanna Lyn Williams

*"I am a young Pitjantjatjara, Yankuntjara & Antikarinya woman from a small community called Coober Pedy located in South Australia. I have been painting alongside my mother, who is known to be one of the famous Aboriginal artists of Coober Pedy, since the age of 8. My art has transitioned from canvases to designing football guernseys each year for my high school's football competitions from the ages of 12-17.*

*Coober Pedy is known to be a desert, so my art presents a desert style, describing how women (kunka) gather the different types of bush tuckers around my land such as Quandongs (munkata), bush bananas and other fruit that I grew up eating!*

*My dreaming is the honey ant dreaming from the APY Lands also known as Aṅangu Pitjantjatjara Yankunytjatjara which is a large Aboriginal community located in the remote north west of South Australia.*

*I grew up watching and listening to my Elders tell me the true stories and values of what Aboriginal art holds in our histories; they taught me the right way to paint because each stroke of a paint brush explains a story."*

### About the artwork (from Ms Williams):

*"The story of this painting is how the land meets the sea and combines together.*

*On the desert side, it shows woman gathering Aboriginal bush tucker, the red fruit are quondongs (in Pitjantjatjara language this means munkata).*

*The yellow bush tucker is called wild bush wungi; it is known as bush tomato. The green bush tucker is wild bush gumbarata; it is known as a bush tomato.*

*The green bush tucker is wild bush gumbarata; it is known as a bush tomato.*

*The bowls are what the woman use to put the bush tucker and honey ants in and the tapping sticks are used by our Elders to sing songs and tell our dreaming stories."*

Ms Williams' partner is from Queensland and his people's totems are turtles and dugong and they gave permission for Ms Williams to put these on the canvas.

# Statement from CEO of Reconciliation Australia

## Second Innovate RAP

Reconciliation Australia commends Carter Newell Lawyers on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Carter Newell Lawyers continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

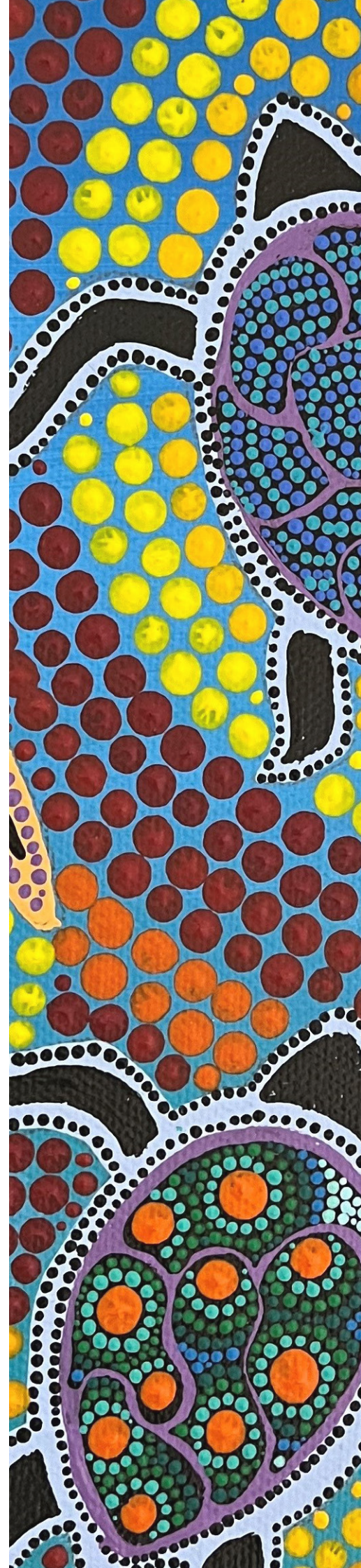
This Innovate RAP is an opportunity for Carter Newell Lawyers to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Carter Newell Lawyers will ensure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

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

*“Congratulations Carter Newell Lawyers on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.”*

**Karen Mundine**

Chief Executive Officer, Reconciliation Australia



# Statement on behalf of our firm

It is our honour to introduce Carter Newell's renewed Innovate Reconciliation Action Plan (RAP).

