



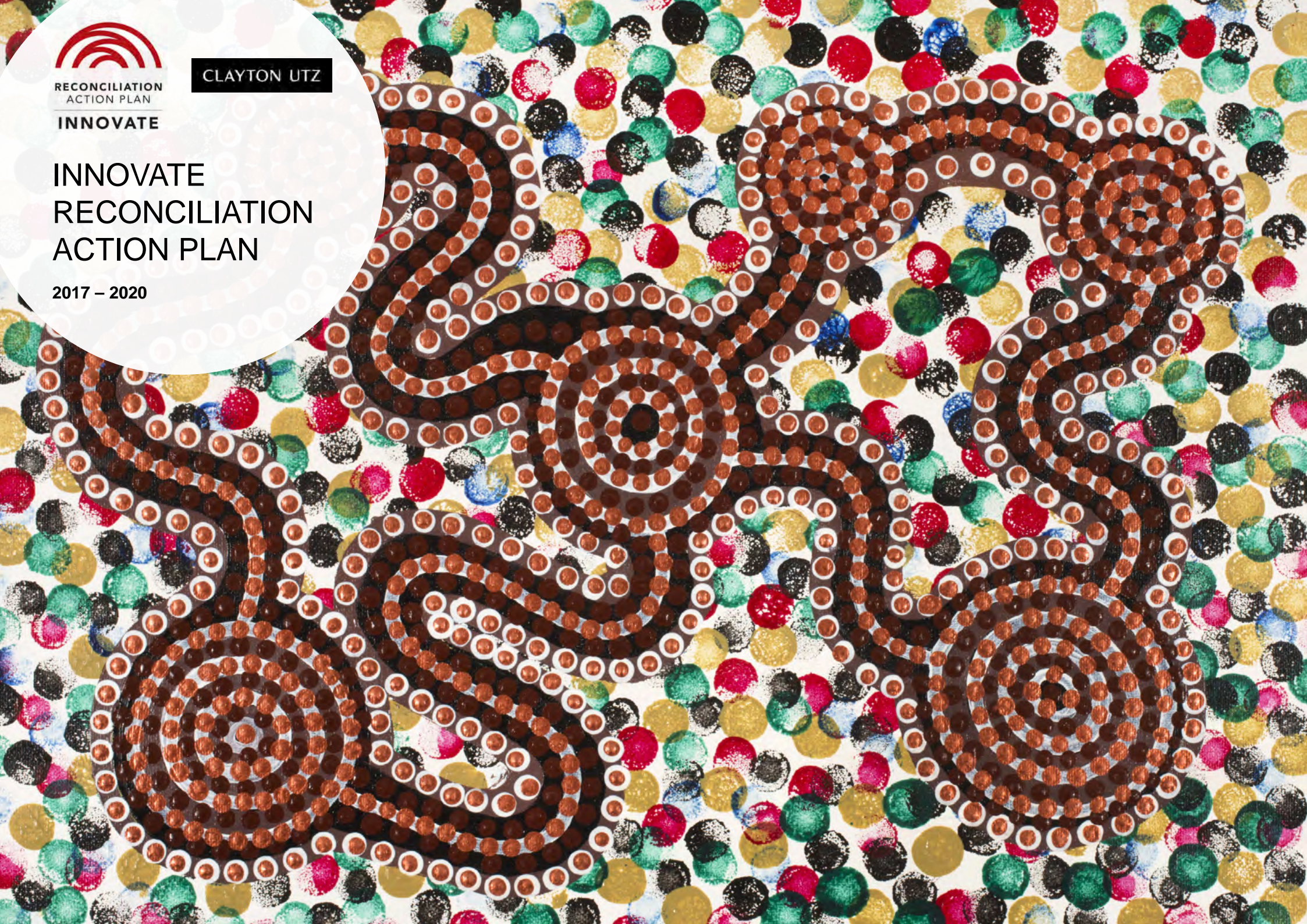
RECONCILIATION
ACTION PLAN

INNOVATE

CLAYTON UTZ

INNOVATE RECONCILIATION ACTION PLAN

2017 – 2020





Connection was presented to Clayton Utz by artist Will Gordon, a Gooreng Gooreng man during Clayton Utz's 2016 NAIDOC Week celebrations. Will created the artwork to recognise Clayton Utz's support of Aboriginal Project at The Wayside Chapel, where he works.

