

CLAYTON UTZ

Clayton Utz Accessibility & Inclusion (A&I) Plan

2026-2029

Message from our Chief Executive Partner

At Clayton Utz, we are proud of the diversity that exists within our firm. Our people come from a wide range of backgrounds, each bringing their own skills, interests, personalities and capabilities. This diversity is one of our greatest strengths, and it is essential that we foster an environment where everyone feels welcome, valued and able to contribute fully. Accessibility and inclusion are at the heart of this commitment, ensuring that every individual - regardless of ability or circumstance - can participate and thrive.

Being an inclusive firm is not just the right thing to do; it is fundamental to who we are and how we work. When we remove barriers and create accessible spaces, both physical and digital, we empower our people to bring their whole selves to work. This means recognising and celebrating the unique contributions of each person and making sure that everyone has the support and adjustments they need to achieve their full potential. Inclusion is not a one-off project, but an ongoing journey that requires us to listen, learn and adapt together.

Our commitment to accessibility and inclusion is woven into the very fabric of our culture. It is reflected in our values of authenticity, belonging, collaboration, diversity of thought and entrepreneurial spirit. We know that when people feel they belong, they are more engaged, more innovative and more likely to stay and grow with us. By embracing difference and ensuring everyone can participate equally, we create stronger teams, generate new ideas and deliver better outcomes for our clients and our community.

There is also a clear business case for making accessibility and inclusion a priority. A diverse and inclusive workplace helps us attract and retain the very best people, enhances our leadership, and strengthens our reputation as a leading Australian law firm. Our clients and partners expect us to lead by example, and we know that inclusive practices drive higher engagement, better decision-making and more effective relationships. By championing accessibility, we are not only supporting our people, but also building a more resilient and successful firm for the future.

We are committed to ensuring that Clayton Utz continues to be a place where everyone can succeed. Our Diversity Council, which I am proud to chair, sets the direction for our diversity and inclusion initiatives and ensures that these principles are embedded in everything we do. I encourage all of our partners and employees to get involved, share their experiences, and help us build a workplace where accessibility and inclusion are not just aspirations, but everyday realities. Together, we can make Clayton Utz a place where everyone belongs and everyone can achieve their best.



Emma Covacevich
Chief Executive Partner

Message from Australian Disability Network CEO Amy Whalley

Congratulations to Clayton Utz on launching their updated Accessibility and Inclusion Action Plan. When an organisation commits to structured, sustained action on disability inclusion, it creates real change for its people, its clients and the communities it serves. This Plan reflects that commitment.

Australian Disability Network has been proud to partner with Clayton Utz throughout the development of this Plan, drawing on our advisory expertise and evidence base to help shape its focus areas, governance structure and approach to accountability. Importantly, this Plan has also been informed by direct consultation with employees with disability, carers, senior leaders and allies, grounding its priorities in lived experience and practical realities.

Structured across four pillars (inclusive leadership and culture, accessible environments and digital inclusion, equitable employment and workplace adjustments, and inclusive partnerships and community impact), the Plan sets out practical, measurable commitments backed by clear ownership and timelines. Through their sustained engagement with Australian Disability Network, including our Internship Program, Dignified Access Reviews, and the Access and Inclusion Index, Clayton Utz continues to demonstrate that disability inclusion is not a one-off project but an ongoing commitment to doing better.

We look forward to continuing this partnership and to the positive impact this Plan will deliver for employees, clients and the broader community.



Amy Whalley
CEO
Australian Disability Network

A personal story – Ian Bloemendal, Partner

Disability and its associated access issues can present themselves in many forms. Some are visible; many are not. Some are temporary; others are permanent. The impact of disability is a spectrum, affecting areas of mobility, communication, learning and thought processing.

Chances are you know someone with a disability. Nevertheless, unconscious bias remains a reality for many. Improving the situation requires a genuine cultural shift driven by personal values and awareness, rather than Accessibility and Inclusion policies alone.

Often, our eyes are only opened to this when we experience it firsthand. My own perspective shifted when I developed chronic pain in the medial joint of my left knee. What was initially diagnosed as a medial meniscus tear was in fact a spontaneous bone marrow oedema (BME) — a rare, painful condition characterised by increased fluid in the bone marrow without an obvious cause. The only treatment was no weight bearing over a number of months until the knee hopefully healed. I tried crutches but found distance to be a tyranny and tiled surfaces hazardous. It did not take long to surrender to a wheelchair to avoid the risk of slipping, while crutches were kept for staircases and short distances. Venturing to the shops at lunchtime became arduous, so distances reduced considerably. What looked like a flat surface when walking presented as an incline when in a wheelchair. Crossing the street was sometimes best achieved by wheeling backwards to get up the kerb on the other side.

