

Spotlight
on Inclusion,
Diversity &
Belonging

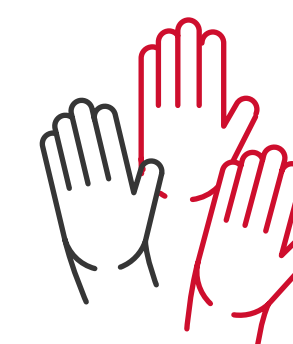
2025



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At MinterEllison, our purpose is to create sustainable value for our clients, people, and communities. We champion inclusion because our diversity across cultures, languages, genders, sexual orientations, caring responsibilities, and lived experiences of disability is our greatest strength.

By embracing diverse perspectives and fostering inclusive ways to listen, learn, and collaborate, we thrive and deliver outstanding outcomes for all."



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At MinterEllison, we champion and advocate for inclusion. We do this because our diversity is our greatest strength and is fundamental to our character and identity.

Our inclusivity underpins our excellence. We thrive and deliver excellent results because of it.

Among our clients and within markets, we are renowned for our diversity of skills, perspectives and expertise.

Together, we foster a sustainable work environment where we all feel confident to be ourselves and safe to engage in respectful conversations about our identities, perspectives and experiences."



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We will continue to raise the bar on inclusion, diversity and belonging within the firm and the industry."



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Our commitment to inclusion, diversity, and belonging is not just a policy; it's the foundation of our culture and our success. As Chair of our Diversity & Inclusion Steering Committee, I am personally invested in ensuring that our strategy is lived every day – by every team, in every decision.

We hold ourselves accountable to the highest standards of fairness, care, and respect. As we navigate the opportunities and challenges of new technologies like AI, creating a workplace where everyone feels safe, respected and empowered remains a core priority."

Virginia Briggs

CEO and Managing Partner, Chair of Diversity & Inclusion Steering Committee



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We are at a significant juncture in the development of our firm and society more broadly as AI impacts almost everything we do, see, hear and experience at work and in broader life. It's critically important that as we traverse the opportunities AI presents, our commitment to diversity, inclusion and belonging at MinterEllison remains our "north star".

The fact that VB in her capacity as Managing Partner & CEO accepted the Board's appointment as the Chair of the Diversity & Inclusion Steering Committee is a great reflection of this commitment and the central role our new Diversity, Inclusion & Belonging Strategy will play in the execution of SC3 and achieving the firm's ambitions in the years ahead."

Kate Cato

Chief Community Officer, Deputy Chair of Diversity & Inclusion Steering Committee



Inclusion, Diversity & Belonging strategy



Our refreshed Inclusion, Diversity & Belonging strategy reinforces our leadership in attracting and empowering diverse talent to tackle complex challenges, for our clients, our industry, and our communities. SC3 is about partnering with clients that share our ambitions, and diversity and inclusion is key to this.

We have updated our language to "Inclusion, Diversity and Belonging" to reflect our increased focus on building inclusive, safe and mentally healthy workplaces. Belonging is about creating environments where people feel seen, heard and valued – where they can be themselves and contribute meaningfully.

Our strategy builds on the strong foundation of best-practice policies, programs, networks, leadership and governance, to reinforce our reputation as a leader. It takes a holistic approach, embedding inclusive mindsets and practices into every aspect of how we work.

By 2028, we aim to be a renowned leader with Inclusion, Diversity & Belonging embedded into the core of our business strategy and culture so that:



1

Top talent chooses Minters as the place to learn and grow their careers



2

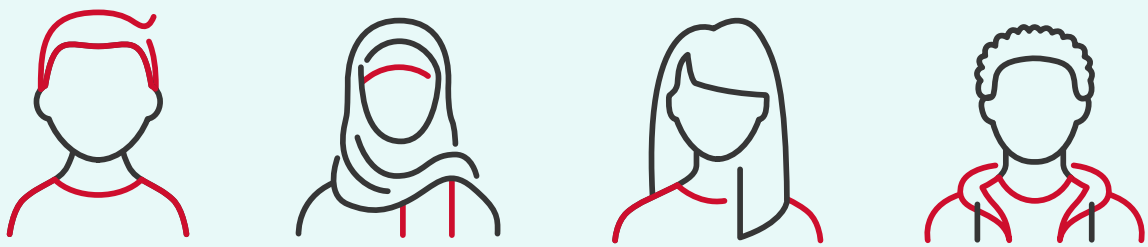
Our clients and communities see themselves reflected in our teams



