



CLAYTON UTZ

DIVERSITY & INCLUSION AT CLAYTON UTZ

Year in Review: FY2022

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Introduction

The Firm's Diversity & Inclusion (D&I) strategy focuses on creating an inclusive workplace through a combination of building a diverse team (visible and invisible), acknowledging and leveraging the intersection of diversity streams, developing inclusive leadership skills, and ensuring that D&I is considered in all that we do.

“In FY22, more than ever our D&I program played a key role in ensuring our people feel connected and included. It's a cultural imperative for us to get inclusion and engagement right, because it represents our values as a firm”

Bruce Cooper, Chief Executive Partner

Diversity Council

The Clayton Utz Diversity Council helps to set our diversity and inclusion strategy and develops initiatives to give priority to diversity in the workplace. Our Chief Executive Partner leads the Diversity Council, and members include our Board's Chair, several Partners-in-Charge and other senior partners.

"Momentum"

Our "Momentum" program of activity and initiatives has successfully evolved from being focused on gender to embracing all diversity streams, celebrating both difference and commonality.

Objectives and Progress in FY22

We have outlined below the streams that underpin our D&I strategy, and our objectives and progress under each in FY22.

The summary offers some granularity around our activity and reflects the importance of dedicated initiatives in certain areas to drive change. We continue to recognise, however, that our broader goal is about better leveraging the intersection of these streams and creating an inclusive workplace. Furthermore, we anticipate ongoing shifts in expectations at an industry and broader societal level and we will seek to ensure our approach evolves accordingly through engagement with all our stakeholders.



Gender

Objectives

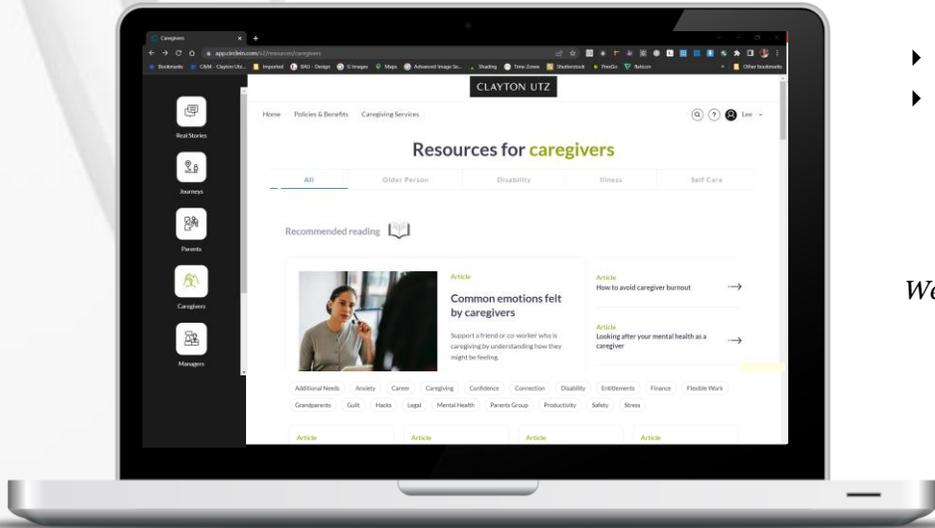
In 2021 the firm set a new Gender Strategy. The five focus areas are:

- ▶ Leadership
- ▶ Careers
- ▶ Culture/safety
- ▶ Support
- ▶ Commercial approach

We re-committed to achieving the **WGEA Employer of Choice for Gender Equality** citation as a visible validation of our commitment to an equality strategy.