The Artwork represents the connection of the whole community during NAIDOC Week and recognises and celebrates the hard work of individuals and groups within the Indigenous community.

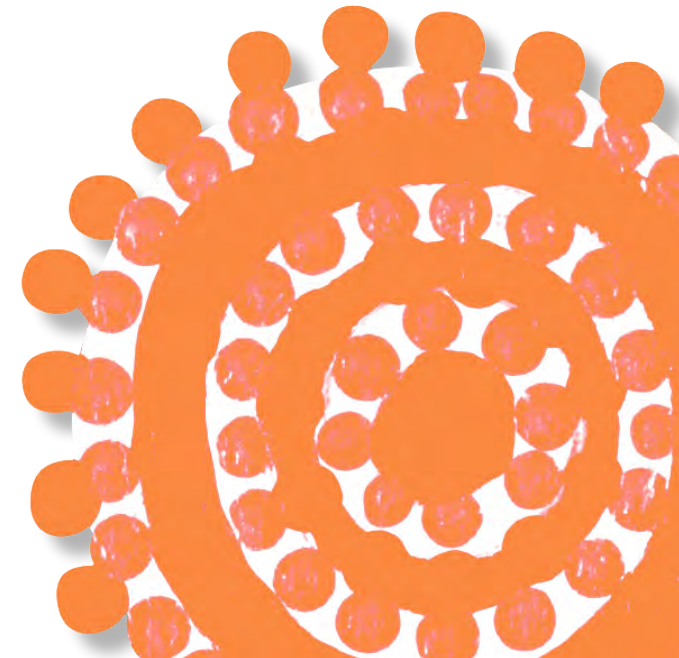
The colours throughout the artwork symbolise the Aboriginal and Torres Strait Islander people.

The meeting circles and connecting lines represent the sharing and interaction between the Indigenous and non-Indigenous people of this beautiful land.

Will Gordon believes the journey we share as a nation towards a better future is about connecting communities and recognising, respecting, understanding and sharing values.

ACKNOWLEDGMENT OF COUNTRY

Clayton Utz acknowledges the traditional owners and custodians of this land. We pay our respects to them and their culture, and their Elders past, present and future.



INTRODUCTION FROM ROB CUTLER

Our second Reconciliation Action Plan (RAP) formalises our commitment to make a positive difference to Aboriginal and Torres Strait Islander peoples and contains targets that we will meet.

Our RAP, like our other Community programs, has a strong focus on addressing disadvantage and facilitating access to justice. With this in mind, reconciliation occurs through our involvement in the communities where we live and work across Australia through volunteering, pro bono legal work and working with First Australian community organisations.

In our Innovate plan, we will be continuing this focus but will also be undertaking firm wide initiatives to improve our cultural awareness, providing opportunities for our people to learn about and appreciate the oldest continuing culture in the world. Through awareness comes understanding and inclusion which encompass our Firm values of trust, respect and cooperation. These values underpin our approach to our RAP.

The process of reconciliation is an ongoing journey. We look forward to continuing to partner with Aboriginal and Torres Strait Islander peoples, organisations and businesses to grow and mature relationships, and to create opportunities for justice, education and equitable standards of living.



Robert Cutler
Chief Executive
Partner
Sydney



▶ Face painting with the Red Cross Remote Holiday Program on the Tiwi Islands, NT.



▶ Celebrating NAIDOC Week with The Wayside Chapel Aboriginal Program employees and visitors.



