

Stretch Reconciliation Action Plan

2024 – 2027

CLAYTON UTZ





This painting is a representation of connection. The connection that Clayton Utz builds with their clients, the connection to country on where Clayton utz offices are based around Australia, a connection to the staff that are a part of the Clayton Utz team past, present and future. First Nations people ensure they have strong connections to their land, community, and people as it builds stronger cultural connection and a sense of belonging.

The six small circles represent the 6 offices where Clayton Utz are based around Australia. The u shapes symbolise the staff and clients. Clayton Utz gives confident, innovative, and inclusive legal advice, this is symbolised by the three large circles. The lines throughout the artwork are a symbol of connection to people, places, and events that Clayton Utz are involved in.

CLAYTON UTZ



Kaya (Hello) my name is Jacinta Anderson, I am a proud Noongar yorga with family connections to the Mineng area in the Great Southern, the Yuet area in Wheatbelt region and Whadjuk area.

Within my job role as a mentor, we used art as a way for the girls to connect with culture, storytelling and to build positive relationships. Creating art with the girls inspired me to get more creative and to start creating my own art.

I first started painting on wooden serving boards, which lead to few commission pieces for family and friends to now creating artwork for companies, creating digital art, and running art workshops. I love expressing my cultural throughout my art especially using Aboriginal symbols.

Instagram: [artby_cinta](https://www.instagram.com/artby_cinta)



On behalf of Reconciliation Australia, I congratulate Clayton Utz on its continued formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its fourth RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. As a national full-service commercial law firm, Clayton Utz's client base includes top 100 Australian companies and over 250 federal and state government departments, agencies, and organisations. With such a diverse client base, Clayton Utz is well positioned to advance equality, education and understanding across Australia's corporate and political landscape.

Understanding that reconciliation does not occur for Aboriginal and Torres Strait Islander peoples but with them, Clayton Utz has prioritised partnerships with First Nations community groups, businesses, clients, and people. On this foundation of mutual respect and co-operation, it has focused attention on removing barriers to education and legal support, increasing capacity for self-determination for communities and individuals. In previous RAPs, this was achieved through culturally appropriate individual mentoring program for Aboriginal and Torres Strait Islander girls by funding the Waalitj Foundation's Deadly Sista Girlz program; and financial and pro-bono support for the Towards Truth project, run by the Justice and Equity Centre and the Indigenous Law Centre at the University of NSW.

Clayton Utz also brings to its first Stretch RAP considerable learnings from its recent completion of the 2022 Munderoo Foundation's Generation One's Indigenous Employment Index. Again, with the goal to remove barriers and build capacity for self-determined futures, it will use the employment index data to inform First Nations employment strategies and traineeships and enhance cultural safety across the firm.

These learnings are expanded on in this RAP through commitments to establish a First Nations Traineeship Program with progressive annual targets and succession planning; increase procurement through Supply Nation to a minimum spend of \$750,000 over the length of the RAP; and establish a First Nations Partner and Employee network with facilitation from a First Nations advisory.

With its considerable reach across corporate and political Australia, and its understanding of sustainable reconciliation drivers, Clayton Utz is poised to make lasting positive change. On behalf of Reconciliation Australia, I commend Clayton Utz on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

At Clayton Utz we are proud to continue our work towards reconciliation with our fourth Reconciliation Action Plan, our first at the Stretch level. This RAP formalises our commitment to making a difference for Aboriginal and Torres Strait Islander peoples. It recognises the importance of working with First Nations peoples, organisations and not-for-profits to create positive and lasting change.

Over the 14 years of our RAP journey, we have learned and grown through the relationships we have built and the actions we have taken. Our Stretch RAP has four key focus areas to guide our firm's actions - education, employment, partnerships and advancing equality. This RAP sets targets to address disadvantage and facilitate access to justice. We have committed to those targets through our pro bono work, community partnerships, procurement practices, and the Clayton Utz Foundation.

We work with First Nations students to create pathways to employment, education and training, providing opportunities to develop skills and confidence. We continue to build the cultural capacity of our people to engage with reconciliation and foster a culturally safe workplace. This is essential for our ongoing work to employ and cultivate the careers of Aboriginal and Torres Strait Islander peoples. Our ambition is to grow First Nations employment at our firm beyond 1%, creating a talent pipeline through our First Nations Traineeship program and providing professional development opportunities for First Nations employees.

We will only achieve our RAP vision of advancing equality through our people working in partnership with community groups, businesses and clients. In my role on the Board of the Clayton Utz Foundation, I have seen some of this work firsthand; the Foundation has granted over \$3 million to First Nations organisations and to programs supporting First Nations peoples. These funds have been backed by the volunteering and fundraising efforts of our partners and employees.

CLAYTON UTZ

As a law firm, one of the unique strengths which Clayton Utz brings to reconciliation is our Pro Bono practice. For 27 years, we have provided pro bono expert legal support, advice and representation to First Nations people, Indigenous corporations, community organisations and start-up businesses. Some of our work has been of national significance, such as the High Court's *Wreck Bay* decision securing Residential Tenancies Act protection for tenants on community land. We have invested thousands of hours with the Indigenous Law Centre and the Justice and Equity Centre and their pro bono partners to create *Towards Truth*, a remarkable resource which maps in detail the laws and policies that have impacted First Nations people since 1788.

Our pro bono work has also achieved outcomes of personal significance for clients. This includes securing reparations for members of the Stolen Generations, guiding policy holders through the liquidation process following the collapse of the Aboriginal Community Benefit Fund/Youpla funeral funds, and providing assistance to frontline Aboriginal and Torres Strait Islander Legal Services working tirelessly to close the justice gap.

In this RAP we commit to providing pro bono advice and representation to at least 100 First Nations clients a year in communities across Australia, in addition to the hundreds of other people we will support at Aboriginal Legal Service clinics.

