

LEGAL SECTOR SUSTAINABILITY UPDATE
AUSTRALIAN LEGAL SECTOR ALLIANCE
MEMBER REPORT

2022




AUSTRALIAN
LEGAL SECTOR
ALLIANCE

PROMOTING SUSTAINABILITY

Unified sustainability goals

Society's future prosperity depends on our people, communities, organisations and environmental resources working in balance toward more unified sustainability goals.

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This report is also available as an interactive flipbook. 

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2022 AusLSA BOARD OF DIRECTORS



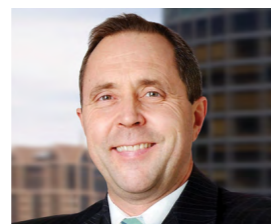
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Head of Corporate Social
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RICHARD JENNINGS
Secretary
General Manager AusLSA



In the spirit of reconciliation, the Australian Legal Sector Alliance acknowledges the traditional custodians of the land on which we operate and recognise the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples. We pay our respects to their elders past and present.

FROM THE AusLSA CHAIRS

Welcome to the 2022 AusLSA Annual Sustainability Insight

This year we are pleased to advise that more AusLSA members have reported than ever before. This year 43 members have provided their sustainability information through AusLSA's online reporting process, and 39 or 93 per cent have chosen to make this information publicly available in this report. The growth in AusLSA membership and public reporting reflects how firms are ramping up their commitment to sustainability by using a structured and transparent approach.

The AusLSA sustainability framework and reporting is continually evolving. For over ten years, AusLSA members have reported on the emissions from their electricity purchase and travel, as well as the levels of renewable electricity purchased and their voluntary carbon offsetting. While reductions demonstrated over this time have been encouraging, the most recent data and scientific analysis have shown that significantly greater and more rapid action is required.

This year we have expanded the information we collect to include the firms' climate action commitments. Like all organisational change programs, this must start with a formal acknowledgement of the issue and a commitment to action, which must be followed by clear accountability, analysis, targets, action plans and reporting. This year AusLSA members are disclosing information in these areas, and the high level of activity is very promising.

Thirty per cent of firms have a climate action policy in place, and a further 28 per cent are currently developing one. This is by far the most significant activity in new policy development across the 19 issues included in AusLSA's framework. While only 16 per cent of firms had a climate-specific action plan in place, 26 per cent were currently developing one. Fifty-four per cent of firms are working on putting clear targets in place to measure and reduce the greenhouse emissions related to their value chains. We predict that the scope of climate-related reporting will continue to expand in future years with a greater focus on scope three emissions that capture a broader set of emissions from law firms' supply chains. This is an exciting area with lots of activity that we will watch closely.

This year, after previously seeing law firms' greenhouse gas emissions reduced to almost zero because of COVID restrictions, they are now starting to grow again. Before the COVID pandemic, increasing travel emissions was the most significant challenge to AusLSA members trying to reduce their emissions. At their peak in 2018, emissions from travel were 1.8 tonnes per employee. Last year COVID restrictions reduced these emissions to 0.1, but they have grown to 0.5 tonnes per employee this year. While this is still a long way below the pre-COVID levels, it's an area for attention.

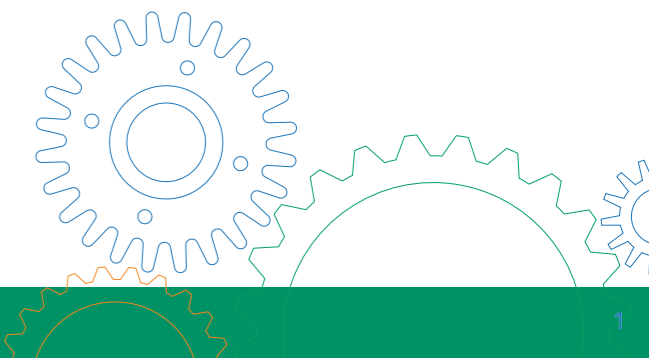
This year's sustainability spotlight focuses on greenwashing and discusses the importance of clear and reliable sustainability reporting and communications. With the growing importance of this information to clients, staff and the community, it is essential that the information organisations share is consistent, accurate, relevant and useful, and that any sustainability claims are soundly based.