In reflecting on our previous Innovate RAP, we acknowledge that while we made some meaningful progress we fell short in delivering the outcomes we set out to achieve. We recognise that intention alone is not enough and there is more to be done to meet our commitments and uphold the values of reconciliation.

This renewed Innovate RAP marks a fresh and deliberate step forward. It represents our firm's renewed commitment to reconciliation and our determination to follow through with tangible, accountable actions. We have taken the time to reflect on what worked, where we encountered challenges, and how we can more meaningfully embed reconciliation into the way we do business.

Through this plan, we will continue to:

- Embed Acknowledgement of Country across our meetings and events
- Strengthen our partnerships with local high schools to support career pathways for students
- Offer formal work opportunities to students from Aboriginal and Torres Strait Islander backgrounds
- Review and enhance our policies to support cultural safety and inclusion
- Celebrate National Reconciliation Week and NAIDOC Week with greater participation and reflection
- Connection with Queensland Law Society to broaden our reach of reconciliation efforts to regional members

It reflects our firm-wide commitment to embedding reconciliation into the way we work - from our policies and programs, to the partnerships we form and the opportunities we create. It builds on the relationships we've formed with communities, schools, and professional bodies, and sets out a clearer, more accountable path forward.

Our people remain committed to learning, listening and acting. We will continue to raise awareness through education about Aboriginal and Torres Strait Islander histories, protocols and achievements. Importantly, we will work to create opportunities for First Nations peoples within our firm and across the broader legal profession.

*“Carter Newell is proud to walk this path with humility and renewed purpose. We thank Reconciliation Australia and the local First Nations communities who have supported and guided us so far. With this RAP, we move forward with clearer intent and stronger accountability - committed to continuing this journey with respect, integrity and action to have a meaningful and lasting impact.”*

**Paul Hopkins**  
Chair of Partners, Carter Newell Lawyers

**Marc Walker**  
Chief Executive Officer, Carter Newell Lawyers



# Our business

**Carter Newell Lawyers is an award-winning specialist law firm with offices in Brisbane, Sydney and Melbourne.**

We help public and large private companies solve problems relating to insurance, dispute resolution & litigation, commercial & corporate legal services, and construction law. We work with some of Australia's largest organisations – particularly in the industries of insurance, construction and mining, energy and resources.

Carter Newell has 22 partners and more than 170 lawyers, management and support professionals who work together to deliver solutions for our clients. While the number of Aboriginal and Torres Strait Islander staff is currently not known, we will work within this RAP to determine culturally appropriate ways to understand this.

## Our key practice areas are:

- Insurance
- Construction, Projects & Infrastructure
- Corporate Legal Services
- Dispute Resolution and Litigation

# Our values

We are optimistic, pragmatic, inclusive and dependable – we respect individuality, have growth mindsets and work together to create outcomes that would be impossible to achieve without the team approach.

Our values reflect what matters to us – they are our commitment to our clients and our people:

- Respect for the individual;
- Client-centric collaboration;
- Continuous growth; and
- High-performance mindset.

# Our vision for reconciliation

Our vision for reconciliation is an Australia that acknowledges and embraces the histories and cultures of First Nations peoples. An Australia that embraces unity between First Nations peoples and non-Indigenous Australians, and a national culture that represents equality and equity.

Our vision for a reconciled legal industry is one that is inclusive, diverse and that is culturally safe and accessible for First Nations people.

We continue to foster an inclusive and diverse working environment where reconciliation is achieved through raising awareness, and education while also providing opportunities for First Nations peoples within our organisation and the legal profession.

We are committed to the ongoing education and empowerment of our people and our community, encouraging progression towards a reconciled Australia beyond the confines of our office.

# Our RAP

At Carter Newell, we know that success is driven through strength in diversity. We originally developed a RAP because as an organisation, we have a responsibility to contribute our reconciliation efforts and to create a more equitable society, thus embracing the strength in diversity across our nation. Internally, we recognise that our people are what makes us successful, and by having a culture that cultivates and supports diversity and inclusion, we create an environment where our people feel safe, respected and comfortable being themselves.