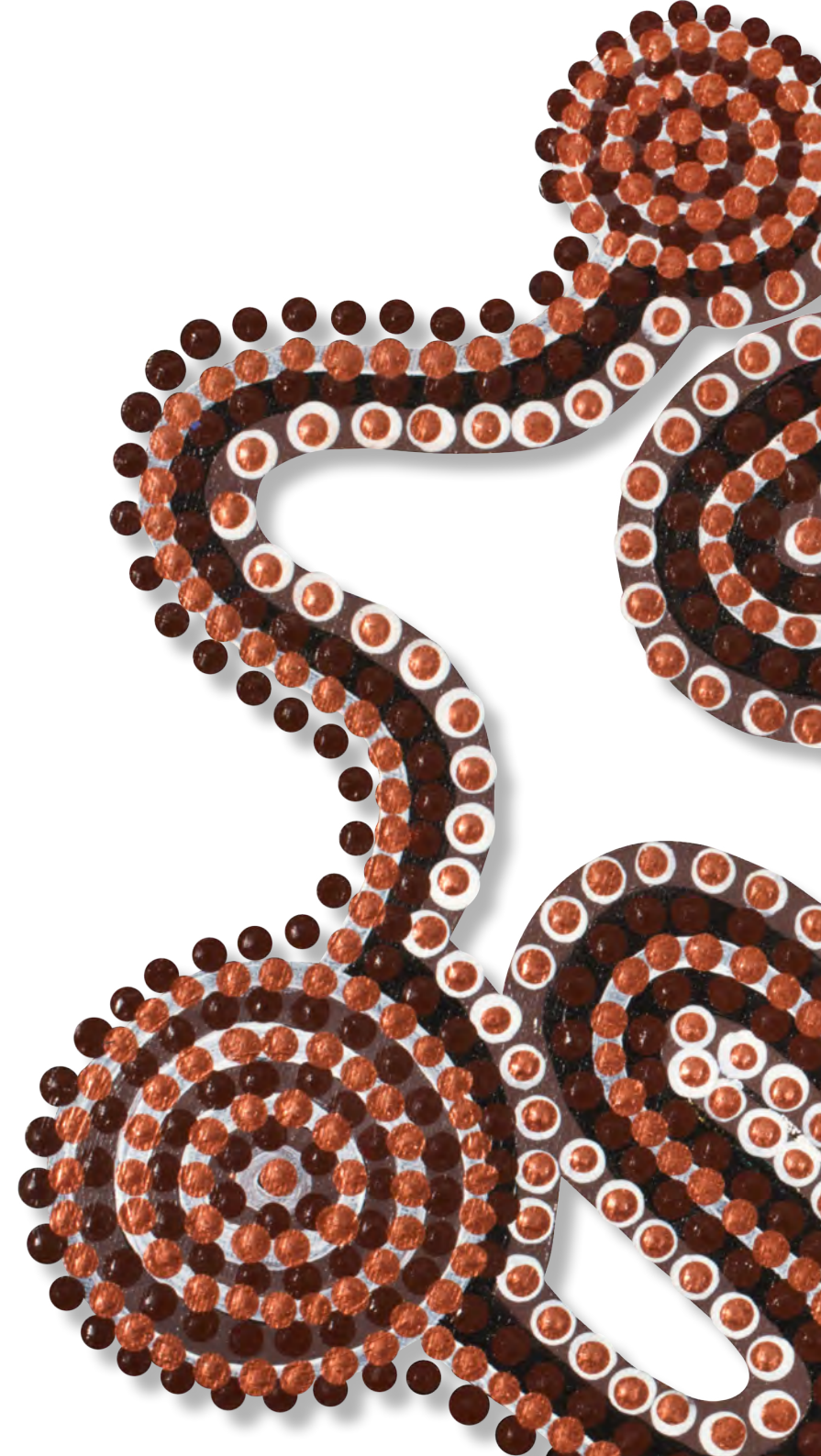
▶ Learning traditional dances with the Deadly Sista Girlz program run by the Wirrapanda Foundation.

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is to work with, and for, First Australians to create shared understanding and opportunities for justice, education and equitable standards of living in the communities in which we live and work.

Clayton Utz has a responsibility as a leading Australian law firm to make a positive difference to our community. 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. We provide opportunities for the partners and employees of our Firm to work with First Australians who are facing these challenges and disadvantages.

We are committed to working with Aboriginal and Torres Strait Islander peoples to create positive and lasting change, and to reducing inequality between Aboriginal and Torres Strait Islander peoples and other Australians. Recognising Aboriginal and Torres Strait Islanders as our First Australians commits us to celebrate cultures, histories and achievements.



A REPUTATION FOR STANDING OUT AND FOR BEING OUTSTANDING

Clayton Utz is a leading Australian law firm, known for the strength of its independent culture and its confident and engaging approach. With approximately 169 partners and over 1,300 employees across offices in Brisbane, Canberra, Darwin, Melbourne, Perth and Sydney, we continue to build on our reputation for confident, innovative and incisive legal advice. We currently do not measure or report the number of Aboriginal and Torres Strait Islander employees at the Firm, though will be seeking to address this so we can provide a network of support for those who identify as First Australians.