At work, I questioned whether the designer of the accessible bathroom, with its tight angles and doors opening the wrong way, had ever used a wheelchair themselves. I lived in a split-level home, so I rented two wheelchairs, and was

blessed to have been able to afford to do so. Many are not. I kept one upstairs, so my wife did not need to carry it up each day, while the other was in the boot of my car, used to get to, from and around work. When driving, I witnessed firsthand the insufficient disability parking spaces in Brisbane's CBD.

After three months, my knee slowly improved. I was allowed to progressively weight bear and used an offloader brace to assist. After four months, I was back on my feet, only to then experience pain developing in the lateral (outside lower) part of the same knee. An MRI discovered another BME. With another four months in the wheelchair, the size of my world shrank once more.

After four months, I was again slowly weight bearing. But life can be like snakes and ladders. After my left knee healed, I started feeling the same ugly pressure and pain develop, this time in my right knee. A fresh MRI confirmed something the specialist had never seen or read of before — a third BME, again in a different position, but this time on the opposite side of the body. Back to the wheelchair for another four months.

Aside from learning to live in a smaller world and needing to make obvious adjustments, my perception was that I experienced unconscious bias. It felt as though I was, unconsciously, less visible or viewed as "less able". For example, while at a function with my wife standing beside me, the wait staff would offer her a drink and canapé, but I was ignored, as if unseen. I also received fewer instructions and referrals through the period of my mobility restrictions compared to before.

My experience, though temporary, gave me a

small window into a world that millions of Australians navigate permanently. It reinforced for me that accessibility is not merely a matter of compliance or policy; it is about recognising the dignity, capability and worth of every person. The physical barriers I encountered — the kerbs, the ill-designed bathrooms, the insufficient parking — are fixable. Attitudinal barriers such as unconscious assumptions, the overlooked glances, the quiet diminishment of a person's presence, require something deeper. They require each of us to examine our own biases, listen to the experiences of others, and commit to building workplaces and communities where no one is invisible. This plan is one step in that direction, but its true measure will not be found in words on a page. It will be found in the choices we make, the conversations we have, and the way we treat those around us every day.



Our Accessibility & Inclusion action plan

Clayton Utz is committed to fostering an inclusive, accessible and equitable workplace where all people – including those with disability – can participate fully and thrive. Our Accessibility & Inclusion (A&I) Action Plan outlines the concrete steps we will take to reduce barriers, strengthen equitable access, and build a workplace culture that is welcoming, supportive and enabling for everyone.

Having a clearly defined Action Plan is essential to our progress. Inclusion requires more than goodwill and intention – it requires structure, accountability and deliberate action. A plan ensures we:

- Maintain focus on priority areas that matter most to our people.
- Work systematically, avoiding ad hoc or inconsistent approaches.
- Set measurable goals so we can track, evaluate and continuously uplift our practices.
- Deliver on our legal, ethical and client obligations, while also leading practice across the professional services sector.

