



State Solicitor's
Office

Diversity and Inclusion Strategy

2025 - 2029



ACKNOWLEDGEMENT OF COUNTRY

At the State Solicitor's Office (SSO), we acknowledge the Aboriginal peoples as the Traditional Owners and Custodians of Western Australia. We recognise the Whadjuk Noongar people on whose land our office is situated.

As the longest continuing culture, whose knowledge, traditions, and connection to Country have been passed through generations, we value their significant contributions and extend our respect to Elders past and present.

We stand with Aboriginal and Torres Strait Islander communities, striving towards reconciliation through mutual understanding and collaboration.



A Message from the State Solicitor



Dr Graham Hill
State Solicitor

I am pleased to introduce the State Solicitor Office's inaugural Diversity and Inclusion Strategy, a significant milestone in our commitment to ensuring our workplace is safe, respectful and inclusive of all staff.

As a trusted legal service provider for the public sector, we are dedicated to meeting our clients' expectations by upholding strong values and demonstrating a genuine commitment to diversity and inclusion. Beyond fulfilling our obligations as a public sector body, we recognise that an inclusive workplace and a diverse workforce that truly reflects the community we serve strengthens service delivery, improves staff morale, drives innovation, and is essential to long-term growth and success. By leading with intention, we strive to foster an inclusive environment that sets the standard for excellence.

Over the next four years, we will focus on building cultural capability, attracting diverse talent, nurturing growth, championing inclusive leadership and celebrating the unique contributions of our staff.

This strategy is designed to evolve, ensuring we remain responsive to the changing needs of our workforce and clients.

At the core of this strategy lies a shared commitment to diversity and inclusion. Achieving our objectives set out in this strategy requires the collective effort from all staff. I encourage everyone to take part and be a visible advocate, guided by our leaders who are committed to building an inclusive workplace for all.

This strategy has been developed as the result of thoughtful collaboration and reflects the diverse voices and perspectives of many of our staff. I want to acknowledge our staff for their significant roles in shaping this strategy, and their ongoing support and passion for fostering an inclusive workplace and advocating for diversity.

I look forward to the continued commitment and involvement of all employees as we implement this strategy.

About the State Solicitor's Office

The State Solicitor's Office is the Western Australian Government's preeminent legal adviser. The Office enables government action, manages the State's legal risk, and supports the First Law Officer with authoritative advice on key legal issues.

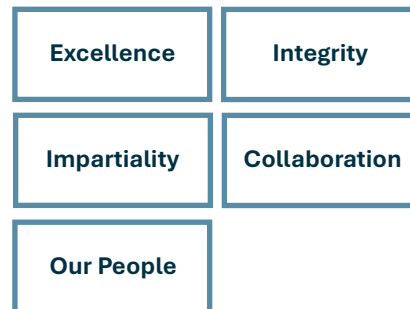
Our work delivers demonstrably better government decisions, strengthens the rule of law, and leads to greater community trust in the public sector. We are a centre of legal excellence committed to the highest standards of service and professionalism.

In 2021, the SSO became independent from the Department of Justice. This has provided us the opportunity to reflect on our unique position within the public sector and legal profession, establishing a refreshed corporate plan and identity, which continues to be implemented throughout several SSO specific frameworks and strategies including diversity and inclusion.

Our vision is to be the preeminent legal service provider for the State of Western Australia.

Our mission is to support and protect the State of Western Australia by providing the highest quality legal services and assisting the Attorney General to uphold the rule of law.

Our core values shape our shared behaviours and guide our workplace culture. They are:



These values reflect a desire to embrace diversity, treat everyone with dignity and fairness, and seek to understand the perspective and experiences of others. They demonstrate the importance we place on our people and on a workplace culture where we are all valued and respected.

Our Objective

The objective of this strategy is to build and maintain a diverse workforce that reflects the diverse community we serve and provide an inclusive workplace where all staff feel safe, valued, respected, and celebrated for our unique differences.

This strategy will be supported by the commitment from our leaders, managers and senior staff to champion diversity and inclusion initiatives, take deliberate actions to enhance our company culture and uphold a zero-tolerance approach to bias, racism, discrimination and harassment in the workplace.