Our RAP continues to be championed by Paul Hopkins, Chair of Partners. Paul leads the firm's Diversity, Inclusion & Belonging (DIB) Committee, is an active member of our firm RAP committee and is an appointed Committee Member of the Queensland Law Society's Equity and Diversity Committee. Paul, the DIB Committee and RAP Committee are committed to ensuring that Carter Newell takes an active role in reconciliation and contributes to building a better future for all Australians.

Through the process of developing and implementing our Reflect RAP and first Innovate RAP, we have learnt several key lessons and developed a deeper understanding of shared history which we will continue to develop into our second Innovate RAP.

It is crucial to engage with First Nations communities throughout the development of a RAP. By doing so, we have gained valuable insights into the lived experiences of Aboriginal and Torres Strait Islander peoples, their cultural practices, and their priorities for reconciliation. We have also learned that reconciliation is a long-term and ongoing process that requires patience, dedication, and a willingness to listen and learn. We have enjoyed learning traditional painting techniques on boomerangs and canvas with a large proportion of staff members across our three offices engaging in learnings to celebrate the contribution of First Nations peoples to art and culture.

We have learned that it is important to ensure that our RAP is not just a document but a living and breathing plan that is embedded into our everyday work practices. To achieve this, we have identified tangible actions that we will take to advance reconciliation, including initiatives that will create opportunities for Aboriginal and Torres Strait Islander employment, pathways for students, training and capacity building, cultural awareness and education, and community engagement.

We have established strong partnerships with Bremer State High School and Mabel Park State High School to provide mentoring and work experience opportunities that introduce students to the diverse career pathways available within a legal practice. Through close collaboration with key staff at each school, we identify students who would benefit most from exposure to a professional services environment and support them in exploring potential careers across areas such as law, finance, marketing, human resources and information technology. These partnerships play a particularly important role in supporting Aboriginal and Torres Strait Islander students by creating equitable access to professional career pathways, offering culturally informed mentoring, and fostering a sense of confidence and belonging within corporate environments. By engaging with schools that have significant Indigenous student populations and working alongside teachers and support teams who understand each student's cultural background and aspirations, we help create culturally safe, meaningful and aspirational learning experiences that strengthen community connections and broaden long term career horizons.

Accountability and transparency are essential for the success of our RAP. We have developed a monitoring and evaluation framework to track our progress and report on our outcomes. This enables us to celebrate our successes, identify areas for improvement, and continually evaluate and adjust our approach to reconciliation. We have continuing membership with the Diversity Council Australia and we recognise and celebrate key events and dates important to First Nations Peoples, including National Reconciliation Week and NAIDOC week.

Our RAP Committee includes members from our Brisbane, Sydney and Melbourne offices, and is strengthened by external representative Heather Ferris (Gunggari), Policy Solicitor and First Nations Executive at Queensland Law Society.

# Relationships

**Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is essential to Carter Newell’s mission and vision.**

It promotes understanding, mutual respect, and reconciliation. It enables us to incorporate diverse perspectives into our governance processes, develop effective communication, engagement, and partnerships, and create a more inclusive workplace culture.

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to enhance and improve our guiding principles for future engagement.	November (annually)	Chair of Partners
	Review engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2026	RAP Committee Chair
	Explore potential new relationships through Aboriginal and Torres Strait Islander networks, activities, and partnerships.	November 2026	Partner – Insurance
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2026, 2027	People & Culture Advisor
	RAP committee members to participate in an external NRW event.	27 May- 3 June 2026, 2027	People & Culture Advisor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2026, 2027	RAP Committee Chair
	Organise at least one NRW event each year.	27 May- 3 June 2026, 2027	RAP Committee Chair
	Register all our NRW events on Reconciliation Australia’s NRW website.	27 May – 3 June annually	RAP Committee Chair
<b>Promote reconciliation through our sphere of influence.</b>	Review and refine the staff engagement strategy to increase awareness of reconciliation throughout our workforce	December 2026	Head of People & Culture
	Recommunicate our commitment to reconciliation publicly.	May 2026	CEO
	Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	January 2027	Chair of Partners
	Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	August 2026	Partner – Insurance
	Share and promote Reconciliation events with external networks (including clients, industry groups, supply chain providers and community partners).	August 2026	RAP committee Chair
<b>Promote positive race relations through anti-discrimination strategies.</b>	Continue to conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2026	People & Culture Advisor
	Review and update our anti-discrimination policy for our organisation.	October 2026	People & Culture Advisor
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2026	People & Culture Advisor
	Educate senior leaders on the effects of racism.	January 2027	Chair of Partners
<b>Raise internal awareness of our RAP.</b>	Publish our Innovate RAP on CN intranet and website.	May 2026	Marketing Coordinator
	Update our induction materials to showcase our commitment to reconciliation and the RAP and ensure this is communicated to new starters.	May 2026	People & Culture Advisor
	Develop and implement a plan to engage and inform internal key stakeholders of their responsibilities within our RAP.	June 2026	RAP Committee Chair