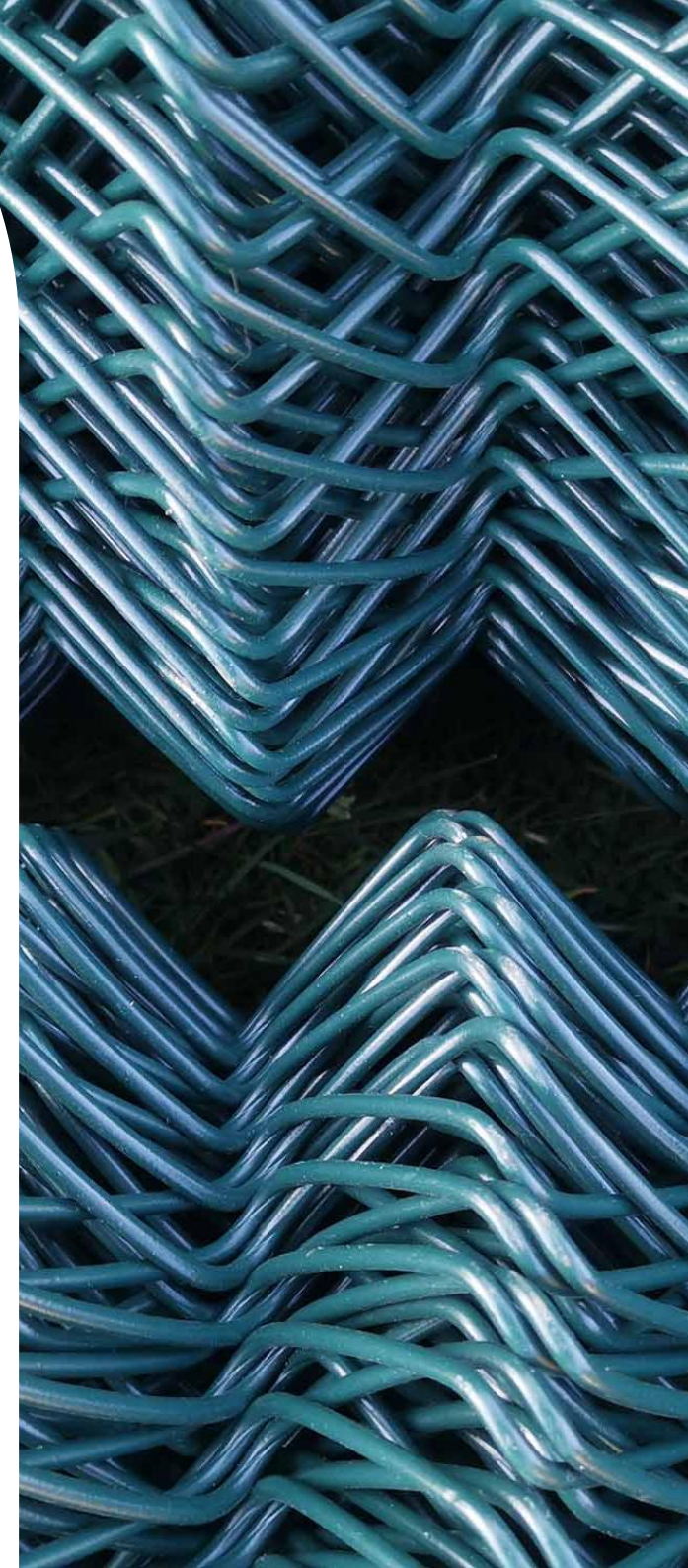
Fundamentally, an Action Plan helps transform values into tangible outcomes. It creates a roadmap for embedding accessibility into our physical and digital environments, our people practices, our client work and our community impact.

A cornerstone of this plan is that it reflects the lived experiences of our people. In 2025, we undertook an organisation-wide consultation to understand what is working well and where we need to do better. Employees contributed through surveys, focus groups, interviews and conversations with our Accessibility & Inclusion Interest Group.

This feedback shaped every part of the Action Plan. Our people told us:

- They value our inclusive culture and intent.
- There are strengths in community partnerships, pro bono work and wellbeing supports.
- There are opportunities to strengthen governance, improve consistency, enhance digital and physical accessibility, streamline recruitment and workplace adjustments, and build confidence around disability inclusion.

By grounding the plan in the voices of our people, we ensure the actions are practical, relevant and aligned to the real barriers employees face. This co-design approach also strengthens accountability – our people can see that their insights directly influence decisions and priorities.



Our pillars of action



Inclusive leadership, governance and culture

Embed accessibility and inclusion as core values through strong leadership, robust governance, and a culture of accountability and continuous improvement.

Accessible Environments & Digital Inclusion

Ensure all physical and digital environments, products, and services are accessible, dignified, and inclusive for everyone

Equitable Employment, Adjustments & Our People

Remove barriers and enable equitable access to employment, career development, and workplace adjustments for all, including people with disability, carers, and neurodiverse staff.

Inclusive Partnerships, Procurement & Community Impact

Drive accessibility and inclusion through our supply chain, client services, and community and pro bono engagement.

Objective: Embed accessibility and inclusion as core values through strong leadership, robust governance, and a culture of accountability and continuous improvement.

Goal	Timing	Key Metrics/Targets	Responsible
Establish and publish A&I governance model	By Q3 2026	Defined roles, escalation paths, integration of A&I goals into relevant leader KPIs	Diversity & Inclusion team
Appoint an Executive Sponsor of Accessibility and Inclusion at the firm	By Q3 2026		Diversity & Inclusion team
Launch annual A&I action plan progress report	By Q4 each year	At least 50% of actions from previous year reported as complete or in progress	Diversity & Inclusion team
Major initiatives reviewed by Employee Accessibility & Inclusion Interest Group	Ongoing	Feedback documented and actioned within two months	Co-chairs of the Interest Group
Deliver annual disability confidence sessions	Annually, by Q4 2026	All leaders and client-facing staff	Diversity & Inclusion team
Develop managers to respond empathetically and appropriately	2027	Deliver training for people leaders on empathetic and appropriate responses to disability and neurodiversity disclosure. Pilot and test with one group prior to rolling out more broadly	Diversity & Inclusion team
Deliver bite-sized training modules on disability/neurodiversity	By Q2 2027	Launch a suite of bite-sized e-learning modules on disability, neurodiversity, and inclusive practice	Diversity & Inclusion team
Launch biannual “Lived Experience Storytelling” campaign	By Q2 2027, biannual	At least 2 FOCUS stories per year	Diversity & Inclusion team