3

Our clients and communities benefit from our innovative ways of working and thinking about their most complex issues

Our approach to Inclusion, Diversity & Belonging



We focus on the following key areas of Diversity & Inclusion, each with its own programs to drive awareness and inclusion capability across the firm:



We recognise the importance of intersectionality and consciously work to ensure that all our people are engaged and supported by the programs.



2025 Priorities

- Inclusive leadership
- Gender equality
(including our 40:40:20 partnership target)
- Safe and inclusive workplace
- Neurodiversity inclusion
- Reconciliation Action Plan
- LGBTQ+ inclusion
- Cultural diversity

D&I Steering Committee

Six partners from across the firm focused on bringing diversity and inclusion ambitions to life and delivered an inclusive, safe and sustainable workplace experience

Focused on fostering inclusive, respectful workplaces, raising awareness and delivering on our diversity and inclusion ambitions

- Embrace (cultural inclusion)
- PRIME (LGBTQ+ inclusion)
- Reconciliation Action Plan
- WISE (gender equality)

Creating a workplace where everyone feels safe, respected and empowered remains a core priority.

This year we strengthened that commitment through three key actions:

- **Sexual Harassment Prevention Plan** – the plan sets out MinterEllison's approach to preventing and responding to sexual harassment and sex or gender-based harassment.
- **Psychosocial Risk Assessment** – ongoing reviews to identify and address factors that affect psychological safety and wellbeing, ensuring a healthier work environment for all.
- **Transparent Reporting** – more transparent reporting of workplace behaviours, building trust and accountability across the firm.

Key partnerships and accolades



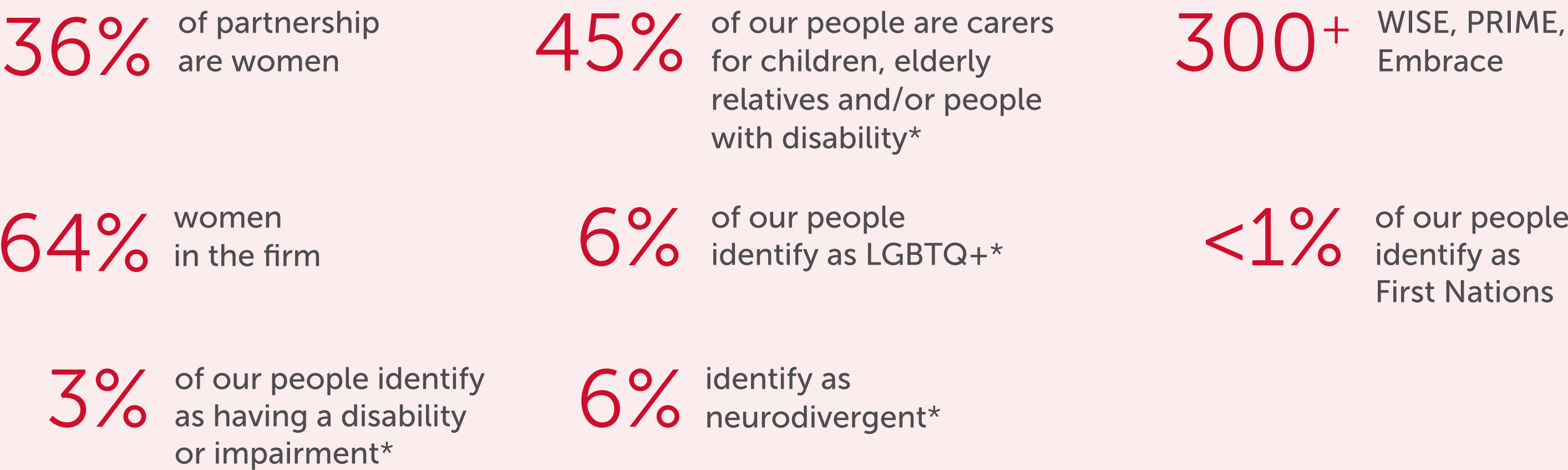








Key statistics



Gender Equitable Briefing commitment – stats FY25



88%
of our people believe their teams
work together in a way that is
respectful and conducive to a
positive working environment
(2025 Team Culture Survey)