Through this Stretch RAP we look forward to strengthening the relationships we have developed over many years, and creating new connections, all built around the common purpose of working towards a just society where First Nations people are treated with respect and supported so they can reach their full potential.



Emma Covacevich
Chief Executive Partner
Clayton Utz

Our vision for reconciliation

Clayton Utz has a responsibility as a leading Australian law firm to make a positive difference to our community. It's expected by our people and our clients.

We recognise the challenges and disadvantages in the areas of access to justice, education, access to support services, homelessness and employment faced by some Aboriginal and Torres Strait Islander peoples.

Our vision for reconciliation is that Aboriginal and Torres Strait Islander peoples have the same experiences and opportunities for justice, education and equitable standards of living as other Australians throughout Australia. That means putting our legal skills to work in assisting First Nations peoples who face these challenges and disadvantages.

But it also means listening to and learning from First Nations peoples, including by ensuring our hiring practices recognise and properly value their skills and expertise as employees.

We are committed to working with First Nations peoples, organisations and not-for-profits to create positive and lasting change, and to advancing equality between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Through shared understanding and working in unity with First Nations peoples, we hope to contribute to forging true reconciliation.

Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which we work and their connections to land, waters and community.



Our business

Clayton Utz is a leading Australian law firm, known for the strength of its independent culture and its confident and engaging approach.

As a full-service commercial law firm, Clayton Utz has lawyers around the country with diverse and broad-ranging legal experience, across a range of industry sectors. Our strength is our ability to bring together teams of lawyers with the right mix of legal and commercial skills to match our clients' business needs.

We are trusted advisers to a diverse base of major national, government and global clients, including many iconic brands, a number of the top 100 Australian companies, and over 250 Federal and State Government Departments, Agencies, and organisations.

We pride ourselves on the reputation we have built for legal innovation and excellence, driven by our goal to give our clients creative commercial solutions. This has seen us appointed to some of the most significant deals and litigation across Australia and the Asia-Pacific region, where our reach spans multiple disciplines, markets and industries.

Our people come from a wide range of backgrounds and bring different skills, interests, personalities and capabilities. We are committed to an inclusive culture where all of our people are recognised for their unique contributions, and are encouraged and assisted to achieve their full potential.

We know that this diversity has made our people leaders in their fields, who also serve on government, commercial and not-for-profit bodies. We bring these skills, resources, senior level connections and experience to our Reconciliation Action Plan (RAP).

Clayton Utz at a glance

- **Approximately 176 partners and over 1,400 employees**
- **Six offices in Brisbane, Canberra, Darwin, Melbourne, Perth and Sydney**
- **A national firm with a global practice (20% of our revenue sourced from international markets).**
- **Thirteen employees who identify as Aboriginal and/or Torres Strait Islander people.**

Our RAP

We launched our first Reflect RAP in 2010, followed by a second Reflect RAP for 2011-12 and an Innovate RAP for 2017-2020. Through the strategies set out in these RAPs Clayton Utz has developed our relationships with Aboriginal and Torres Strait Islander peoples, charities and businesses. We are proud of our achievements over the past 14 years and are building on them by developing another RAP to expand our cultural capability and initiatives with a key focus on education, employment, partnerships and advancing equality.

This RAP not only signposts the next stage for Clayton Utz but also provides an opportunity to reflect on the last 14 years of working towards reconciliation. At Clayton Utz the values of authenticity, belonging, collaboration and diversity of thought ground our behaviours and relationships and are core to our reconciliation endeavours.

Key Focus areas

Aligned with our vision for reconciliation are our key focus areas which address actions within the firm and the wider community.

Education:

- Provide opportunities for our partners, employees and clients to undertake cultural learning and engage with reconciliation.
- An emphasis through our community programs on high educational standards for all children and young people, including Aboriginal and Torres Strait Islander communities.

- Support Aboriginal and Torres Strait Islander law students through traineeship and internship work experience opportunities.

Employment:

- Implement and review targeted strategies for the employment, retention, development, and promotion of Aboriginal and Torres Strait Islander people within the firm.
- Develop individual career progression plans for First Nations partners and employees at the firm.

Partnerships:

- Achieve shared reconciliation goals by working together with community groups, businesses, clients and our people.
- Work with community and business to support First Nations peoples, through employment, procurement, capacity building and pro bono assistance.

Advancing equality:

- Address disadvantage and facilitating access to justice for Aboriginal and Torres Strait Islander peoples through pro bono advice and representation, awareness raising, community relationships and strategic funding of programs – built on a foundation of trust and respect.



RAP Working Group and RAP Office Committees

This RAP was developed by our RAP Working Group (RWG) through extensive consultation with partners and employees involved in RAP Office Committees across the firm, First Nations employees, internal practice groups and departments involved in RAP initiatives, as well as external First Nations organisations involved in our RAP deliverables. These sessions were conducted through presentations to Senior Leadership, group meetings with RAP Office Committees and direct written feedback to RAP drafts.

Beyond developing our RAP, the RWG actively manages and undertakes RAP initiatives and deliverables. The RWG consists of partners and employees across all areas of our firm, and an external First Nations Advisor invited through our existing community partnership with Waalitj Foundation:

- National RAP Partner
- Pro Bono Partner
- Director – Clients & Markets
- Head of Premises & Procurement
- Senior Manager – Talent Acquisition
- Senior Manager – Diversity & Inclusion
- Head of External Communications
- Senior Manager – Internal Communications
- Senior Manager – Community & Sustainability
- External First Nations Advisor

Each office has a RAP Office Committee headed by a partner and coordinator. They lead, organise and champion the RAP in each of our six offices, creating local opportunities for RAP initiatives to be part of our people's experience while working at Clayton Utz, as well as the clients we advise. Their RAP activities include organising National Reconciliation Week and NAIDOC Week initiatives, cultural learning opportunities and promoting First Nations procurement, and acting as the local point of contact for any queries about the RAP. These committees work closely with members of the RWG, particularly the Senior Manager – Community & Sustainability and the Senior Manager – Diversity & Inclusion, and update the RWG at its quarterly meetings. The RAP Committee partners and coordinators for each office are listed below:

Brisbane RAP Partner: Wendy Evans
Brisbane Committee: Aidan Bryant, Kirsten Ceddia, Georgia Davis, Luke Furness, Sophie-Rose Greer, Daylon Johnston and Jemma Keys.

