



McR Disability, Access, Inclusion, and Diversity Strategy

Purpose and Commitment

McR is committed to fostering a workplace, client experience, and service delivery model that is inclusive, equitable, and accessible for people with disability, while also supporting broader diversity, equity, and inclusion (DEI) objectives as part of our Environmental, Social, and Governance (ESG) strategy.

Our approach recognises that accessibility, diversity, and inclusion are central to our culture, ethical standards, and business practices, and that inclusive workplaces and services drive innovation, engagement, and better outcomes for clients, employees, and communities.

Our strategy is championed by Senior Partner Leaders and the Chief People Officer (CPO), demonstrating visible leadership and accountability in embedding accessibility and inclusion across all areas of the firm.

Workplace adjustments and flexible work

We are committed to fostering an inclusive, equitable and supportive workplace where all employees can thrive. We recognise that flexible work arrangements and tailored workplace adjustments are essential to supporting diverse needs, enhancing well-being and enabling full participation at work. This commitment is embedded in our policies, practices and ongoing engagement with employees, and is a fundamental part of our broader ESG strategy.

- ▶ McR provides a Workplace Adjustments Passport and a standalone Workplace Adjustment Policy, detailing approval processes, implementation timeframes, management, and review.
- ▶ Policies include career development and learning opportunities, alongside flexible work arrangements, whether temporary or permanent.
- ▶ Employees are actively supported to access workplace adjustments.
- ▶ WHSOs liaise with employees requiring Personal Emergency and Evacuation Plans (PEEPs).
- ▶ HR collects data on requests and outcomes, conducts regular check-ins, and incorporates employee feedback into policy updates.
- ▶ These measures are part of our ESG social impact strategy, ensuring equity, inclusion, and employee well-being.

Recruitment, onboarding and talent development

We are committed to attracting, hiring, and developing diverse talent through inclusive, accessible, and equitable recruitment and onboarding practices. We actively seek to remove barriers for people with disability by fostering partnerships, building disability confidence across our hiring processes, and providing workplace adjustments at every stage of our recruitment process. Our approach to talent development ensures all employees have access to meaningful learning and career growth opportunities, aligned with our ESG and DEI commitments to build a workforce that reflects and supports our community.

- ▶ McR maintains a formal commitment to employing people with disability, integrating accessibility into all recruitment processes.
- ▶ Recruitment panels, agencies, and outsourced providers are disability confident, with strong partnerships with Help Enterprises and Job Support to connect candidates with opportunities and provide ongoing support.
- ▶ Candidates are invited to request adjustments at all stages, including applications, phone screens, interviews, and assessments.
- ▶ Recruitment and onboarding teams receive role-specific training, including legal compliance, ensuring fair and equitable practices.
- ▶ Candidate feedback, including from unsuccessful applicants, is collected via portals, email, and onboarding processes, informing continuous improvement.
- ▶ Career pathways and learning opportunities are accessible, supporting inclusive talent development aligned with ESG and DEI goals.

Premises and workplace design

We are committed to creating accessible, inclusive, and welcoming physical environments for all employees, clients, and visitors. Our approach to premises and workplace design prioritises universal access, guided by industry standards, expert consultation, and direct input from our people. Through continuous improvement and alignment with our ESG and social sustainability commitments, we ensure our spaces support equity, dignity, and full participation for everyone.

- ▶ Recent refurbishments in Brisbane and Sydney offices (2022-2023) and ongoing expansion ensure premises meet current accessibility standards.
- ▶ Leadership by the COO, Business Services Manager – Facilities, Senior Partner Champions, and CPO engages industry experts and employees in design decisions.
- ▶ Employees and clients provide input via the Disability & Access Committee and Ideas Portal, ensuring designs reflect real-world needs.
- ▶ Accessibility extends to leased properties, common areas, and surrounding infrastructure such as footpaths and driveways, monitored regularly for ongoing improvements.
- ▶ These measures support our ESG commitments, creating safe, inclusive, and accessible physical environments.

Communication, marketing and client services

We are committed to ensuring that all communication, marketing, and client services are accessible, inclusive, and responsive to the diverse needs of our community. We embed accessibility into every stage of content creation and service delivery, working closely with people with disability to inform our approach. By using inclusive language, accessible formats, and flexible communication channels, we ensure that everyone can engage with us equitably and with confidence.

- ▶ All communications and marketing materials are accessible and inclusive, featuring people with disability to reflect diversity and representation.
- ▶ Formal processes include scheduled document accessibility checks, accessibility sign-offs on campaigns, external arrangements for captioning and audio description and written agreements with agencies specifying accessibility requirements.
- ▶ Clients are provided with multiple communication channels to meet individual needs, including accessible email, phone, video, and alternative formats.
- ▶ We consult clients and employees with disability during planning, design, and implementation of services and review services on a case-by-case basis, implementing reasonable adjustments as required.
- ▶ Feedback is collected systematically through surveys, post-service reviews, and engagement sessions, ensuring continuous improvement and inclusive client experiences.