80%
of our people feel a strong
sense of belonging at the firm
(2025 Engagement Survey)

91%
of our people feel their partner /
manager demonstrates support
for gender equality in the workplace
(2025 Engagement Survey)

Reconciliation Action Plan

Our RAP related Pro Bono contribution in FY25 exceeded 7,000 hours, which is 12% of our overall pro bono practice.



Our new Reconciliation Action Plan (RAP3) builds on the foundations established by our first two RAPs.

We have deepened our partnerships with Aboriginal and Torres Strait Islander organisations and communities, particularly in rural, regional and remote parts of Australia.

The work included community outreach, secondments and capacity building projects that delivered practical, on-the-ground outcomes. Our dedication to these partnerships and to creating a culturally safe and supportive workplace remains central in RAP3.

RAP3 sets bold goals for the next three years, including:

- **Expanding pro bono legal support** for First Nations clients and organisations
- **Increasing procurement** from Aboriginal and Torres Strait Islander businesses
- **Deepening cultural education** across the firm
- **Supporting First Nations** employment and scholarships.

MinterEllison pledged its support for the Uluru Statement from the Heart in 2018 and this commitment continues to guide our reconciliation journey.



The cover art for our Stretch RAP, *Holding Space* was designed and created by Bethany Allen-Somerville, MinterEllison Associate, RAP Working Group member and Indigenous artist.

Holding Space is a visual Acknowledgement of Country and represents MinterEllison’s commitment to holding space for healing and reconciliation. The piece features a combination of landscape work, done in red, and landmark work, done in white. The reds used to build the landscape of the piece represent that this commitment comes from MinterEllison’s heart and reaches every part of the firm, like the blood in our veins.

Our achievements



MinterEllison proudly hosted the launch of the LGBTQ Domestic Violence Awareness Foundation’s (DVAf) e-Learning Workplace Module ‘See, Hear, Believe’, at its Sydney office.

Held on LGBTQ Domestic Violence Awareness Day, the event marked a powerful moment of reflection, education and action. Notably, there were over 800 registrations to view the session online.

Gender pay gap transparency.

Our organisation-wide gender pay gap has improved for the past 4 years, resulting in our lowest ever average gender pay gap for both total remuneration and base salary in 2024/25.



Named as an Australian Workplace Equality Index Platinum Employer 2024, reflecting our unwavering commitment to LGBTQ+ inclusion.



Workplace Gender Equality Agency
Employer of Choice for Gender Equality.

Australian Workplace Equality Index Platinum Employer 2025, reflecting our unwavering commitment to LGBTQ+ inclusion.



Our achievements



Sydney Gay & Lesbian Mardi Gras partnership with LGBTQ Domestic Violence Awareness Foundation.

We gifted our place in the 2025 Mardi Gras parade to longstanding pro bono client the LGBTQ Domestic Violence Awareness Foundation.



MinterEllison | Spotlight on Inclusion, Diversity & Belonging 2025

For Wear it Purple Day, PRIME our LGBTQ+ employee network, raised \$6000+ for Minus18, a not-for-profit organisation improving the health and wellbeing of LGBTQIA+ youth in Australia.



Our Gender Affirmation policy.

- Includes up to **8 weeks paid leave** for individuals.
- **5 days paid leave** to support a family member affirming their gender.
- Ability to take leave flexibly to undergo any aspect of gender affirmation.
- \$1200 towards work appropriate clothing that reflects a person's affirmed gender.

"The support of people at Minters truly made my gender affirmation experience feel supported and comfortable. It truly made me feel like I could be myself at work."