Canberra RAP Partner: Cain Sibley
Canberra Committee: Esther Kwon

Darwin RAP Partner: Mark Spain

Melbourne RAP Partner: Alison Close
Melbourne Committee: Sian Ainsworth, William Bartley, Nick Bredhauer, Kate Buckley, Maria Chamakala, Phoebe Cuttler, Eleanor Dicker, Rachael Drummond, Kate Ervin, Darcy Grace, Sophia Griffiths- Mark, Peter Holcombe Henley, James Kerr, Nick McConville, Melissa Molloy, Kara Nathan, Alexandra Rawson-Harris and Sanjana Surawala.

Perth RAP Partner: Kate Casellas
Perth Committee: Gail Anderson, Eloise Chenu, Ally Clark, Ashley Fan, Samantha Fudger, Hasan Gilani, Sally Gilfillan, Scott Girdler, Riley Gray, Madison Holling, Caitlin Hughes, Isabelle Macdonald, Chunyi Monaghan, Hannah Morris, Tatiana Pretsel, Christa Queern, Somya Rajawat, Darcy Smith, Ally Smitham, Trina Storm, Simon Taskunas, Rachael Tipping, Cara Tobin, Tessa Trend, Clinton Wang, Brooke Wheeler, Kate Wilkes, Ian Wilson and Weitao Zhao.

Sydney RAP Partner: Steven Klimt
Sydney Committee: Odette Brotherson, Samantha Colless, Vincent Collins, Alana Dunn, Tess Fernan, Jennifer Harris, Amelia McGrath, Annabel Rigby and Anna Sumsky.

Pro Bono

We are a global leader in Pro Bono, being named 2019 and 2020 Pro Bono Law Firm of the Year by Who's Who Legal – the only Australian firm to have ever received this award. In FY2022, we undertook 51,998 hours of pro bono legal assistance, acting for low income and vulnerable people who cannot obtain Legal Aid, and for the not for profits which support them. This included 122 Aboriginal and Torres Strait Islander people, organisations and businesses across Australia.

Much of our pro bono work is providing representation and advice to people who would otherwise be unable to obtain legal advice and representation. That work includes a range of civil law matters, complex burial disputes, victims of crime compensation, Stolen Generation Reparation applications and assisting to prepare Supreme Court bail applications. This work helps to ensure that our clients can access and exercise their legal rights, and can know that they are being treated with respect and dignity.

From 2022, we have worked on two significant, ongoing projects:

- Following the collapse of the Aboriginal Community Benefit Fund / Youpla funeral scheme, thousands of its First Nations members were left without the money to pay for funerals. Clayton Utz has helped guide dozens of clients through the liquidation process, and the recently-established Commonwealth Scheme which will cover some members' funeral costs. We also supported the campaign for justice by consumer advocate organisations and Legal Aid NSW to help the families of fund members to conduct Sorry Business with dignity.
- We have worked with the Foundation for Indigenous Sustainable Health since 2018 to help establish FISH Myalup Karla Waangkiny. This is a national prototype justice rehabilitation centre, located 140 kilometres south of Perth. The centre has been co-designed with First Nations people. It offers a residential program where people who are engaged in the justice system can heal and receive holistic support to break intergenerational cycles of trauma, avoid re-engagement in the justice system, and transition successfully out of prison back into community.

The firm has also been involved in a number of significant matters for First Nations clients over the first 25 years of our pro bono practice, including:

2009	Women's Safe House and Men's Cooling Down Centre open on Groote Eylandt
2010	Over \$100,000 in Redress for clients in the Kimberley
2015	Benchmark review of the recommendations of the Royal Commission into Aboriginal Deaths in Custody
2019	High Court's Wreck Bay decision secures Residential Tenancies Act protection for tenants on community land
2020	Australia's largest-ever native title settlement
2021	Towards Truth Project supporting the truth-telling process behind the Uluru Statement from the Heart

Clayton Utz Foundation and Community Programs

The Clayton Utz Foundation provides financial support to charities that have a focus on addressing disadvantage and/or facilitate access to justice. Since establishment in 2003, it has granted over \$14.5 million including \$3.08 million to First Nations organisations and programs for First Nations peoples. We are proud of the 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. This has enabled our people to participate in numerous activities with our Community Partners, many who also receive funding from the Clayton Utz Foundation.

Case study: Wayside Chapel

Since 2008 the Clayton Utz Foundation has provided grants to the Wayside Chapel towards its Aboriginal Cultural Centre, totalling more than \$950,000. The Aboriginal Cultural Centre is a dedicated space for the Aboriginal community to feel empowered and create a sense of belonging and place in the Sydney Kings Cross area.

Wayside brings Aboriginal people from all over Australia together, respecting traditional customs and sensitivities, and helping to share history and storytelling. Wayside's Aboriginal Cultural Centre team engage and support Aboriginal visitors and tailor the programs to the needs of the Aboriginal community, which makes up around 25% of all visitors to Wayside. Our people have been involved with the Aboriginal Cultural Centre meal program, preparing and sharing a meal with the local Aboriginal and Torres Strait Islander community.