Inclusive Leadership, Governance & Culture

Objective: Ensure all physical and digital environments, products, and services are accessible, dignified, and inclusive for everyone

Goal	Timing	Key Metrics/Targets	Responsible
Conduct built-environment audits at offices using Design for Dignity/Dignified Access principles Develop prioritised remediation plans as needed	By Q1 2028	Reports finalised and relevant actions taken to improve office environments	Premises team
Determine if there are any priority physical fixes (e.g., wayfinding, concierge desks, doors, bathrooms, kitchens) in all offices and update to compliance standards	Q4 2028	Q4 2027, Q4 2028	Premises team
Review communications, events, imagery for inclusivity/accessibility	Biannual	Materials to meet accessible brand guidelines by Q4 2026	CX & Digital team Internal & External Comms
Integrate and review Personal Emergency Evacuation Plans (PEEPs) with landlords	Annually, by Q4 each year	Identified needs documented	Premises team
Work towards compliance with WCAG 2.2 AA (or latest) for all websites, intranet, and apps.	Ongoing	Websites, intranet and apps are successfully updated	CX & Digital team
New digital content will be built with accessible content standards in mind, accommodating WCAG 2.2 AA where possible and appropriate.	By Q2 2027, quarterly	As and when new digital content is created	CX & Digital team
Create a hub on our intranet for employees and partners to access useful information on A&I at the firm	Q3 2027	Use Peakon to track A&I knowledge in the firm	Diversity & Inclusion team / Wellbeing team and CX & Digital team

Objective: Remove barriers and enable equitable access to employment, career development, and workplace adjustments for all, including people with disability, carers, and neurodiverse staff.

Equitable Employment, Adjustments & Our People	Goal	Timing	Key Metrics/Targets	Responsible
	Disability Confident Recruiter training	Q4 2026	100% of recruiters to complete training; annual refreshers Offer training to all hiring managers	Diversity & Inclusion team
	Review recruitment, onboarding, promotion process for accessibility	Q2 2027	Implement any improvements identified based on candidate/employee feedback	Talent & Acquisition team
	Stepping Into internships	Annual	One summer and one winter internship	Diversity & Inclusion team
	Capture opt-in disability data	Annual	Via surveys and onboarding; use insights to improve employee experience	Diversity & Inclusion team
	Automate workplace adjustments workflow with addition of Fresh system and InTapp uplift	Q2 2027	Additional tracking metrics, SLAs (median time-to-resolution ≤ 20 business days, user satisfaction, effectiveness check-in (30/90 days), confidentiality confidence, and manager support confidence), feedback loop, publish guide, embed proactive questions in recruitment/onboarding	Wellbeing team and Infrastructure support/ IT team
	Consultation sessions with employees on their experience of A&I inclusion at the firm and intranet campaigns of employees with disability to educate others	Annual	At least one consultation session per year. Highlight successful adjustments; maintain confidentiality	Diversity & Inclusion
	Ensure accessibility is built into every policy, structures and procedure	Ongoing	Review and update firm policies and procedures to ensure accessibility and inclusion are explicitly addressed, with annual spot checks to confirm compliance	Diversity & Inclusion team

Objective: Drive accessibility and inclusion through our supply chain, client services, and community and pro bono engagement.

Inclusive Partnerships, Procurement & Community Impact	Goal	Timing	Key Metrics/Targets	Responsible
	A&I requirements checklist for new suppliers	Q2 2027	Develop and implement checklist, integrate into due diligence and contracts, engage all major suppliers on A&I plans annually	Procurement team
	Joint accessibility and inclusion initiatives/forums	Ongoing (per year)	Collaborate with industry partner or clients to deliver at least one initiative or forum per year	Diversity & Inclusion team
	Accessibility statements/resources for client discussions	Ongoing	Provide concise statements/resources, promote AUSLAN/captioning for major events as appropriate	CX & Digital team
	Maintain support of our community partners and Pro Bono clients – both those who have disability themselves, or the organisations who support others with disability	Ongoing	Support via Pro-Bono work, volunteering, financial support and in-kind assistance	Pro Bono and Community teams
	Consider inclusive tender responses based on client needs, including client service delivery methods	Ongoing	Discussions with clients to understand their inclusion needs	CX & Digital team

Governance and accountability

The Diversity Council provides executive sponsorship for inclusion initiatives. Accountability for ensuring accessibility and inclusion are embedded across the firm's operations, culture and service delivery rests with the Diversity Council and the Chief Executive Partner.