Progress FY22

- ▶ We were recognised as an **Employer of Choice for Gender Equality** by the Workplace Gender Equality Agency (**WGEA**) in March 2022.
- ▶ Our Firm’s Board is now **50% female** and we remain committed to our target of 35%+ women in our partnership ranks.
- ▶ We worked with Griffith University’s MATE program on **respectful and safe workplaces and effective bystander training**.
- ▶ We continue to work towards the Law Council of Australia’s **targets for equitable briefing** and continue to run our gender equitable experts’ series for clients.
- ▶ Ongoing holistic **support to our senior parental leavers** (led by our Partners-in-Charge and Deputy Chief Executive Partner (People)) with a particular focus on maintaining their career trajectory.
- ▶ In July 2022 we launched our **new parental leave policy** – a market-leading policy offering 26 weeks’ paid leave for either parent, available over 24 months and up to 52 weeks of superannuation.
- ▶ In May 2022 we were certified as a **Family Inclusive Workplace™**.
- ▶ Ongoing implementation of **Circle In**, a comprehensive digital platform that provides support tailored to every stage of parenthood, family type and care-giving responsibilities, as well as support for people who are managers.
- ▶ We were reaccredited for the 11th year as a **Breastfeeding Friendly Workplace**.
- ▶ We are **active members or sponsors** of the Diversity Council of Australia (**DCA**), Women in Banking and Finance Women on Boards and Diverse Women in Law in addition to involvement with industry groups such as Victorian Women Lawyers and Women Lawyers NSW.



“We know gender equality is right, fair and obvious. That it also makes good business sense has been very clear for some time. We will keep gender equality front of mind, and continue to shape our culture so we remain open and authentic in talking about where we’re currently at, what’s working and where we can improve. And we’ll continue to ensure that each of us in Clayton Utz appreciates our collective role in pursuing gender equality.”

Bruce Cooper, Chief Executive Partner



LGBTIQ inclusion

Objectives

Our objectives are anchored by our LGBTIQ program's Charter which emphasises the following goals:

- ▶ fostering a LGBTIQ-inclusive culture
- ▶ supporting and encouraging LGBTIQ people in the firm
- ▶ connecting with the broader LGBTIQ community
- ▶ promoting our program and engaging with industry and external stakeholders, and
- ▶ developing internal policies, training, education, practices and other services and initiatives.

A further framework for action is the AWEI benchmarking initiative and in 2021 our goal (as an AWEI Platinum Qualifier) was to complete our AWEI Platinum Project.

Progress FY22

As the first Australian law firm to reach Platinum Qualifier status, in February 2022 we completed our [Platinum Project](#). It's a unique web-based toolkit supporting the LGBTIQ community as they navigate remote working during and beyond the pandemic.

Other progress made in line with our objectives included:

- ▶ **acknowledging the key LGBTIQ calendar dates** (a highlight was hosting a "yarn" with the Tiwi Islands' Sistagirls on Wear it Purple Day)
- ▶ **building LGBTIQ ally confidence** through our joint [publication with KPMG](#) as well as conducting regular LGBTIQ awareness sessions with Pride in Diversity
- ▶ an investment of 595 **Pro Bono hours** for LGBTIQ organisations and in LGBTIQ discrimination and vilification matters. Alongside this work the firm continues to advocate for LGBTIQ inclusion issues such as the Religious Discrimination Bill (where we hosted a plenary session on the topic at the 2021 annual Pride in Practice Conference)
- ▶ hosting our third annual **LGBTIQ women's conference** with clients, and
- ▶ **gauging the visibility of our inclusion initiatives**, understanding the views of those who do not identify as LGBTIQ, as well as the experiences of those who are of diverse sexuality and/or gender (through both the AWEI Survey and our Clayton Utz Engagement surveys).





Cultural Diversity

Objectives

Our strategic priorities are

- ▶ internal action: including authentic leadership, consultation/interest groups, and best-of-breed education and training
- ▶ measurement and monitoring
- ▶ our supply chain, and
- ▶ external engagement – such as working with our industry stakeholders and our clients alongside social impact activity.