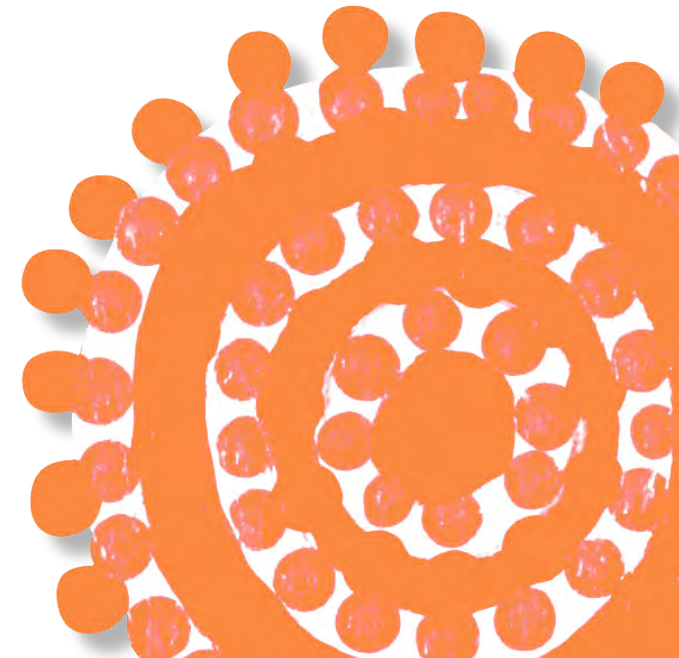
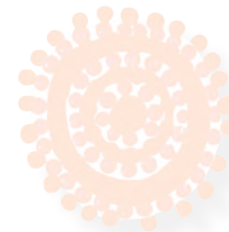
As a full-service commercial law firm, Clayton Utz has lawyers around the country with diverse and broad-ranging legal experience, across a range of industry sectors. Our strength is our ability to bring together teams of lawyers with the right mix of legal and commercial skills to match our clients'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

With a genuine commitment to client service, we are trusted advisers to a diverse base of private and public sector organisations. Our clients include many of Australia's top financial institutions, multinational corporations operating in a range of sectors, and state and Australian government departments and agencies. We offer the sharpest legal minds, the clearest advice and an unshakeable sense of what's possible. We bring all of these skills, resources and experience to our Reconciliation Action Plan (RAP).

We are a global leader in Pro Bono, with one of the largest Pro Bono practices of any law firm outside of the US. In FY2017, we undertook 38,231 hours of pro bono legal assistance, acting for low income and disadvantaged people who cannot obtain Legal Aid and not for profits who support them, including

102 Aboriginal and Torres Strait Islander people and organisations across Australia.

Clayton Utz partners and employees have direct involvement with First Australian charities and those working with First Australians 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, including Aboriginal cultural bushwalks with the participants of Wirrpanda Foundation's Deadly Sista Girlz program and regular volunteering opportunities at The Wayside Chapel's Aboriginal Project meal program, to prepare and share a meal with the local Aboriginal and Torres Strait Islander community. We have financially supported our community partners through the Clayton Utz Foundation, with over \$1.7M in grants being distributed to programs for Aboriginal and Torres Strait Islander peoples.






OUR RAP

We launched our first RAP in 2010, aimed to continue the development of our relationships with Aboriginal and Torres Strait Islander peoples, charities and businesses. Since then we have worked to progress these relationships by strengthening and formalising our approaches through our Pro Bono work, community partnerships, procurement practices, and the Clayton Utz Foundation.

