

# Diversity and Inclusion Strategy 2020

## Why does diversity and inclusion matter?

We need diversity of thought and experience to continue to be a leader in the Australian professional services market. There is a strong business case for improving diversity and inclusion within our firm.

## How do we know this?

**Clients tell us:** Diversity of thought and perspectives delivers the best solutions to our clients, and increasingly they expect to see a commitment to D&I demonstrated by their suppliers.

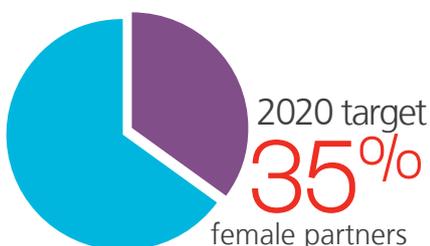
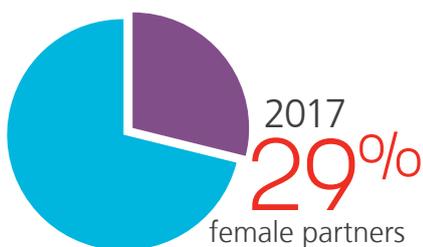
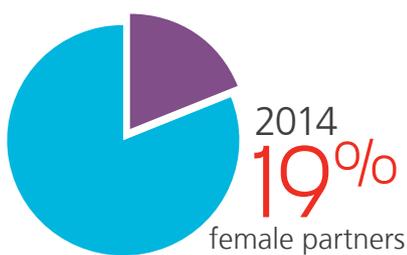
**Our people:** Creating an inclusive environment enables us to access, attract and retain a more diverse talent pool and provide more sustainable careers.

**Business results:** A diverse team with an inclusive culture enables more thorough problem solving by bringing a broader range of experiences to decision making. In environments where difference is valued and respected and team members feel engaged and included, they have more confidence to voice ideas, producing more innovative solutions. Your practice will benefit through greater productivity and innovation as our firm becomes more agile, adaptive and, ultimately, more competitive.

**Reputation:** Demonstrating our commitment to D&I contributes to our reputation as a leading employer and legal services provider, and aligns with the goals of our pro bono and community programs. Building diverse and inclusive workplaces and leaders is championed by business, government and industry bodies as leading practice.

## How diverse and inclusive are we?

We are increasing our partner gender mix



Our 2017 Pulse Survey told us...

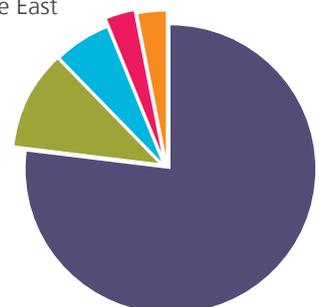


LGBTIQ+



Culture & Identity

Our people have diverse cultural backgrounds



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Achieving our goals will create a **sustainable** business with an **inclusive** culture where everyone can **flourish** and deliver their **best** to clients.

	OBJECTIVES	OUTCOMES 2020
<b>GENDER</b>	<p>Increase representation of women in partnership and all decision making forums</p> <p>Apply for WGEA Employer of Choice for Gender Equality in 2018</p> <p>Identify and champion female talent</p>	<p>Achieve target 35% of women in partnership</p> <p>Awarded WGEA Employer of Choice for Gender Equality</p> <p>Increased engagement and retention of high achievers</p>
<b>FLEXIBILITY</b>	<p>Establish flexibility as “when, where and how” we work</p> <p>Support flexibility for clients, teams and individuals</p> <p>Recognise flexibility as gender-neutral</p> <p>Support those with caring responsibilities</p>	<p>Create a culture of flexibility as “when, where and how” we work that is not gendered</p> <p>Increased use of flexibility, both formal and informal</p> <p>People with caring responsibilities are more supported and engaged</p>
<b>ACCESS/ABILITY</b>	<p>Build awareness and understanding of Access/Ability for disability including mental health</p> <p>Create opportunities to align and connect with the community and clients on Access/Ability</p> <p>Review our people processes to attract potential talent with disabilities</p> <p>Ensure our people with disability are valued and respected and can contribute fully</p> <p>Build capability of all people managers to identify and manage mental health issues</p>	<p>Create a culture that supports disability, including mental health</p> <p>Increased disclosure of and support for disabilities including mental health</p> <p>People with disability feel valued and respected and able to contribute fully</p> <p>Managers are more capable of recognising and managing mental health issues in a supportive way</p>
<b>LGBTIQ+</b>	<p>Build awareness and understanding of LGBTIQ+</p> <p>Create opportunities for people who identify as LGBTIQ+ and allies to network</p> <p>Connect with clients, community and the legal industry on LGBTIQ+</p>	<p>Increased understanding of the needs of LGBTIQ+</p> <p>Increased disclosure of and support for people who identify as LGBTIQ+ and allies</p> <p>Create a culture where staff feel they can be open about their sexual orientation, without fear of discrimination</p>
<b>CULTURE &amp; IDENTITY</b>	<p>Build awareness and understanding of culture and identity</p> <p>Capture the cultural diversity of our people and acknowledge and celebrate cultural differences</p> <p>Connect with business networks and the community on culture and identity</p>	<p>Our people understand the value of cultural difference</p> <p>Our people can meet their cultural obligations and balance work and life responsibilities</p> <p>Create a culture that encourages learning from one another and enhances our skills and knowledge</p> <p>Celebrations of cultural differences are well attended by our people</p>