Progress FY22

- ▶ We took a fresh approach in FY22 with our bi-monthly **Cultural Diversity Interest Group meetings** – featuring storytelling and leadership tips. We share these stories with the firm on our intranet and e-bulletins.
- ▶ We worked with Griffith University's MATE program on **anti-racism and effective bystander training**. We are regularly communicating key takeaways with the firm to help embed the learnings of the session.
- ▶ We again rolled out our **cultural capability training** module which raises awareness of cultural differences and enhances capability to work effectively with global colleagues and clients.
- ▶ We participated in **Sydney University/AHRC's Fellowship program**.
- ▶ Ongoing involvement in the **Asian Leadership Project** (focusing on accelerating Asian talent). We have been both the C-Suite panel series sponsors and hosts of the Project's National Conference.
- ▶ We sponsored and participated in the **NSW Muslim Legal Network's (MLN) Iftar dinner** in Sydney.
- ▶ We partnered with the **African Australian Lawyers Network (AALN)** and sponsored a law student's internship at the North Australian Aboriginal Justice Agency (NAAJA) in Alice Springs over the mid-year university break.
- ▶ We joined the **Asia Society**, became a member and sponsor of **Diverse Women in Law**, and remain an active member of the **Asian Australian Lawyers Association**.
- ▶ We continue to engage with **CareerSeekers** and other refugee employment programs.
- ▶ We rolled out our third program of **reverse mentoring** – partnering a cohort of junior lawyers with partners or directors in management roles.
- ▶ We recently launched a new **Inter-faith Interest Group** – recognising that for many people faith is an important part of their identity and can influence their experience of inclusion at work.



Accessibility & Inclusion

Objectives

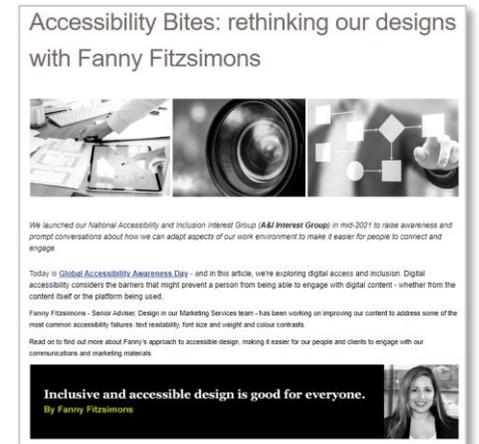
We want to create an environment and culture at Clayton Utz that enables our people with all types of disability, and those who care for someone with disability, to succeed. We also want to improve accessibility and inclusion for our clients.

Our objectives and priorities are set in our registered Accessibility & Inclusion (Disability) Action Plan. It focuses on seven pillars of action:

- ▶ Premises
- ▶ Technology
- ▶ Communications and Marketing
- ▶ Recruitment, Career Development and Education
- ▶ Workplace Adjustments
- ▶ Suppliers and Partners
- ▶ Products and Services

Progress FY22

- ▶ We continue to work closely with the **Australian Network on Disability (AND)** – including on internal education as well as participation in its general and executive level roundtables.
- ▶ In late 2020 we participated in **AND's "A&I Index"** – a benchmarking tool for inclusion of people with disability. It provided a unique opportunity for us to highlight gaps and drive access and inclusion outcomes across our whole organisation. In 2021 we were pleased to be ranked in the Top 10 of all participating organisations within Australia.
- ▶ **Digital accessibility** was a theme for us in FY22 and we are building awareness throughout the firm as to how we can ensure our digital "products" are accessible to everyone, including people with disability or impairment. We were proud to ensure our CLE Intensive series for clients were accessible online to those with a hearing impairment through engagement with Ai-media.
- ▶ In FY22, we launched our **Accessibility & Inclusion Interest Group** which raises awareness about A&I issues at a grassroots level and drives some of our activity including a regular "Accessibility Bites" internal newsletter as well as acknowledging key dates such as International Day of People with Disability and World Hearing Day. A highlight in December 2021 was having Sophie Li join us to share her story and give attendees an interactive demonstration of Auslan.





Aboriginal and Torres Strait Islander peoples

Objectives

The Firm has proudly had a Reconciliation Action Plan (RAP) since 2010.

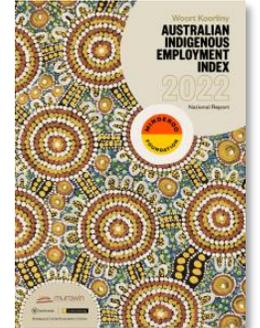
Our objective is to reflect on our learnings, challenges and successes of our RAP journey so far, and to advance towards the "Stretch" level.

“We know from experience the power of collective action and shared experiences in making real progress towards a goal such as Indigenous employment parity within a generation. There's a lot more we can, and will, do in our own firm to help and I encourage the legal profession as a whole to play its part.”