Our RAP Working Group (RWG) are involved in the development of our RAP and are active in the management and undertaking of RAP initiatives and deliverables. The RWG consists of partners and employees across all areas of our Firm, this includes:

- ▶ National RAP Partner
- ▶ Deputy Chief Executive Partner (People and Development)
- ▶ Pro Bono Partner
- ▶ Environmental Footprints Partner
- ▶ Head of Operations
- ▶ Head of Premises and Procurement
- ▶ Head of Community
- ▶ National Manager - Community
- ▶ Director, Diversity & Inclusion
- ▶ Head of Corporate Affairs
- ▶ External First Australian Advisor



Highlights of our RAP include our annual celebrations for National Reconciliation Week and NAIDOC Week, which have included screening of films about and/or directed by Aboriginal and Torres Strait Islander peoples and presentations from Recognise on constitution recognition for First Australians. The Firm has strengthened long term relationships and financial support of Aboriginal not

for profit organisations and programs supporting Aboriginal and Torres Strait Islander peoples through Community Connect and the Clayton Utz Foundation and continued procurement partnerships with Aboriginal companies.

Over the last 10 years, 119 of our partners and employees have volunteered in Australian Red Cross Remote Holiday Program growing our relationship with three remote communities on the Tiwi Islands. Clayton Utz's long term involvement in this program and working with Australian Red Cross, a trusted organisation with presence in the local community and community stakeholders, has made the program a success. Due to the commitment of both Clayton Utz, in funding and supporting volunteers, and the remote communities on the Tiwi Islands the program has been successful and anticipated for all involved.

The Clayton Utz Foundation has supported the Wayside Chapel's Aboriginal Project since it was first established in 2008. The Aboriginal Project is a unique program and safe space for Aboriginal and Torres Strait Islander people facing homelessness in inner city Sydney. Visitors are provided with a safe and culturally appropriate environment to access services addressing health and welfare issues arising from their personal circumstances. The growth of this program and increasing numbers of visitations has seen Clayton Utz provide substantial financial support and the opportunity for regular volunteering.

Our long term relationship with Wirrpanda Foundation has seen Clayton Utz support their programs which focus on connecting young Aboriginal people to their culture and instilling a sense of cultural pride. Clayton Utz believes that this approach is vital to the health, education and wellbeing of Aboriginal youth and have provided ongoing support of Pro Bono legal assistance, volunteering, and financial grants from the Clayton Utz Foundation since 2006.


The Firm has provided two scholarships for Aboriginal and Torres Strait Islander law students to be used towards housing costs and text books. The current student receiving the scholarship is due to complete their degree this year and we are exploring different avenues such as cadetships to find the most beneficial approach for students supported by the firm.

We have designated representatives from our partners and our employees who lead, organise and champion the RAP in each of our six offices, creating opportunities for RAP initiatives to be part of our people's experience while working at Clayton Utz.

Our Pro Bono policy commits our lawyers to act for and advise Aboriginal and Torres Strait Islander clients, First Australian community organisations and start-up Aboriginal and Torres Strait Islander-owned businesses. The Pro Bono policy also extends to inviting First Australian organisations and lawyers working with Aboriginal and Torres Strait Islander clients to attend relevant Clayton Utz legal training programs. Both our Community and Pro Bono teams hold relationship meetings with our partners to ensure that stakeholder needs are being met and that the relationship is maintained.

RAP considerations in our Grants Policy and strategy has led to increased funding to First Australian programs from the Clayton Utz Foundation.

This RAP not only signposts the next stage for Clayton Utz but also provides an opportunity to reflect on our last five years of working towards reconciliation. At Clayton Utz the values of trust, respect and cooperation support our behaviours and relationships and underpin our approach to our RAP.



RELATIONSHIPS - TRUST

The value of trust is central to all our relationships at Clayton Utz and forms the basis of our work with clients and with colleagues. Trust also provides the groundwork for our approach to building strong relationships with Aboriginal and Torres Strait Islander peoples. Since the establishment of our original RAP we have continued to build close relationships through Pro Bono, our Community Connect programs and our procurement from First Australian businesses. By refreshing our RAP we hope to see these relationships continue to grow and strengthen.