Case study: Waalitj Foundation

The Clayton Utz Foundation has funded the Waalitj Foundation's Deadly Sista Girlz (DSG) program since 2013, granting \$570,000 towards culturally appropriate individual mentoring program for disadvantaged Aboriginal and Torres Strait Islander girls. The grants for a number of years were used to fund the DSG program at Medina Public School, with positive female Aboriginal mentors facilitating weekly group sessions aimed at encouraging girls 8-12 years old to embrace their Aboriginality while also aspiring to achieve educational, employment and health outcomes.

Since 2018 Foundation funding has part-funded the DSG Employment Mentor, responsible for linking DSG participants to (school-based) traineeships, work experience and employment opportunities in addition to working with DSG alumni who require support from existing Waalitj Foundation employment programs to enter the workforce. In conjunction with Clayton Utz Foundation funding, our people have participated in regular volunteering with Waalitj Foundation including the FIT 4 WORK and DSG programs.

Case study: Towards Truth

The Clayton Utz Foundation has provided \$140,000 of funding for the "Towards Truth" project run by the Justice and Equity Centre and the Indigenous Law Centre at the University of NSW. This funding support has been enhanced through more than 2,500 hours of pro bono legal support for Towards Truth, including seconded lawyers on the project as well as research conducted by a team of lawyers across our firm.

Pioneered by Professor Megan Davis, Towards Truth ambitiously aims to record how all laws and government policies have impacted Aboriginal and Torres Strait Islander people since 1788. So far, our lawyers have mapped laws and policies on the themes of languages, dispossession of land, forced relocations, water rights, colonial policing, colonial diseases and participation in democracy. The publicly available resource will allow Australians to explore, understand, and contextualise the actions and experiences of Aboriginal and Torres Strait Islander people in the context of the law and policy of the day.

Towards Truth was developed as a key step in the Uluru Statement from the Heart's call for a truth-telling about our history, one of the three elements of Voice, Treaty, Truth. Contributing to Towards Truth is one way in which Clayton Utz and the Clayton Utz Foundation has accepted the invitation of the Uluru Statement from the Heart to walk together "in a movement of the Australian people for a better future".

Procurement

Clayton Utz has worked for many years to build a portfolio of social benefit suppliers and has recently updated its National Procurement Policy to further drive the expansion and standardisation of social procurement practices at Clayton Utz. These efforts are focused at a national and local level, applying to key national procurement contracts and securing local goods and services to support local social enterprises and Aboriginal and Torres Strait Islander owned businesses. We are an active member of Supply Nation and have committed to increasing our minimum spend on goods and services from Aboriginal and Torres Strait Islander owned businesses. Since joining Supply Nation our spend has been well above the legal service average. In FY23, we procured \$429,000 worth of goods and services from Aboriginal and Torres Strait Islander businesses.

Case study: Mandura

As part of our commitment to supporting First Nations businesses, Clayton Utz has signed on as a Mandura Founding Customer. Not only will Clayton Utz be procuring workplace supplies from Mandura, but we will be joining forces on cultural awareness activities and training opportunities for young First Nations Australians.

Learning from the past to inform our new RAP

While we recognise our achievements we also acknowledge there have been challenges, and use these as a learning opportunity. The past 13 years have taught us that further steps are needed to advance equality between Aboriginal and Torres Strait Islander peoples and other Australians. As an organisation, we have an active role to play and to ensure our actions are appropriate and beneficial.

Increasing rigour in our RAP

Recently completing 2022 Minderoo Foundation's Generation One's Indigenous Employment Index allowed us to compare ourselves against other organisations by measuring and identifying practices to increase and improve Indigenous employment outcomes. This gave us an invaluable roadmap for the way ahead which has shaped this RAP. The Index outcomes in particular have been instrumental in updating our First Nations Employment and Retention Strategy and developing our First Nations Traineeship to support trainees throughout their traineeships. It has also helped the firm to meet our cultural safety requirements better.

Reconciliation is a daily choice

Over the years we have come to understand that making the RAP part of all our people's everyday experience at Clayton Utz is critical, not only during National Reconciliation Week, NAIDOC Week and other significant dates. We do this by offering cultural learning through the year, opportunities to engage with First Nations community programs through our community volunteering programs, providing pro bono legal advice for Aboriginal and Torres Strait Islander peoples and organisations and holding educational events throughout the year for both partners and employees, and external clients. These events often have legal and academic experts discussing legal topics such as the Voice to Parliament referendum and changes to the constitution, treaty and piloted First Nations sentencing practices. As our work in reconciliation has matured over the years, we have started to extend several cultural learning and educational activities to clients and community partners outside of the firm, including cultural awareness training and Acknowledgement of Country workshops. We have increased our commitment to holding these activities in this RAP.

Since our last RAP we have had many people undertake cultural training. While we don't make this mandatory for the majority of people, those that have engaged with face-to-face learning have found it beneficial. We work with different providers in each of offices to provide localised cultural training. For this RAP we have a goal which will see our offices all complete regular training. Online will be the main avenue of training as we have struggled with the longer time commitment for face-to-face training due to our people's work responsibilities. We are working to further develop online cultural awareness training with new providers to be available to all our people.

Learning from the past to inform our new RAP

Breaking down the silos

The spread of activity in our RAP means that there are many cross-departmental projects, involving a rich spread of people across the firm. Example of this include departments working with the procurement team to diversify their suppliers in accordance with our National Procurement Policy or launching our First Nations Traineeship with the first cohort of five trainees starting with the firm in 2023 across our Brisbane, Melbourne and Sydney offices, which involved our RWC, People & Development and Diversity & Inclusion teams alongside the legal practice groups in which trainees are placed.