In partnership with Pride In Diversity, in acknowledgement of Wear it Purple day, we hosted Transgender and Gender Diverse Awareness training.

'A super powerful and moving workshop, it really opened my eyes to how much impact we can have just by understanding and being more inclusive.'

'Such an important topic to explore in a safe space. I left feeling more confident and better equipped to support gender diverse people in the workplace.'

Our Perth office proudly hosted the Pride in Diversity roundtable and networking event, in collaboration with the LGBTQ Domestic Violence Awareness Foundation.

The WA State Coordinator at the Foundation shared insights about the Foundation with all the member organisations in attendance. It was a fantastic evening of connection, learning, and shared commitment to inclusion and safety within the LGBTQ community.



Pro bono legal advisers for Pride WA

Our achievements



EMBRACE, our Cultural Diversity Network, hosted national lunches in our Sydney, Melbourne and Canberra offices. The lunches offer a fantastic opportunity to stay connected through storytelling and open discussion, while celebrating the richness of our diverse cultures.

We hosted events in our Perth and Adelaide offices in partnership with the Asian Australian Lawyers Association. These sessions focused on mental health and mentoring, creating space for open dialogue, shared learning and connection across the legal community.



As part of our National Panel series, EMBRACE hosted Maria Thattil for an engaging conversation on Inclusive representation and embracing culture and diversity in the media.



In 2025, over 200 employees embraced cultural connection by taking a combined 309 days of cultural leave.

Recognising cultural and religious days of significance.

2 days paid cultural leave for our people to recognise the cultural or religious days that matter most to them.

'I took cultural leave this year to celebrate NAIDOC Week. Without access to cultural leave, it's often difficult to fully connect with community events and celebrations during this time. Being able to take cultural leave not only allowed me to connect and celebrate with my community, but also signalled to my colleagues that NAIDOC is as significant a celebration in my life as Christmas may be in theirs. It opened up space for respectful conversations about my celebrations and made it easier for others to acknowledge the week – many of my colleagues wished me a Happy NAIDOC after I let them know about my leave, which was a small but powerful gesture of inclusion.'

'I took two cultural leaves this year, within the proximity of 10 days in between. They were two very important cultural events and festivals that I have previously had to take annual leave for or even did not take on many occasions. This year was a 'first' of many for my family, and the cultural leaves allowed me to spend time with my family without feeling any burden or guilty about

taking time off work. After years, I was able to enjoy the days doing what is meant to be done to fulfill the traditions. I felt supported and included. I returned to work feeling more grateful, and more content. It was a wholesome experience. I was proudly telling my friends and family of the great initiative, and many were surprised as their employers do not offer the same.'

'Having the opportunity to take cultural leave for Diwali this year was genuinely meaningful to me. Diwali, the Festival of Lights, represents the triumph of light over darkness and is a time when my family comes together to honour our traditions. Rather than rushing through the festivities or celebrating in a diminished way around work commitments, I was truly present for these moments that connect me to my heritage. The cultural leave policy demonstrates that the firm recognises our diverse backgrounds as a strength rather than something to be managed around. It's one thing to speak about inclusion in principle; it's another to provide tangible support that allows us to honour what matters most to us. When an organisation invests in understanding and supporting its people's cultural identities, it creates a foundation for authentic inclusion that benefits everyone.'

Our achievements

To acknowledge International Women’s Day, our WISE network, in conjunction with our RAP Working Group, hosted a Q&A panel with Murawin CEO and RAP external advisor Carol Vale.

Carol shared intergenerational stories of the women in her family and her experience as a First Nations entrepreneur to highlight the ongoing journey towards gender equality and the importance of supporting women's economic empowerment.



Our Melbourne Managing Partner, Elissa Romanin, was a panellist at the Melbourne Theatre Company Business Collective Event.

The discussion centred on corporate strategies that strengthen diversity, equity and inclusion, highlighting how organisations can move beyond traditional hierarchies to create cultures where everyone feels included and empowered to thrive.



Our parental leave package offers flexibility to our people.