The following two priority goals set out in this strategy will guide our key actions and focus areas.

PRIORITY GOALS

Workforce Diversity

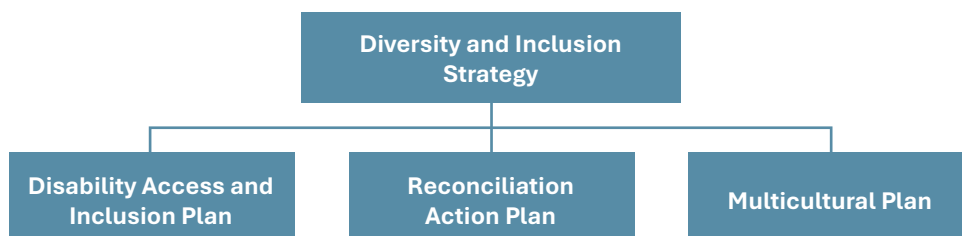
Increase the representation of people from different backgrounds, experiences, and communities across the State Solicitor's Office.

Workforce Inclusion

Ensure all employees at the State Solicitor's Office experience a sense of belonging and inclusion in the work environment.

Our Framework

This strategy has been developed in alignment with the WA Workforce Diversification and Inclusion Strategy 2020–2025 and our Corporate Plan 2024–2027. It serves as the overarching strategy, supported by three action plans: the Disability Access and Inclusion Plan, Reconciliation Action Plan, and Multicultural Plan.



Our strategy and action plans meet our legislative requirements under Section 145 of the *Equal Opportunity Act 1984*. They also align with the state objectives as outlined in the Aboriginal Empowerment Strategy 2021–2029 and the State Disability Strategy 2020–2030.

Our Workforce Profile and Targets

As of 30 June 2025, the SSO has a total headcount of 321 staff.

We present our current workforce profile below and our aspirational targets for 2029. The targets show our commitment to increase representation across our diverse priority groups.

These targets have been set in alignment with WA public sector workforce targets.

Priority Groups	Current workforce (%) as of 30 June 2025	Targets for 30 June 2029 (%)
Women in leadership ¹	76.4	50.0
Youth (24 years and under)	4.9	5.8
Aboriginal and/or Torres Strait Islander people	0.6	3.7
Culturally and Linguistically Diverse people (CaLD)	10.2	15.5
People with disability	2.1	5.0
LGBTIQA+ ²	No target set	

The current workforce profile presented in the table is based on staff declarations and may not reflect the SSO's actual workforce diversity representation.

We acknowledge that we currently exceed our target for women in leadership positions and we will continue to maintain this progress as part of this strategy.

While the WA public sector does not currently measure representation of people who identify as LGBTIQA+, the SSO is committed to delivering actions that support inclusion for LGBTIQA+ people.

¹ Women in leadership positions refers to positions in Senior Legal Officers Band 1-4 and Class 1 and above.

² LGBTIQA+ stands for lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual or more.

Our Focus Areas

Our strategy outlines four focus areas with a set of high-level actions that support us in achieving our objective. Our actions are designed to be implemented progressively throughout the duration of the strategy.

Building capability

Enhancing knowledge and capability through diversity awareness and learning opportunities to strengthen inclusive practices.

Supporting diverse talent

Recruitment and development practices proactively identify and support the talent of diverse groups.

Inclusive leadership

Leadership takes a deliberate and proactive stance in cultivating a workplace culture that prioritises fairness and respect for everyone.

Collective responsibility

Responsibility is taken for improving workforce diversity and inclusion. Successes are celebrated and promoted.

Key actions

Building Capability

1	Deliver opportunities to increase cultural capability and diversity and inclusion understanding to all employees including dedicated training for senior leaders and managers.
2	Actively seek diverse perspectives in the design and review of practices that impact employment outcomes and ensure diverse representation across committees and decision-making forums.
3	Embed feedback mechanisms to empower employees to share diversity information and employee experience. Continuously assess and evaluate responses, taking a proactive approach to addressing any concerns or emerging patterns.
4	Encourage ongoing development for family and domestic violence contact officers, first aid officers, and mental health first aid officers, to effectively support staff from all backgrounds.