Learning from and adapting with First Nations peoples

COVID impacted our RAP initiatives and planning due to lockdowns impeding our ability to meet and collaborate face-to-face with partners and RAP Office Committees and also limiting volunteering opportunities for our First Nations focused organisations and initiatives. We learned that being adaptable was key in being able to serve our communities and shifted the way we supported our partners to be of most value to them. This included being flexible with committed grant funding and how it was used by First Nations organisations to best serve their communities.

The firm has previously provided scholarships to two Aboriginal university students completing their law degree. The scholarship covered study and living costs and the students also worked in our Sydney office. Once they had completed their studies, it was decided to continue supporting First Nations students through CareerTrackers, a formal internship program, to provide an extra level of support and structure to students and their Clayton Utz teams. We have also engaged an external First Nations consultant from the Waalitj Foundation to help us create a culturally safe workplace and develop strategies to employ, retain and engage Aboriginal and Torres Strait Islander peoples in our organisation, leading to the launch of our First Nations Traineeship program.

When we reflect on our journey and where we started, we can see we have come a great way and have grown as an organisation, now in a better position to achieve our vision for reconciliation and work with First Nations peoples.

Relationships

As a member of the Australian legal profession, we understand the role law firms play in our society, and the opportunity it gives us to work towards a just society where people are treated with respect and supported so they can reach their full potential. Building strong relationships with Aboriginal and Torres Strait Islander people is part of this commitment. It's also integral to our commitment to diversity and inclusion which is founded on the values of authenticity, belonging and diversity of thought.

We continue to develop our open and flexible workplace where we accept, value and respect the differences of our people and how these differences can strengthen relationships. A significant proportion of our relationships with First Nations peoples, communities and organisations, are via our Pro Bono practice, Community Connect and the Clayton Utz Foundation. Through these areas, we work with not for profit clients and community partners that support First Nations peoples in the communities where we live and work.



Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander individuals, organisations and businesses to support positive outcomes.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	February 2025, 2026, 2027	Senior Manager Community & Sustainability Pro Bono Partner
	Review, update and implement engagement plans to work with Aboriginal and Torres Strait Islander stakeholders. This includes annual Partnership Overview documents for our Community Partners including First Nations organisations and partners running First Nations programs.	February 2025, 2026, 2027	Senior Manager Community & Sustainability Pro Bono Partner
	Establish and maintain at least six formal two-way partnerships with a focus on each office forming partnerships with local Aboriginal and Torres Strait Islander communities or organisations, including: Mandura, Waalitj Foundation, Supply Nation, Wayside Chapel Aboriginal Cultural Centre, Stars Foundation, Generation One and Aboriginal Legal Service (NSW/ACT) Ltd.	March 2025, 2026, 2027	Lead: Senior Manager Community & Sustainability Support: Pro Bono Partner Office RAP Partners and Coordinators
Build relationships through celebrating and participating in National Reconciliation Week (NRW).	Circulate NRW information, including Reconciliation Australia's resources and reconciliation materials to all employees.	May 2025, 2026, 2027	Senior Manager Community & Sustainability Office RAP Partners and Coordinators
	RAP Working Group members to participate in two external NRW events.	27 May-3 June 2025, 2026, 2027	Senior Manager Community & Sustainability RAP Working Group Chair
	Encourage and support partners, employees and the firm's senior leaders to participate in one external event to recognise and celebrate NRW, including those listed on the Reconciliation Australia website.	27 May-3 June 2025, 2026, 2027	Lead: Senior Manager Community & Sustainability Support RAP Working Group Office RAP Partners and Coordinators
	Organise four internal NRW events, including at least one organisation-wide NRW event each year. Events are typically held in each of the offices.	27 May-3 June 2025, 2026, 2027	Senior Manager Community & Sustainability
	Register all our NRW events on Reconciliation Australia's NRW website .	27 May-3 June 2025, 2026, 2027	Senior Manager Community & Sustainability

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence, within the Firm and externally.	Develop and implement a partner and employee engagement strategy to raise awareness of reconciliation across our workforce.	June 2025, 2026, 2027	Senior Manager Community & Sustainability
	Present the RAP and communicate updates to all National Practice Groups and Business Advisory Service Teams within the Firm. Through articles on our intranet, events during National Reconciliation Week, and office addresses.	March 2025, 2026, 2027	Head of External Communications Senior Manager Community & Sustainability
	Promote the RAP and its initiatives, at each office and nationally, at firm presentations and on our intranet.	June 2025, 2026, 2027	Senior Manager Community & Sustainability
	Incorporate an overview of the firm's reconciliation agenda and related RAP commitments in partner, employee, graduate and clerkship orientations.	November 2024, 2025, 2026	Senior Manager Community & Sustainability
	Implement strategies to engage all partners and employees and influence our external stakeholders to drive reconciliation outcomes.	March 2025, 2026, 2027	Senior Manager Community & Sustainability
	Engage and support clients and other external stakeholders in reconciliation by: Communicate our commitment to reconciliation publicly, including publishing our RAP on the firm's website.	August 2024, 2025, 2026	Senior Manager Community & Sustainability
	Collaborate with three RAP and other like-minded organisations to implement ways to advance reconciliation. This will include sharing our RAP knowledge with clients developing their own RAP, at the firm's events for clients including legal education seminars and panels or with other law firms through Reconciliation networks.	July 2025, 2026, 2027	Clients & Markets Senior Manager Community & Sustainability
	Contribute to the wider public reconciliation by: Continue to provide input to the Legal Profession Reconciliation Network group and have representation at all events and meetings.	March, June, October 2024, 2025, 2026, 2027	Senior Manager Community & Sustainability
	Providing internal education opportunities regarding the Uluru Statement from the Heart by including webinar recordings on legal perspectives available on our external website and by organising panel discussions.	August 2024.	National RAP Partner Senior Manager Community & Sustainability,