Bruce Cooper,
Chief Executive Partner

Progress FY22

- ▶ Ongoing **work towards a Stretch RAP** including a particular focus on employment and retention.
- ▶ **Engaged with Minderoo/Generation One** and participation in its inaugural Indigenous Employment Index initiative. The Index is an Australian first to measure and determine Indigenous employment best practice, “what works” and improve the evidence base from which to drive sustainable Indigenous employment.
- ▶ Ongoing recruitment through **CareerTrackers** and other platforms of Aboriginal and Torres Strait Islander law students. In parallel we have developed our **own First Nations Traineeship program** (beginning in early 2022).
- ▶ Conducted **capability training** both online and with renowned external consultants including BlackCard. 297 people completed training in FY22
- ▶ Our spend since joining **Supply Nation** has been well above the legal service average. In FY22, we procured over \$434,000 worth of goods and services from Aboriginal and Torres Strait Islander businesses.
- ▶ **National Reconciliation Week and NAIDOC Week activities** including Treaty-making Seminar with Melbourne Law School, documentary screenings and museum tours.
- ▶ The **Clayton Utz Foundation** has distributed over \$2 million in grants to programs supporting Aboriginal and Torres Strait Islander peoples since 2003.
- ▶ **Pro bono legal advice** for 122 Aboriginal and Torres Strait Islander peoples, organisations, and businesses across Australia in FY22.
- ▶ **Direct involvement of Clayton Utz partners and employees** with First Nations charities and those working with First Nations peoples across Australia by volunteering and fundraising through Community Connect, our community engagement program. Organisations we work with include Waalitj Foundation, Wayside Chapel (Aboriginal Cultural Centre) and Stars Foundation.





Flexible working

Clayton Utz prioritises flexibility as a strategic and policy imperative. Moreover, partners are prompted to walk the talk in their role modelling of flexibility, through formalised KPIs and through training and awareness sessions. Clayton Utz also employs a dedicated Flexibility Manager to support members of the Firm to manage, monitor and embed flexibility as a way of life for its workforce.

Our Flexibility Policy is principles-based. We have a series of eight principles which set the tone for flexibility discussions. It is about a flexible arrangement being good for the individual, good for the team and good for the firm and its clients.

We have a very broad definition of what constitutes flexible working. Flexible work arrangements can be accessed for study, eldercare, community participation, childcare, health, wellbeing and lifestyle pursuits. They can be formal or informal, regular or ad hoc, and can include variations to the standard hours and/or location of an employee.

Our track record around flexible work, and also our modern policy helps us navigate the changing COVID-19 landscape.





Spotlight on...

National Cultural Diversity Interest Group

Personal storytelling has been a key feature of our cultural diversity interest group meetings for the last 18 months and a real drawcard for our people. It has generated some excellent tips for the cultural diversity program as well as for our other diversity streams.

Listeners have benefited from hearing our lawyers (usually senior associate level and above) share information about their cultural background, life growing up in Australia or as a newer migrant, and some of the challenges they have faced along the way. An unexpected benefit (at least initially) has been the leadership lessons that our speakers have given us – as relevant for “allies” as for those with a culturally diverse background.

The initiative has helped build profiles of our people internally and strengthened internal networks. We know that greater visibility and role-modelling will help us achieve our objectives of attracting and retaining culturally diverse talent.

Storytelling from our National Cultural Diversity Interest Group: Amy Liu and Stephen Neale

Our National Cultural Diversity Interest Group, chaired by partner **Ken Saunjen** (IP & Technology), meets on a bi-monthly basis. The main item on the agenda for each meeting is personal storytelling. Hearing about our people and their lived experience has been a huge success!

At our most recent Cultural Diversity Interest Group meeting, **Stephen Neale** (Special Counsel, Corporate, Periti) facilitated a discussion with **Amy Liu** (Senior Associate, Tax, Sydney).

It was great to have an exchange between colleagues across the Nullarbor, particularly between two people from different backgrounds and with many shared experiences.