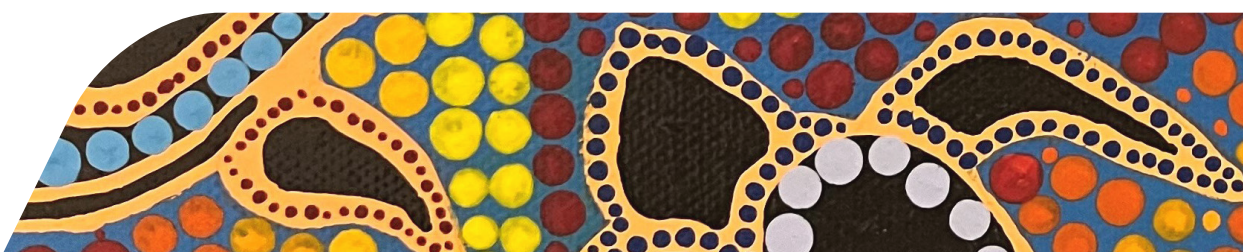
# Respect

Carter Newell is committed to fostering a workplace that reflects diversity, equality, respect, and inclusion, creating a safe, positive, and supportive environment for all employees. Education remains central to our approach, helping build understanding and appreciation of the diverse backgrounds of our people, clients, and communities.

We acknowledge that the experiences of Aboriginal and Torres Strait Islander peoples are unique, shaped by a history of colonialism and discrimination. As such, our reconciliation initiatives and RAP commitments are undertaken with the respect, focus, and cultural understanding they deserve, separate from, but complementary to, our broader Diversity, Inclusion and Belonging initiatives.

Carter Newell continues to seek meaningful and innovative opportunities to promote respect for Aboriginal and Torres Strait Islander peoples, as well as the many cultures that contribute to the richness of our firm

Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation to assess progress.	August (annually)	Head of People & Culture
	Investigate local cultural immersion experiences for our people.	June 2026	People & Culture Advisor
	Investigate opportunities to increase visibility of First Nations cultures in CN offices.	June 2026	RAP Committee Chair
	Provide information of the histories of local First Nations peoples and lands on the CN intranet.	May 2026	RAP Committee Chair
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	April 2026	People & Culture Advisor
	Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2026	Head of People & Culture
	Provide opportunities for RAP committee members, Managers and other key leadership staff to participate in formal and structured cultural learning.	November 2026	People & Culture Advisor
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December (annually)	Chair of Partners
	Review & update cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June (annually)	Marketing Coordinator
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	August 2026, 2027	RAP Committee Chair
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2026	Chair of Partners & CEO
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP committee to organise (and all attend) an in-house NAIDOC Week event with an external Aboriginal or Torres Strait Island provider.	First week in July 2026, 2027	RAP Committee Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2026, 2027	People & Culture Advisor
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2026, 2027	Chair of Partners