- **26 weeks paid parental leave** for all of our people which can be taken flexibly, including to support transition back to work or for those occasions when extra leave for parenting is required
- **Superannuation paid** for up to 12 months

'I really appreciate the flexibility of being able to work from home some days. It would be impossible to be in the office 5 days and have a family without feeling totally overwhelmed and broken. The firm has given me the perfect balance to succeed. My manager has also been very understanding.'

93% feel that their partner / manager supports employees with family or other caring responsibilities regardless of gender.
(Engagement Survey 2025)



As Chair of our Diversity & Inclusion Steering Committee at the time, **Amanda Watt** represented the firm at the United Nations 69th Annual Commission on the Status of Women in New York City, through our membership with the Champions of Change Coalition.

Sustain: our working parents coaching program aimed at new and expectant parents.

In partnership with Transitioning Well, eligible employees receive coaching to help navigate the transition into parenthood and return to work, from 'working person' to 'working parent'.

82% of our new parents agree that MinterEllison’s parental leave offering meets their needs

'I believe the firm did everything it could to make the experience as positive as possible. The firm has a strong focus on ensuring the smooth transition for parents returning to work, offering flexibility and agile working when needed.'

39% of those who took parental leave were men. It’s a strong sign that care is being shared more equally, and that our policies are supporting people of all genders to take time for family.



Our Chief Executive Officer and Managing Partner **Virginia Briggs** supported the Champions of Change Coalition’s 'Securing Your Future Leader: Building Diverse and Inclusive CEO Pipelines' resource by sharing her leadership story.

Inclusive AI

We are committed to developing and using AI in ways that are fair, transparent and accessible to everyone.

Our inclusive AI strategy ensures that people of all genders, backgrounds and abilities are represented and engaged at every stage – from design and testing to everyday use. We actively test our AI tools for bias, drawing on diverse lived experience and feedback from across our employee networks.

This year, our Technology Consulting Director, Delyth Jones Porter, continued to champion inclusive innovation through thought leadership on two prominent panels.

At the Property Council of Australia's inaugural Built to Last Diversity & Inclusion Summit, Delyth spoke on 'AI for Inclusion: Navigating the Future of Equity in a Tech-Driven World,' exploring how emerging technologies can be harnessed to advance equity.

She also joined WILD for STEM's Breaking Barriers panel at their Leadership Retreat in Victoria, sharing insights and stories from STEM's senior ranks to inspire the next generation of leaders.



Your AI is only as good as the data it's been built on. Being a huge advocate for the importance of diversity in tech and a proud woman in STEM, I am passionate about informing and educating teams about the risks of historical bias being built into AI systems.

We have a responsibility to learn from historical bias and embed ethical design into our AI platforms so that the mistakes of the past are not repeated. AI, designed well with inclusion at its heart has the opportunity to transform lives."

Delyth Jones Porter
Technology Consulting Director



'The most dangerous harm that AI poses to women is the bias you can't see – an invisible bias, baked into the code.

Drawing on inspiration from Ada Lovelace the world's first computer programmer, and my WISE Committee Canberra colleagues, my hope is that we continue to shine light on the issues of Gender bias in AI development.

Our challenge is to keep the conversation going and perhaps look at AI as an opportunity for enhancing equality.

When algorithms are designed with transparency, fairness and human values in mind, we can create systems that empower women even further, rather than exclude them.'

Stephanie Lynch
Special Counsel

Our WISE gender equality network facilitated roundtable discussions across our offices on gender and AI, covering inclusive AI, tackling inequalities and stereotypes in algorithms and how AI can benefit women.

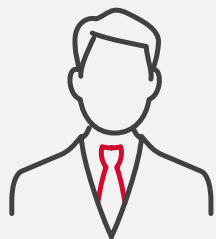


Our achievements



Workplace behaviour reporting.

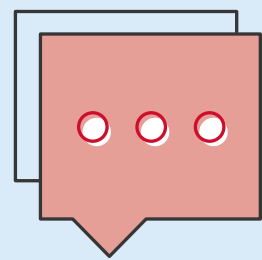
Increasing transparency around workplace behaviours is essential to building trust, fostering accountability, and driving a culture of integrity.