| Action | Deliverable | Timeline | Responsibility |
|--|--|--|--|
| Establish and maintain a national RAP Working Group (RWG) to actively monitor the development and implementation of the RAP. The RWG will track and report on progress internally and externally | <p>RWG to oversee the development, endorsement and launch of the RAP</p> <p>Meet at least twice per year to monitor, track and report on RAP implementation.</p> <p>Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.</p> <p>Establish Terms of Reference for the RWG</p> | <p>July 2017</p> <p>February 2018, 2019, 2020</p> <p>August 2017, 2018, 2019</p> <p>July 2017, 2018, 2019</p> <p>July 2017</p> | Head of Community and National Manager - Community |
| RAP Partners and Coordinators in each office to champion the RAP and coordinate local events, activities and relationships. | <p>RAP Partners and Coordinators:</p> <ul style="list-style-type: none"> ▶ to organise opportunities in each office and actively encourage participation; ▶ to share knowledge of activities, initiatives and relationships across offices; ▶ to actively monitor implementation of RAP actions in each office, tracking progress and reporting to the RAP Working Group. ▶ To attend RWG national meetings biannually ▶ RAP Coordinators to be a member of local Community Connect Committee and update on RAP activities. | <p>March 2018, 2019, 2020</p> <p>September 2017, 2018, 2019</p> | Office RAP Partners and Coordinators |



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| <p>Celebrate and participate in National Reconciliation Week (NRW) in each office by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians</p> | <p>Hold at least three significant activities in Clayton Utz offices across Australia to recognise and celebrate NRW.</p> <p>Register our NRW events via Reconciliation Australia's NRW website.</p> <p>Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences, stories and advocacy for Constitutional Recognition.</p> <p>Support an external NRW event through our people's involvement and attendance</p> <p>Advertise external NRW events to partners and employees via our intranet.</p> <p>Ensure our RWG participates in an external event to recognise and celebrate NRW.</p> | <p>27 May - 3 June, annually</p> | <p>Head of Community and National Manager - Community</p> |
| <p>Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</p> | <p>Develop and implement engagement plans to work with our Aboriginal and Torres Strait Islander stakeholders. These plans will include annual Partnership Overview documents for our Community Partners and terms of engagement when commencing work for our Pro Bono Partners.</p> <p>Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for further engagement.</p> | <p>February 2018, 2019, 2020</p> <p>February 2018, 2019, 2020</p> | <p>Head of Community and Pro Bono Partner</p> |
| <p>Raise internal and external awareness of our RAP to promote reconciliation across the Firm and our sphere of influence</p> | <p>Implement and review twice annually a strategy to communicate our RAP to internal and external stakeholders</p> <p>Scope, develop and implement a plan to raise awareness across the organisation about the RAP commitments, particularly with key internal stakeholders.</p> <p>Present the RAP and communicate updates to all National Practice Groups and Shared Services Teams within the Firm.</p> <p>Promote the RAP and its initiatives at lunch presentations.</p> <p>Incorporate an overview of the Firm's reconciliation agenda and related RAP commitments in Partner and employee induction.</p> | <p>February 2018, 2019, 2020 August 2017, 2018, 2019</p> <p>March 2017, 2018, 2019</p> <p>February, 2018, 2019, 2020 August 2017, 2018, 2019</p> <p>February 2018, 2019, 2020</p> <p>March 2018, 2019, 2020 September 2017, 2018, 2019</p> | <p>Head of Corporate Affairs</p> |
| <p>Continue involvement in the Legal Profession Reconciliation Network.</p> | <p>Continue contribution to the Legal Profession Reconciliation Network (LPRN) group and regular attendance at their events.</p> | <p>March, June, October 2017, 2018, 2019</p> | <p>Head of Community and National Manager - Community</p> |

RESPECT

Our culture at Clayton Utz is founded on the values of trust, respect and cooperation. Respect acknowledges the unique contributions that individuals from a wide range of backgrounds with different skills, interests, personalities and capabilities bring to our organisation.

This value of respect is also a cornerstone of diversity and inclusion at Clayton Utz and mutual respect is the core of our RAP. The refreshed RAP is designed to facilitate and promote the values and strengths of Aboriginal and Torres Strait Islander cultures. Activities in the RAP will give Clayton Utz partners and employees opportunities to learn about and appreciate the oldest continuous culture in the world and how these cultures are lived in the present.