The Diversity Council will provide strategic oversight of accessibility and inclusion initiatives, will review annual progress reports and approve substantial changes to this A&I Action Plan.

The A&I Steering Group, led by a Senior Partner, is responsible for overseeing outcomes. This group convenes quarterly, submits reports to the Diversity Council every 6 months, and delivers an annual internal update.

Business unit working groups encompassing Premises, Information Technology, Communications, Recruitment/HR, Risk and Procurement, are tasked with implementation.

The Accessibility & Inclusion Interest Group is engaged for consultation on proposed actions and collaborates in the co-design of initiatives impacting employees with disabilities.

Escalation of issues: Working Group → Steering Group → Diversity Council or Chief Executive Partner.

Measurement and reporting

Key performance indicators will be tracked across relevant pillars, including metrics such as the percentage of WCAG-conformant pages, time to resolution for adjustments, percentage of trained populations, audit close-out rates, supplier accessibility and inclusion conformance, as well as internship and employment outcomes.

Baselines will be established in the first half of 2026, with quarterly dashboards provided to the Steering Group and annual summaries shared with all staff. External highlights will be communicated as appropriate.

Data governance practices will adhere to privacy and confidentiality requirements, utilising opt-in employee data and ensuring ethical use at all stages.

Leading from within

"One aspect of the Firm's accessibility & inclusion practices that is particularly close to my heart is our partnership with the Australian Centre for Disability Law (**ACDL**) through the Disability Discrimination Advice Clinic, which I established as a second-rotation graduate back in 2022.

The Disability Discrimination Advice Clinic, affectionately known as DDAC (say: dee-dack), has assisted more than 160 people with disability over the last three years, supported by more than thirty Clayton Utz lawyers dedicating their time and expertise to provide advice in what can be a particularly curly and challenging area of law.

Beyond the obvious benefit for our clients in receiving advice, one of my favourite things about DDAC is the growth experienced by our volunteer solicitors, for many of whom this is the very first time that they have spoken with a client with disability. All of those crucial soft skills like empathy, tolerance, and patience come to the fore, which are not always called upon in our day-to-day commercial practice. DDAC is also an exercise in delivering plain language legal advice – an incredibly important skill that helps make all Clayton Utz advice more accessible, not just that delivered through this clinic.

I am proud to have made a contribution to our Firm becoming a more accessible and inclusive place."

- **George Stribling**, Lawyer

"As co-chairs of the Access & Inclusion Interest Group, we have the pleasure of facilitating the active engagement of our employees in the Firm's access & inclusion practices.

The Access & Inclusion Interest Group focuses on raising awareness regarding accessibility and inclusion issues at a grassroots level in our firm, helping support cultural change from the bottom up.

As new actions and initiatives are rolled out, the Access & Inclusion Interest Group will be living and breathing this Plan through our membership, which has a presence in our offices around the country. This most recent Plan has enabled the Interest Group to be involved in not only its drafting and development, such that this Plan reflects the broadest group of voices in the Firm yet, but also provides an opportunity for the Group to review and provide feedback on major initiatives. This is an invaluable opportunity to help ensure that initiatives are having the desired impact.

This is an exciting time for access & inclusion at the Firm, and we look forward to seeing our membership continue to grow."

- **James Daff**, Senior Associate & **George Stribling**, Lawyer

Sydney

Level 15
1 Bligh Street
Sydney NSW 2000
+61 2 9353 4000

Melbourne

Level 18
333 Collins Street
Melbourne VIC 3000
+61 3 9286 6000

Brisbane

Level 28
Riparian Plaza
71 Eagle Street
Brisbane QLD 4000
+61 7 3292 7000

Perth

Level 27
QV.1 Building
250 St Georges Terrace
Perth WA 6000
+61 8 9426 8000

Canberra

Level 10
NewActon Nishi
2 Phillip Law Street
Canberra ACT 2601
+61 2 6279 4000

Darwin

17–19 Lindsay Street
Darwin NT 0800
+61 8 8943 2555