Action	Deliverable	Timeline	Responsibility
Organise RAP Partners and Coordinators in each office to champion the RAP and coordinate local events, activities and relationships.	Organise quarterly community volunteering or cultural learning activities across offices and actively encourage participation through internal communications using intranet and announcements from leadership.	January, April, June, September 2024, 2025, 2026, 2027	Office RAP Partners and Coordinators
	Ensure one RAP Working Group member is a member of their local Community Connect Committee and one RAP Working Group Member is a member of the National Cultural Diversity Interest Group to update on RAP activities and continue progress on initiatives.	January 2025, 2026, 2027	Office RAP Partners and Coordinators
Promote positive race relations through anti-discrimination strategies.	Review and update our Anti-Discrimination, Sexual Harassment and Bullying policy and other HR policies and procedures concerned with anti-discrimination, ensuring examples of discriminatory behaviour are provided.	February 2025	National RAP Partner Senior Manager, Diversity & Inclusion
	Engage with Aboriginal and Torres Strait Islander employees and/or advisors via the First Nations Partner and Employee Network to continuously improve and communicate on our existing anti-discrimination policies.	December 2024, 2025, 2026	Senior Manager, Diversity & Inclusion
	Partners and employees to complete mandatory Anti-Discrimination, Harassment and Bullying in the Workplace training every two years.	August 2025	Senior Manager, Diversity & Inclusion
	Provide ongoing education opportunities for senior associates and graduates on the effects of racism such as Respectful and Inclusive Workplaces training including modules on effective bystander behaviour.	March, August 2024, 2025, 2026, 2027	Senior Manager, Diversity & Inclusion
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	February 2025, 2026, 2027	Senior Manager, Diversity & Inclusion

Respect

Our culture at Clayton Utz is highly regarded by our people. We continue to develop an open and flexible workplace where we accept, value and respect the differences of our people and extend this to our engagements in the wider community. From this base of respect, we can continually work on providing a cultural environment where all people thrive and engage with their work.

We believe that inclusive culture is strengthened by cultural learning, including understanding and appreciating First Nations experiences and perspectives. This learning creates culturally safe spaces for First Nations peoples, generates new ideas, and creates more effective teams and relationships within and outside of the firm. It is our view that opportunities for cultural learning and open communication will lead to our people developing deepened respect for Aboriginal and Torres Strait Islander peoples, cultures and histories.



Action	Deliverable	Timeline	Responsibility
Engage in cultural learning to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.	Conduct a review of cultural learning needs within our organisation.	December 2024, 2025, 2026	Learning & Organisational Development Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	February 2025, 2026, 2027	Senior Manager Community & Sustainability
	Review and update cultural learning strategy for our partners and employees.	April 2025, 2026, 2027	Learning & Organisational Development Manager Senior Manager Community & Sustainability
	Facilitate annual online training for all partners and employees on unconscious bias, inclusive leadership and cultural awareness to combat the effects of racism and foster diversity and inclusion.	November 2024, 2025, 2026	Senior Manager, Diversity & Inclusion
	Commit RAP Working Group members, HR managers, senior executives to undertake formal and structured cultural learning.	January 2025, 2026, 2027	Senior Manager Community & Sustainability
	300 of the Firm to complete online cultural learning, available as part of the Continuing Professional Development program across the duration of this RAP.	December 2024, 2025, 2026	Senior Manager Community & Sustainability
	50 people to undertake face to face cultural training annually.	June 2025, 2026, 2027	Senior Manager Community & Sustainability
	Provide Face to face cultural training for all employees who are supervisors of Aboriginal and Torres Strait Islander interns, trainees and employees.	June 2025, 2026, 2027	Senior Manager Community & Sustainability
	Provide three opportunities per year for partners and employees to become involved with First Nations not for profit organisations and programs, through our Community Connect program by volunteering, fundraising or other activities.	March 2025, 2026, 2027	Senior Manager Community & Sustainability Office RAP Partners and Coordinators

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase partner and employee understanding of the purpose and significance behind cultural protocols, by holding Acknowledgement of Country workshops for our people to get more familiar with the importance of cultural protocols and ways they can deliver them.	July 2025, 2026, 2027	Senior Manager Community & Sustainability Office RAP Partners and Coordinators
	Ensure all lecterns in each office continue to have relevant protocols displayed prominently for speakers to help facilitate this.	January 2025, 2026, 2027	Senior Manager Community & Sustainability Office RAP Partners and Coordinators
	Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country and suggested wording for in person and online events that are relevant for each office.	July 2025, 2026, 2027	Senior Manager Community & Sustainability Office RAP Partners and Coordinators
	Provide information to new starters including cultural protocols for each office.	January 2025, 2026, 2027	Senior Manager Community & Sustainability Office RAP Partners and Coordinators
	Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at three significant events each year, which could include the Firm AGM, the National Graduate Orientation and the Firm's Continuing Legal Education Intensives in each office.	March, October 2024, 2025, 2026, 2027	Senior Manager Community & Sustainability
	Maintain and review a list of key contacts for organising a Welcome to Country for each office.	January 2025, 2026, 2027	Senior Manager Community & Sustainability