| Action | Deliverable | Timeline | Responsibility |
|---|---|---|--|
| Engage employees in cultural learning opportunities in order to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements | Develop and implement a cultural awareness training strategy which defines the cultural learning needs of Partners and employees in all areas of our business and considers the various ways cultural learning can be delivered including online training, face to face workshops and cultural immersion. | January 2017, 2018, 2019 | Head of Community and National Manager - Community |
| | Review cultural awareness training strategy at RWG meetings and National RAP Partners and Coordinators meetings | February, 2018, 2019, 2020 August 2017, 2018, 2019 | |
| | Investigate opportunities to work with local Traditional Owners and Aboriginal and Torres Strait Islander consultants to facilitate cultural awareness training. | January 2018, 2019, 2020 | |
| | Provide opportunities for RWG members, RAP Partners and Coordinators and People and Development managers to participate in cultural training. | January 2018, 2019, 2020 | |
| | Provide opportunities for Partners and employees to become involved with First Australian not for profit organisations and programs, through our Community Connect program. | January 2018, 2019, 2020 | |
| | Investigate local cultural experiences and immersion opportunities. | January 2018, 2019, 2020 | |



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| <p>Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country to ensure there is shared meaning.</p> | <p>Review the Firm's Aboriginal and Torres Strait Islander cultural protocol document for Welcome to Country and Acknowledgement of Country and include specific wording guidelines for Acknowledgement of Country for each office</p> <p>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</p> <p>Invite a Traditional Owner to provide a Welcome to Country at least one significant event.</p> <p>Include Acknowledgement of Country at the commencement of important internal and external meetings</p> | <p>January 2018, 2019, 2020</p> <p>January 2018, 2019, 2020</p> <p>February 2018, 2019, 2020 August 2017, 2018, 2019</p> <p>March 2018, 2019, 2020 September 2017,2018, 2019</p> | <p>Head of Community and National Manager - Community</p> |
| <p>Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with culture and community by continuing to celebrate NAIDOC Week.</p> | <p>Host at least two internal events each year during NAIDOC Week in consultation with Aboriginal and Torres Strait Islander stakeholders</p> <p>Review policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week.</p> <p>Provide opportunities for all Aboriginal and Torres Strait Islander employees to celebrate their cultures and communities during NAIDOC Week.</p> <p>Contact our NAIDOC Week Committee and request the details of events in our community and promote these events via emails and our intranet.</p> <p>Display NAIDOC week posters in our offices</p> | <p>July 2017, 2018, 2019</p> | <p>Deputy Chief Executive Partner (People and Development)</p> |
| <p>Demonstrate respect for Aboriginal and Torres Strait Islander peoples and cultures through Firm processes and activities.</p> | <p>Prominently display and acknowledge Aboriginal and Torres Strait Islander artwork in work and client areas of offices</p> <p>Investigate displaying an Acknowledgment of Country plaque at each of our six offices.</p> | <p>February 2018, 2019, 2020 August 2017, 2018, 2019</p> <p>February 2018, 2019, 2020 August 2017, 2018, 2019</p> | <p>Head of Community and National Manager - Community</p> |

OPPORTUNITIES - COOPERATION

Planned cooperation is integral to our ability to move forward with our RAP commitments. Our people come from a wide range of backgrounds and have 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. Our diverse and inclusive workplace brings together different experiences and perspectives, helps to generate new ideas, creates more effective teams and relationships, and attracts, develops and retains the very best people.

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 and to increase our efforts with Aboriginal and Torres Strait Islander businesses and organisations to share helpful knowledge, information and resources. Through cooperation with Aboriginal and Torres Strait Islander people, Clayton Utz will build a stronger, more diverse and inclusion workplace and relationships with clients and other stakeholders.

| Action | Deliverable | Timeline | Responsibility |
|--|--|--|---|
| Explore opportunities to increase Aboriginal and Torres Strait Islander employment in the Firm | Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy | February 2018, 2019, 2020 August 2017, 2018, 2019 | Deputy Chief Executive Partner (People and Development) |
| | Engage with existing Aboriginal and Torres Strait Islander employees to consult on employment strategies including professional development. | January 2018, 2019, 2020 | |
| | Collect information on our current Aboriginal and Torres Strait Islander employees to inform future employment and or career opportunities. | February 2018, 2019, 2020 August 2017, 2018, 2019 | |
| | Review People & Development recruitment procedures and policies to ensure there are no barriers to current Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. | February 2018, 2019, 2020 August 2017, 2018, 2019 | |
| | Advertise vacancies in Aboriginal and Torres Strait Islander media such as Koori Mail and National Indigenous Times. | February 2018, 2019, 2020 August 2017, 2018, 2019 | |
| | Investigate revising the induction checklist to include information on identification as an Aboriginal and/or Torres Strait Islander person. | February 2018, 2019, 2020 August 2017, 2018, 2019 | |