Amy's story

Amy is relatively new to our Sydney office, having joined **Peter Faros'** team just six months ago. She is a tax specialist and came to Clayton Utz after working at Deloitte and PwC, amongst other firms.

Amy was born in mainland China and first came to Australia only speaking Chinese. She moved back here when she was 9 years old after studying English in China. Like other children of migrant families, she had played a key role in her family's integration with Australian life and had early exposure to lodging tax returns in primary school! Once her parents' friends and relatives discovered her prowess they also asked her for help - she describes "almost operating a Chinese office", which inspired her to think about how she can help people who can't speak English to navigate the legal system.





Spotlight on...

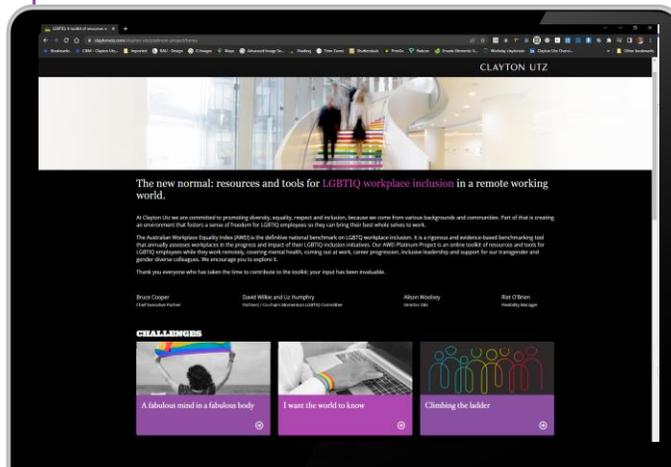
AWEI Platinum Project

The Australian Workplace Equality Index (**AWEI**) is the definitive national benchmark on LGBTQ workplace inclusion. It is a rigorous and evidence-based benchmarking tool that annually assesses workplaces in the progress and impact of their LGBTQ inclusion initiatives.

As an established AWEI "Gold Employer", in 2021 we worked on our AWEI "Platinum Project". It is a unique online toolkit of resources and tools aimed at supporting LGBTIQ employees while they are working remotely.

While the increase in remote work as a result of the pandemic is a positive step, it has also made some aspects of workplace experience more difficult for those in the LGBTIQ community.

The toolkit offers support in the areas of mental health, coming out at work, career progression, inclusive leadership and supporting our transgender and gender diverse colleagues.

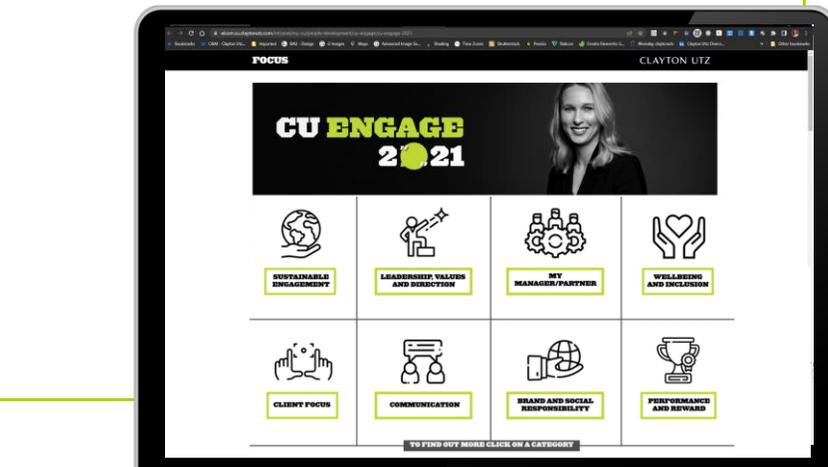


Read the press release [here](#)

CU Engage

Our regular engagement survey (with a 82% participation rate) offers us some key insights both in terms of demographic data (e.g. gender, sexual orientation, carer status, disability status and cultural background) and sentiment around our progress on D&I.

In particular we measure our people's sense of "inclusion" – ie. their sense of belonging, safety, respect, connection, empowerment and motivation. Our 2021 results (a consolidated score of 86%) suggests progress in the right direction when benchmarked against baseline and norms from our 2019 survey.



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