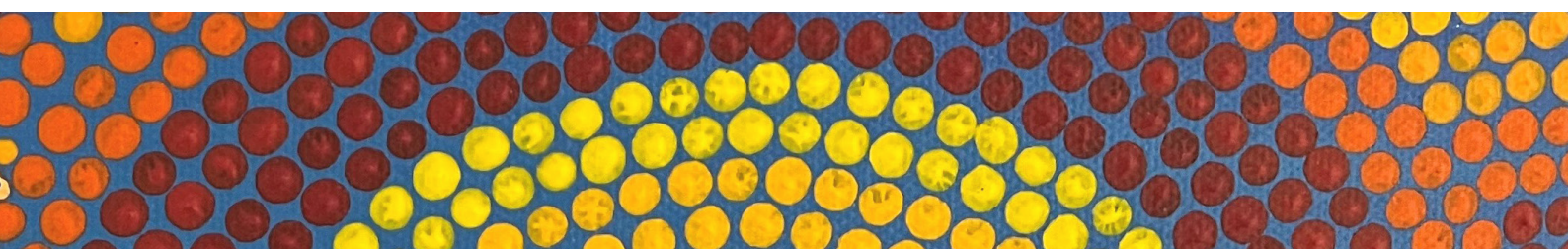


# Opportunities

Creating opportunities for First Nations people is also essential to achieving our mission and vision. We recognise that Aboriginal and Torres Strait Islander peoples have unique knowledge and perspectives that are essential for informed decision-making.

By creating opportunities for First Nations Australians, we can promote cultural maintenance and preservation, learn from First Nations peoples, and build stronger relationships based on mutual respect and understanding. Ultimately, creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities is not only the right thing to do, but it is also essential for creating a more inclusive, equitable, and sustainable society.

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2026	People & Culture Advisor
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2026, 2027	People & Culture Advisor
	Review the effectiveness of our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy and update as required.	October 2026	Head of People & Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2026	People & Culture Advisor
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2026	People & Culture Advisor
	Investigate other potential work experience opportunities for Aboriginal and Torres Strait Islander students through our client and school network.	February 2027	Partner, Insurance
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	August 2026	Knowledge Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	August 2026	Knowledge Manager
	Investigate new ways to support Aboriginal and Torres Strait Islander business owners	February 2027	Knowledge Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2026	Knowledge Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	February 2027	Knowledge Manager
<b>Investigate opportunities to support Aboriginal and Torres Strait Islander students to pursue a career in the law.</b>	Continue to provide work experience for Aboriginal and Torres Strait Islander high school students through our school connections.	June 2026	Head of People & Culture
	Investigate potential opportunities to connect with Aboriginal and Torres Strait Islander students early in their tertiary studies such as at networking events and First Nations student organisations.	August 2026	People & Culture Advisor
	Investigate opportunities to provide internships and/or work experience placements to Aboriginal and Torres Strait Islander tertiary students in non-legal roles.	August 2026	RAP Committee Chair

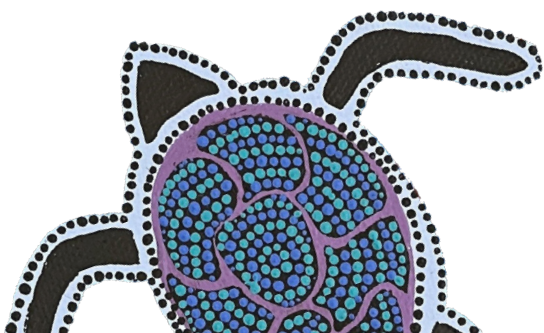


# Governance

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working group (RWG) within the RAP committee to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	July, September, November, January, March, May 2026 & 2027	RAP Committee Chair
	Review and maintain a Terms of Reference for the RAP Committee.	July 2026	RAP Committee Chair
	Meet at least four times per year to drive and monitor RAP implementation.	July, September, November, January, March, May 2026 & 2027	RAP Committee Chair
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	January (annually)	Partner – Insurance
	Engage our senior leaders and other staff in the delivery of RAP commitments.	August 2026	Chair of Partners
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2026, 2027	People & Culture Advisor
	Maintain an internal RAP Champion from senior management.	June 2026	Partner – Insurance
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	July (annually)	People & Culture Advisor
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August (annually)	People & Culture Advisor
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September (annually)	People & Culture Advisor
	Report RAP progress to all staff and senior leaders quarterly.	August, November, February, May 2026, 2027	Chair of Partners
	Publicly report our RAP achievements, challenges and learnings, annually.	September 2026, 2027	Marketing Advisor
	Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	April 2027	People & Culture Advisor
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2028	People & Culture Advisor
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia’s <a href="#">website</a> to begin developing our next RAP.	February 2028	RAP Committee Chair

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