Digital accessibility and innovation

We are committed to ensuring our digital platforms and technologies are accessible and continually evolving to meet the needs of all users. We adhere to the latest accessibility standards, including WCAG 2.2, and engage people with disability in the design, testing, and improvement of our digital systems. We aim to create digital experiences that empower every employee and client to engage fully and independently.

- ▶ Internal and client-facing digital platforms, including websites, intranet, and internal systems, comply with WCAG 2.2.
- ▶ We consult with people with disability and conduct user testing before introducing new digital products or upgrades.
- ▶ Feedback on digital accessibility is collected via the D&A Committee, informing updates and improvements.
- ▶ Innovative practices include sensory toolkits for long meetings or inductions, supporting employees with neurodiversity and other accessibility needs.

Learning, development and education

We are committed to providing accessible, inclusive, and high-quality learning and development opportunities for all employees. Our training programs ensure that every team member has the knowledge and tools to support equity and inclusion. By offering materials in alternative formats and embracing assistive technologies, we foster a culture of continuous learning that advances our ESG social impact objectives and strengthens our inclusive workplace.

- ▶ L&D materials are accessible and inclusive, available in alternative formats, and supported by assistive technology where required.
- ▶ Training programs cover legal compliance, accessibility standards, and inclusive practices.
- ▶ Employees in recruitment, communications, and workplace adjustment roles receive specialised training, including legal compliance and accessibility standards.
- ▶ Continuous education fosters a culture of accessibility, inclusion, and equity, contributing to ESG social impact objectives.

Procurement and supplier engagement

We are committed to procuring accessible, inclusive, and ethically sourced products and services. We actively engage suppliers who demonstrate strong accessibility and inclusion practices, and we embed these expectations into our procurement processes through tools like our Ethical Supply Chain Questionnaire. By testing products and services for compliance with relevant standards and legislation, we ensure our supply chain supports our broader commitment to equity, social impact, and responsible business practices.

- ▶ McR maintains a formal written commitment to procuring accessible products and services.
- ▶ Supplier engagement considers accessibility and inclusion practices, with regular reviews and updates to the Ethical Supply Chain Questionnaire.
- ▶ Products and services are tested for accessibility and inclusion, ensuring compliance with legislation, standards, and technology.

Governance and leadership

We are committed to strong, accountable leadership that champions accessibility, inclusion, and equity at every level of the organisation. Through the Disability & Access Committee we provide strategic direction and governance to embed accessibility across our policies, operations, and ESG and DEI commitments. This leadership structure ensures that feedback from employees and clients directly informs continuous improvement and drives meaningful, sustainable change.

- ▶ The Disability & Access Committee, led by a Chair and Deputy Chair and including Senior Partner Champions and the CPO, provides strategic guidance, oversight, and accountability across the firm.
- ▶ Leadership ensures accessibility is embedded in policies, operations, ESG reporting, and DEI initiatives.
- ▶ The committee is a key conduit for employee and client engagement, connecting feedback and insights into actionable improvements.

Employee and client engagement

We are committed to actively engaging employees and clients with disability to shape inclusive policies, services, and workplace experiences. We listen through multiple feedback channels and use these insights to drive continuous improvement. Through our partnerships with Help Enterprises and Job Support, we further support inclusive participation, tailored workplace solutions, and equitable employment pathways. This collaborative approach ensures our practices remain aligned with accessibility standards and the real needs of our community.

- ▶ McR actively engages employees and clients with disability to inform policy, workplace adjustments, service delivery, and digital platforms.
- ▶ Feedback mechanisms include: Ideas Portal, surveys, focus groups, post-service debriefs, and consultation through the D&A Committee.
- ▶ Our partnerships with Help Enterprises and Job Support provide ongoing support for employees and clients, including access to employment pathways, tailored workplace support, and inclusive participation.
- ▶ Data from feedback informs continuous improvement and ensures services, processes, and workplaces are aligned with best practice and accessibility standards.

Continuous improvement and ESG integration

We are committed to embedding accessibility and inclusion into our broader ESG strategy through continuous improvement. We actively engage employees and clients with disability to ensure our policies, services, and workplace experiences reflect real needs and best practice. Insights gathered directly inform how we evolve our systems and operations and align our efforts with our social impact goals creating more inclusive, responsive, and sustainable outcomes across the firm.

- ▶ All elements of this strategy are reviewed annually to ensure compliance with legislation, Australian Disability Network Access and Inclusion Index, and ESG and DEI objectives.
- ▶ Innovation, feedback, and leadership engagement drive ongoing improvements in employee experience, client services, digital accessibility, and inclusive culture.
- ▶ Accessibility and inclusion are recognised as core components of McR's ESG and DEI commitments, supporting social impact and equitable opportunities for all.

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