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| <p>Investigate opportunities to further increase supplier diversity within Clayton Utz</p> | <p>Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.</p> <p>Develop and communicate to Partners and employees a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</p> <p>Develop further commercial relationships with First Australian businesses in addition to the existing relationships developed under previous RAPs.</p> <p>Investigate further procurement opportunities with Aboriginal and Torres Strait Islander owned and operated businesses using the Supply Nation Indigenous Business Direct database.</p> | <p>February 2018, 2019, 2020 August 2017, 2018, 2019</p> <p>February 2018, 2019, 2020 August 2017, 2018, 2019</p> <p>February 2018, 2019, 2020 August 2017, 2018, 2019</p> <p>February 2018, 2019, 2020 August 2017, 2018, 2019</p> | <p>Head of Operations</p> |
| <p>Support external Aboriginal and Torres Strait Islander peoples and organisations through the Clayton Utz Foundation</p> | <p>Assess financial grant applications to the Foundation in line with the Clayton Utz Grants Policy and Strategy which includes the RAP as a consideration in funding outcomes</p> <p>Attend Philanthropy Australia Indigenous Funders' Group meetings and share learnings from funded projects through the online matrix and the funders network consisting of corporate and private Foundations and philanthropists.</p> | <p>October 2017, 2018, 2019</p> <p>January 2018, 2019, 2020</p> | <p>Head of Community and National Manager - Community</p> |
| <p>Support Aboriginal and Torres Strait Islander tertiary students.</p> | <p>Continue to host office visits, tours and talks for First Australian law students to increase their understanding of the practice of law and provide opportunities to meet and network with members of the legal profession, and other law students..</p> <p>Investigate opportunities for Aboriginal and Torres Strait Islander internships, cadetships, scholarships and traineeships at our Firm.</p> | <p>December 2017, 2018, 2019</p> <p>December 2017, 2018, 2019</p> | <p>Deputy Chief Executive Partner (People and Development)</p> |
| <p>Support Aboriginal and Torres Strait Islander peoples through Pro Bono opportunities</p> | <p>Continue to provide pro bono work to First Australian clients, community organisations and start-up First Australian-owned-businesses in line with the Pro Bono policy</p> <p>Investigate mentoring, support and secondment opportunities with Aboriginal and Torres Strait Islander organisations that have an existing connection to the Firm through Pro Bono and Community Connect</p> <p>Pro bono and support hours for Aboriginal and Torres Strait Islander clients and organisations reviewed annually</p> <p>Make our facilities available to our First Australian community partners, including meeting rooms, in-kind support, and access to training opportunities</p> | <p>February 2018, 2019, 2020 August 2017, 2018, 2019</p> <p>February 2018, 2019, 2020 August 2017, 2018, 2019</p> <p>July 2017, 2018,2019</p> <p>February 2018, 2019, 2020 August 2017, 2018, 2019</p> | <p>Pro Bono Partner, Head of Community and National Manager - Community</p> |

TRACKING PROGRESS & REPORTING

| Action | Deliverable | Timeline | Responsibility |
|---|--|--|--|
| Report RAP achievements, challenges and learnings to Reconciliation Australia | Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. Investigate participating in the RAP Barometer. | 30 September 2017, 2018, 2019 May 2018 | Head of Community and National Manager - Community |
| Report RAP achievements, challenges and learnings internally and externally | Publically report our RAP achievements, challenges and learnings. Submit RAP articles on the Clayton Utz intranet. Report to Legal Profession Reconciliation Network. Report to Philanthropy Australia Indigenous Funders group. Report to Pro Bono and Community Committee at meetings every six weeks. | July 2017, 2018, 2019 February 2018, 2019, 2020 August 2017, 2018, 2019 March/June/October 2017, 2018, 2019, 2020 January 2017, 2018, 2019 March/ May/June/ September/November 2017, 2018, 2019, 2020 | Head of Corporate Affairs |
| Refresh and update RAP | In partnership with Reconciliation Australia, refresh and update RAP based on learnings, challenges and achievements. Send draft RAP to Reconciliation Australia for formal feedback and endorsement. | December 2018 January 2019 | Head of Community and National Manager - Community |





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