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Encourage people to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and all public events.	April 2025, 2026, 2027	National RAP Partner Office RAP Partners and Coordinators
	Display Acknowledgment of Country plaques in each of our six offices	May 2026	Senior Manager Community & Sustainability, Head of Premises and Procurement
Engage with Aboriginal and Torres Strait Islander communities, cultures and histories by celebrating NAIDOC Week.	RAP Working Group members to participate in an external NAIDOC Week event.	First week in July 2025, 2026, 2027	Senior Manager Community & Sustainability
	Review HR policies and procedures to ensure employees can continue to participate in NAIDOC Week.	May 2025, 2026, 2027	Head of People Systems & Operations
	Host four NAIDOC Week internal or public events at the firm in consultation with Aboriginal and Torres Strait Islander stakeholders.	First week in July 2025, 2026, 2027	Senior Manager Community & Sustainability
	Circulate NAIDOC Week information and support all employees to participate in NAIDOC Week events in our local area by promoting list of community events and publicly available First Nations programs, music and podcasts.	First week in July 2025, 2026, 2027	Office RAP Partners and Coordinators
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support two external NAIDOC Week events each year, such as the Wayside Chapel's NAIDOC Week celebrations and Waalitj Foundation's NAIDOC Week celebrations.	First week in July 2025, 2026, 2027	Senior Manager Community & Sustainability
Demonstrate respect for Aboriginal and Torres Strait Islander peoples art and cultures through Firm cultural initiatives	Prominently display and acknowledge Aboriginal and Torres Strait Islander artwork in all six offices.	May 2026	Head of Premises and Procurement
	Include information labels for key First Nations artworks highlighting the story of the artwork and/or the biography of the artist.	May 2026	Office RAP Partners and Coordinators
	Attend and internally advertise two external First Nations arts and cultural events annually. This includes art exhibitions, plays and dance performances.	June 2025, 2026, 2027	Office RAP Partners and Coordinators

Opportunities

Clayton Utz believes that as a firm we can grow and prosper by ensuring our firm represents and works with the wider Australian society. This RAP will seek further opportunities to work with Aboriginal and Torres Strait Islander peoples to achieve common goals in breaking the barriers to employment, education and training.

We know that a diverse and inclusive workforce enhances our leadership and helps to generate new ideas, develop and retain the best people, be more innovative and make better decisions. Aboriginal and Torres Strait Islander people bring unique insights and skills as innovators and leaders that can deepen and enrich our firm, and more broadly the practice of law and our society. To ensure their talents reach their full potential, we want to build our cultural capability and provide employment and career opportunities in a culturally secure and safe workplace, and the talent pipeline of Aboriginal and Torres Strait Islander people who work at Clayton Utz. We will also continue to work with Aboriginal and Torres Strait Islander businesses and organisations, mutually benefitting from the exchange of knowledge, information and resources.



Action	Deliverable	Timeline	Responsibility
<p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p> <p>Broad strategy:</p> <p>Implement our Aboriginal and Torres Strait Islander Employment and Retention Strategy.</p>	Engage with Aboriginal and Torres Strait Islander partners and employees to consult on our recruitment, retention and personal development.	March 2025, 2026, 2027	Senior Manager, Talent Acquisition
	Review and update an Aboriginal and Torres Strait Islander recruitment, retention and personal development strategy.	December 2024, 2025, 2026	Senior Manager, Talent Acquisition
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2024, 2025, 2026	Senior Manager, Talent Acquisition
	Increase Aboriginal and Torres Strait Islander employment to 1%	July 2027	Senior Manager, Talent Acquisition
<p>Recruitment:</p>	Maintain First Nations Traineeship Program for Aboriginal and Torres Strait Islander students and through the Traineeship and CareerTrackers confirm a minimum of five trainees in the first year, a minimum of six trainees in the second year, and a minimum of seven trainees in the third year.	December 2024, 2025, 2026	Senior Manager, Talent Acquisition
	Successfully place a minimum of one student per year from either the First Nations Traineeship Program or CareerTrackers internship into the firm's clerkship program and then onwards into our graduate program or with clients. Target of each office achieving their first conversion in the next 3-5 years.	April 2025, 2026, 2027	Senior Manager, Talent Acquisition
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders through media such as Koori Mail and National Indigenous Times, and through relevant partners with expertise in First Nations employment.	November 2024, 2025, 2026	Senior Manager, Talent Acquisition
	Promote student opportunities (including legal traineeship, clerkship and graduate opportunities) to effectively reach Aboriginal and Torres Strait Islander stakeholders through university Aboriginal and Torres Strait Islander student support services.	April 2025, 2026, 2027	Senior Manager, Talent Acquisition Senior Manager, Diversity & Inclusion

Action	Deliverable	Timeline	Responsibility
Recruitment:	Meet with senior leadership in Business Advisory Service departments to explore traineeships in these departments.	March 2025, 2026, 2027	Senior Manager, Talent Acquisition
	Build relationships with Aboriginal and Torres Strait Islander focused recruitment agencies and/or training organisations.	April 2025, 2026, 2027	Senior Manager, Talent Acquisition
	Promote our use of "Rare" (contextualised recruitment software) tool at university sessions and other career events so students understand how we seek to identify diverse talent and information in addition to more traditional candidate information.	November 2024, 2025, 2026	Senior Manager, Talent Acquisition
Retention and Professional Development:	Maintain a First Nations Partner and Employee network, with meeting monthly facilitated by external First Nations Adviser.	February 2025, 2026, 2027	Senior Manager, Talent Acquisition
	Monitor psychological safety and inclusiveness responses of Aboriginal and Torres Strait Islander partners and employees in our periodic engagement surveys and through First Nations Partner and Employee network.	March 2025, 2026, 2027	Senior Manager, Talent Acquisition
	Continue mentoring system that includes a workplace buddy for day-to-day support, managerial mentor for career support and connect First Nations partners and employees if desired and where possible. Also consider reverse mentoring arrangements, leveraging our existing program for junior employees.	December 2024, 2025, 2026	Senior Manager, Talent Acquisition
	Bring First Nations trainee cohorts together in person to partake in customised training to kick start their careers.	March 2025, 2026, 2027	Senior Manager, Talent Acquisition
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions through opportunities to take part in our Legal and Business Advisory Services Excellence programs.	April 2025, 2026, 2027	Senior Manager, Talent Acquisition