Our recent survey data highlights that

92%
of our people

believe ME operates with integrity in all our dealings.



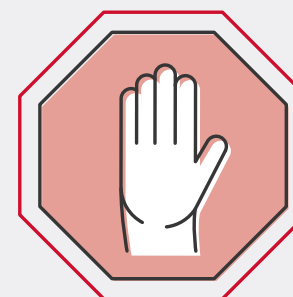
76% OF OUR PEOPLE
SAY IT IS SAFE TO
SPEAK UP



71% SAY IF THEY
RAISE AN ISSUE
THEY KNOW IT WILL
WILL BE ADDRESSED



88% SAY
THEIR TEAM
WORKS TOGETHER
RESPECTFULLY &
FOSTERS A POSITIVE ENVIRONMENT



88% SAY
ME TAKES
STEPS TO
ELIMINATE SEXUAL
HARRASMENT
& GENDER BASED
HARRASMENT



We strengthened our commitment to a safe and inclusive workplace by **increasing transparency around how we report and address workplace behaviour concerns.**

We have made our reporting mechanisms more visible and accessible, and we are clear about the steps taken to address unacceptable behaviour.



We developed and launched a comprehensive **Sexual Harassment Prevention Plan.**

The plan sets out clear measures to identify and address risks, support those affected, and ensure everyone knows how to report concerns – confidentially and safely.

This reflects our commitment to a safe, respectful and inclusive workplace, where everyone feels empowered to contribute and confident that unacceptable behaviour will not be tolerated.



We're committed to encouraging greater employment opportunities and removing barriers to career development for our people with disability by providing reasonable adjustments where appropriate at all stages of employment.

Our new **Reasonable Adjustments** policy and process aims to ensure everyone at MinterEllison has universal access to our premises, can meet the essential requirements of their roles, and can access information in diverse formats that meets their needs.

Social media highlights

MinterEllison's Post

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72,963 followers

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As we approach Mardi Gras 2025, MinterEllison celebrates recognising 'green flags' in LGBTQ+ relationships, highlighting open communication, mutual respect, support for each other's goals, shared values, healthy conflict resolution and inclusivity.

We're proudly continuing our partnership with the [LGBTQ Domestic Violence Awareness Foundation](#), supporting the [Sydney Gay and Lesbian Mardi Gras](#) Parade for the second consecutive year. This collaboration reflects a shared commitment to raising awareness about domestic, family and intimate partner violence and supporting the LGBTQ+ community.

As part of this initiative, we celebrate the positive signs, or "green flags," that indicate healthy and supportive relationships. Check out some key green flags to look for: <https://lnkd.in/gwHAYist>

Celebrating green flags in LGBTQ+ relationships

Partnering with LGBTQ Domestic Violence Awareness Foundation for the Sydney Gay and Lesbian Mardi Gras

MinterEllison.





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MinterEllison offices around the country came together to celebrate Wear It Purple Day this week. A powerful reminder of the importance of creating safe, inclusive, and empowering environments for LGBTQIA+ youth 🌈.

We believe that everyone deserves to feel seen, supported, and celebrated for who they are. This year, we proudly partnered with Minus18, raising funds to support their incredible work in championing LGBTQIA+ youth through education, advocacy, and community-building.

From vibrant, purple-themed activations to heartfelt conversations, our teams showed up in full colour to stand with young people and affirm that everyone has the right to be proud of who they are.

Thank you to everyone who participated, donated, and helped make this week and today so meaningful. 💜 Happy Wear it Purple Day! 💜

#WearItPurple #Minus18 #LGBTQIA #InclusionMatters #MinterEllisonPride #DiversityAndInclusion #WearItPurpleDay



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MinterEllison is proud to continue its partnership with the [LGBTQ Domestic Violence Awareness Foundation](#) for the 2025 [Sydney Gay and Lesbian Mardi Gras](#). This collaboration, now in its second year, supports the Foundation's mission to combat domestic violence in LGBTQ+ communities through awareness, education, and support.

MinterEllison has provided crucial legal assistance to the Foundation, helping it establish as a not-for-profit and obtain necessary registrations. The partnership highlights MinterEllison's commitment to supporting the LGBTQ+ community and raising awareness about domestic, family and intimate partner violence.