Supporting diverse talent

5	Conduct annual reviews of workforce development programs, recruitment practices and onboarding processes to address and remove barriers, ensuring they remain accessible and inclusive for all.
6	Explore opportunities to increase attraction of diverse talent by utilising the exceptions in the <i>Equal Opportunity Act 1984</i> , targeted employment initiatives and programs, and partnerships with educational institutions.
7	Undertake workforce planning as required to identify high performing employees and support employees from diverse priority groups through career development opportunities.
8	Explore and promote mentoring and networking opportunities at the SSO to support career development and strengthen connections among staff and leaders.

Inclusive leadership

9	Equip, empower and support leaders, managers, and senior staff to model respectful behaviours and to proactively address and challenge inappropriate conduct.
10	Actively reinforce the behaviours and standards outlined in our code of conduct, promoting psychosocial safety, and cultivating a positive workplace.
11	Promote reporting pathways that empowers staff to confidently raise issues or concerns about inappropriate or unreasonable behaviour in the workplace.
12	Regular reviews of policies and procedures to ensure they remain accessible and inclusive and enables employees to meet their diverse responsibilities and needs.

Collective responsibility

13	Proactively instil this strategy across staff and leaders, including incorporating it into induction to ensure collective understanding and ownership.
14	Share success stories, highlight staff achievements of diverse priority groups and any community engagement through internal and external channels.
15	An annual diversity and inclusion calendar is created for staff to promote, acknowledge and celebrate significant dates and events across our priority groups.

Implementation

We all play a crucial role in turning this strategy into reality. The success of this strategy relies on the collective efforts of all staff and leaders, who will drive its implementation through collaboration and accountability.

Human Resources will facilitate the implementation, provide guidance and support throughout the process, ensuring steady progress and the effective delivery of outcomes.

Evaluation and Reporting

The evaluation of this strategy will include but not be limited to employee perception surveys, workforce data reporting, and analysis of staff participation in initiatives and programs. Additional feedback mechanisms will be identified and incorporated as necessary to ensure a comprehensive assessment.

Ensuring ongoing accountability, we will assess our progress on this strategy's key actions, with periodic reporting through the following methods.

- Quarterly meeting of the SSO Diversity and Inclusion Sub Committee.
- Quarterly workforce data reporting highlighting representation of our priority groups against each target.
- Annual update presented to Corporate Executive.
- Achievements and progress will be showcased in our annual report.
- The SSO will report to the Public Sector Commission annually through the EEO collection.



Definition

Aboriginal and Torres Strait Islander

People who identify as being of Aboriginal or Torres Strait Islander descent.

Culturally and Linguistically Diverse (CaLD)

Applies to groups and individuals who differ according to religion, language, and ethnicity, and whose ancestry is other than Aboriginal or Torres Strait Islander, Anglo-Saxon or Anglo-Celtic.¹

Note: The definition and measure of cultural and linguistic diversity used in the public sector is currently limited to people born in countries other than those categorised by the Australian Bureau of Statistics as Main English-Speaking countries (i.e. Australia, Canada, England, New Zealand, Northern Ireland, Republic of Ireland, Scotland, South Africa, United Kingdom, United States of America, and Wales).²

Disability

Disability is defined in different ways depending on the context in which it is used. At the highest level the *Disability Discrimination Act 1992* (Cth) definition can provide guidance however specific legislation may provide specific definitions to be applied in specific circumstances.

LGBTIQA+

LGBTIQA+ stands for lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual or more.

Women in leadership

Female staff in Senior Legal Officers Band 1-4 and Class 1 and above positions.

Youth

People who are aged 24 years and under.

¹ Office of the Multicultural Interests – [CaLD Definition](#)

² Public Sector Commission – [About our workforce data](#)



State Solicitor's Office

Contact Information

If you require this document in an alternative format or have any feedback in relation to this strategy document, please contact us.

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