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Action	Deliverable	Timeline	Responsibility
Support Aboriginal and Torres Strait Islander high school and tertiary students.	Host two office visits, tours and talks for First Nations law students annually. Provide opportunities to meet and network with members of the legal profession, and other law students.	March 2025, 2026, 2027	Senior Manager, Talent Acquisition Senior Manager, Diversity & Inclusion
	Through our Community programs, offer 20 Aboriginal and Torres Strait Islander students yearly opportunities to practise employment soft skills with our people, for example mock interviews, resume writing and office tours	March 2025, 2026, 2027	Senior Manager Community & Sustainability
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and implement our National Procurement Policy, including its commitments to procurement from First Nations businesses.	June 2025, 2026, 2027	Procurement Manager
	Review and update our procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2025, 2026, 2027	Procurement Manager
	Continue to maintain our Supply Nation membership and attend trade shows.	August 2024, 2025, 2026	Head of Operations
	Maintain commercial relationships with five Aboriginal and/or Torres Strait Islander businesses and establish an additional two relationships.	December 2024, 2025, 2026	Procurement Manager
	Commit to being a leader in this space by remaining above the Supply Nation legal sector average spend with a minimum spend of \$750,000 over the length of the RAP.	July 2025, 2026, 2027	Procurement Manager
	Continuing training all relevant employees in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation.	July 2025, 2026, 2027	Procurement Manager

Action	Deliverable	Timeline	Responsibility
Support external Aboriginal and Torres Strait Islander peoples and organisations through the Clayton Utz Foundation.	Fund Aboriginal and Torres Strait Islander charitable organisations through the Clayton Utz Foundation's annual strategic grants round in line with the Clayton Utz Grants Policy and Strategy. Aim for at least 15% of grant funds to go towards programs for First Nations peoples.	October 2024, 2025, 2026	Senior Manager Community & Sustainability
	Continue to recognise the efforts of our employees fundraising for and volunteering with Aboriginal and Torres Strait Islander charitable organisations through recognition and matching grants from the Clayton Utz Foundation in line with the Clayton Utz Grants Policy and Strategy .	July 2025, 2026, 2027	Senior Manager Community & Sustainability
	Have representation at all Philanthropy Australia Indigenous Funders' Group meetings and share learnings from our funded projects with the group.	March 2025, 2026, 2027	Senior Manager Community & Sustainability
Support Aboriginal and Torres Strait Islander peoples through Pro Bono opportunities	Provide pro bono advice and representation to at least 100 First Nations clients, community organisations and start-up First Nations-owned businesses each year.	June 2025, 2026, 2027	Pro Bono Partner
	Report annually the number of Aboriginal and Torres Strait Islander clients and organisations who receive pro bono advice and representation.	July 2025, 2026, 2027	Pro Bono Partner
	Make our facilities in each office available to our First Nations community partners, including meeting rooms, in-kind support for events at least twice a year.	December 2024, 2025, 2026	Senior Manager Community & Sustainability
	Provide annual access to training opportunities for at least two First Nations community partners, including computer and presentation skills.	December 2024, 2025, 2026	Senior Manager Community & Sustainability

Governance

Action	Deliverable	Timeline	Responsibility
Maintain an effective RAP Working group (RWG) to actively monitor the development and implementation of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG and invite Aboriginal and/or Torres Strait Islander employees to join the RWG.	March 2025, 2026, 2027	Senior Manager Community & Sustainability
	Apply a Terms of Reference for the RWG.	August 2024	Senior Manager Community & Sustainability
	Meet quarterly to drive and monitor RAP implementation.	March, June, September, November 2024, 2025, 2026, 2027	Senior Manager Community & Sustainability
	Actively monitor implementation of RAP actions in each office, tracking progress and reporting quarterly to the RWG.	March, June, September, November 2024, 2025, 2026, 2027	Office RAP Partners and Coordinators
Provide appropriate support for effective implementation of RAP commitments.	Embed appropriate systems and capability to track, measure and report on RAP commitments.	August 2024	Senior Manager Community & Sustainability
	Ensure responsibilities are appropriately allocated to address and support our RAP and its implementation.	July 2025, 2026, 2027	Senior Leadership team
	Share our new RAP internally and externally and provide updates in our annual Firm reporting.	August 2024, 2025, 2026	Head of External Communications Senior Manager, Internal Communications
	Include reconciliation as a standing agenda item at Diversity Council and Clayton Utz Board meetings.	February, April, June, August, October, December 2024, 2025, 2026, 2027	Senior Manager, Diversity & Inclusion
	Maintain an internal RAP Champion from senior management.	June 2025, 2026, 2027	Senior Manager, Diversity & Inclusion

Governance

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings 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 2025, 2026, 2027	Senior Manager Community & Sustainability
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2024, 2025, 2026	Senior Manager Community & Sustainability
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2024, 2025, 2026	Senior Manager Community & Sustainability
	Complete and submit annual Australian Legal Sector Alliance sustainability reporting, including reconciliation actions.	August 2024, 2025, 2026	Senior Manager Community & Sustainability
	Continue to take part in Generation One's Indigenous Employment Index.	October 2024	Senior Manager Diversity & Inclusion
	Include reconciliation actions in Diversity Council of Australia annual report.	December 2024, 2025, 2026	Senior Manager, Diversity & Inclusion
	Report RAP progress to all employees and senior leaders at the firm via firm-wide emails every quarter including goals/areas in which we are looking to improve.	March, June, September, November 2024, 2025, 2026, 2027	Senior Manager Community & Sustainability
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2025, 2026, 2027	Senior Manager Community & Sustainability
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2027	Senior Manager Community & Sustainability
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2026	Senior Manager Community & Sustainability



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