Read the full news release: <https://lnkd.in/gjCM-Fnu>



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As we welcome the Lunar New Year, MinterEllison extends warm wishes for a prosperous and insightful Year of the Snake. May it bring growth, renewal, and success to all our partners and clients.



Like

Comment

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MinterEllison proudly hosted the launch of the [LGBTQ Domestic Violence Awareness Foundation's](#) See, Hear, Believe e-Learning Workplace Module — live from our Sydney office and streamed to virtual attendees globally.

Held on LGBTQ Domestic Violence Awareness Day (28 May), the event brought together leaders, advocates, and professionals to explore how workplaces can better support LGBTQ+ employees experiencing domestic and family violence.

Welcomed by [Gordon Williams](#), the session featured insights from Dr Cameron Cliff and a powerful panel — including Commissioner [Micaela Cronin](#), [Ben Bjarnesen](#), [Kai Noonan OAM](#), and [Kimberley O'Reilly](#) — moderated by [Susan Moylan-Coombs](#), highlighting the urgent need for inclusive, trauma-informed workplace responses.

This launch builds on our ongoing partnership with the Foundation and reflects our commitment to creating safer, more inclusive workplaces—where everyone is seen, heard, believed, and supported.

#SeeHearBelieve #LGBTQDV #Inclusion #WorkplaceSafety #MinterEllison



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Yesterday's conversation with [Maria Thattil](#) shed light on her journey as a child of immigrants, her triumphs over adversity, and her advocacy for empowerment and equality in the media landscape. Her stories resonated deeply, highlighting the urgent need for more diverse voices and stories.

Maria Thattil took us on an insightful journey through her experiences of intersectionality and the significance of inclusive representation in the media. Her candid discussion on overcoming challenges and using her platform for advocacy emphasised the need for cultural diversity and inclusivity in all aspects of life.



In Conversation with Maria Thattil

Inclusive representation: Embracing

MinterEllison's Post

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Thank you to everyone who attended the [Australian Banking Association \(ABA\)](#) 2025 International Women's Day Event, hosted in partnership with MinterEllison. Attendees from the Banking sector were welcomed into our Sydney office for a thought-provoking panel discussion on the topic of 'accelerating progress'.

The 2025 theme 'March Forward' created an opportunity to discuss Australia's efforts to increase the number of women in leadership roles and next steps to achieve this, including the importance of family-friendly policies and paid parental leave for women and men, addressing promotion biases to support women's career progression, the critical role of sponsors in advancing women's careers, and the need for improved financial literacy.

Thank you especially to [Anna Bligh AC](#), Australian Banking Association, [Melanie Evans](#), ING Bank Australia and [Harriet Eager](#), Partner at MinterEllison for sharing their experiences and insights.



Contacts

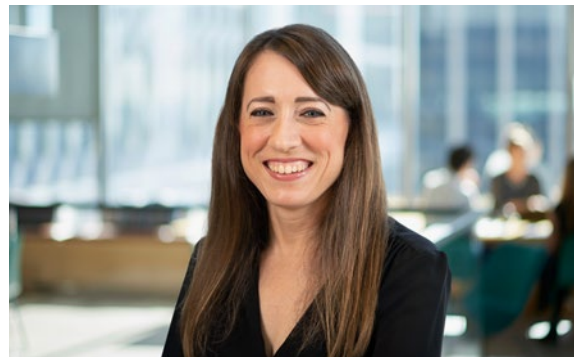


Lauren Heron

Head of Culture & Wellbeing
Brisbane

[+61 7 3119 6326](tel:+61731196326)

lauren.heron@minterellison.com



Christie McGregor

Inclusion, Diversity & Belonging Manager
Sydney

[+61 2 9921 4129](tel:+61299214129)

christie.mcgregor@minterellison.com



Jasmine Duncan

Diversity, Inclusion & Wellbeing Coordinator
Sydney

[+61 2 9921 4254](tel:+61299214254)

jasmine.duncan@minterellison.com

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