During 2022 AusLSA welcomed Gilbert + Tobin and Lander and Rogers as Executive Members to AusLSA and their representatives Eloise Schnierer and Jo Renkin onto the AusLSA Board. The Executive Membership is critical in providing strategic guidance for the AusLSA program, essential governance responsibilities and additional resourcing that allows us to operate and grow.

Since our last report, we have also welcomed new and returning AusLSA members, including; Gilchrist Connell, Hickson Lawyers, Jackson McDonald, K&L Gates, Macpherson Kelley, Moray & Agnew, Mullins Lawyers and RLW. We wish all our members the best

Brendan Bateman
Co-Chair, AusLSA
Partner, Clayton Utz

Kelvin O'Connor
Co-Chair AusLSA
Consultant



PEOPLE HIGHLIGHTS

GENDER EQUALITY POLICY



GENDER EQUALITY POLICY



FLEXIBLE WORKPLACE



PAID PARENTAL LEAVE



LGBTIQ+ INCLUSION



PSYCHOLOGICAL WELLBEING



COMMUNITY HIGHLIGHTS

PRO BONO PROGRAMS



COMMUNITY GIVING PROGRAMS



NON LEGAL VOLUNTEERING PROGRAMS



INDIGENOUS RECONCILIATION POLICY



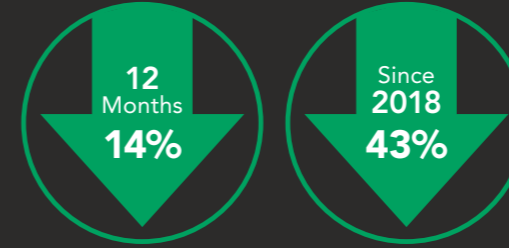
2022 HIGHLIGHTS

ENVIRONMENT HIGHLIGHTS

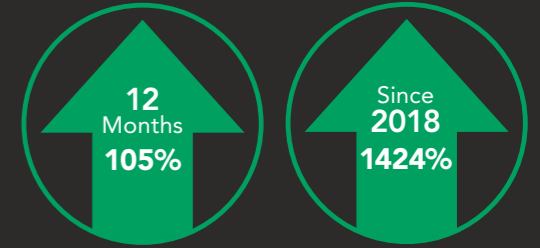
PAPER USE



ELECTRICITY USE



RENEWABLE ELECTRICITY



TRAVEL GHG EMISSIONS



Note: This summary includes data that has been significantly impacted by operational changes and decisions caused by the COVID pandemic.

GOVERNANCE HIGHLIGHTS

ADDITIONAL SUSTAINABILITY REPORTING PUBLISHED



PROMOTION OF AUSLSA REPORT PARTICIPATION



SUSTAINABLE PROCUREMENT



MODERN SLAVERY REPORTING





ABOUT THE AUSTRALIAN LEGAL SECTOR ALLIANCE

Working together to improve sustainable practice

The Australian Legal Sector Alliance (AusLSA) is an expanding [association of Australian law firms](#), strategic partners and key stakeholders who have chosen to work collaboratively to promote and increase sustainable practices across the legal sector in Australia. AusLSA is an independent not-for-profit enterprise which was developed and is funded solely by its law firm members.

AusLSA provides a framework where its members, key partners and key stakeholders can contribute their knowledge and experience to further the group's shared sustainability values and objectives. AusLSA also provides tools and resources to assist members to plan and implement their sustainability initiatives.

As a part of a global movement, AusLSA cooperates and shares information with the [Legal Sustainability Alliance of England & Wales](#) and the [Law Firm Sustainability Network](#), based in the USA.

AusLSA's Vision and Mission

Vision - Our vision is that the Australian legal sector is widely known as an international leader in social and environmental sustainability and for creating societal value.

Mission - To work collaboratively to inspire and facilitate greater sustainable practice across the legal sector addressing areas including people/workplace, community, environment, and governance.

The AusLSA Principles

All AusLSA Members have committed to the AusLSA Principles:

1. Developing a shared understanding of the value that sustainability provides across our businesses
2. Working collaboratively to build the capacity of our peers, suppliers and other stakeholders to improve their sustainability
3. Engaging in the public debate to develop, apply and promote best practice across the sector
4. Measuring, managing and improving the sustainability of our businesses
5. Reporting on our progress and being accountable.

Further information about AusLSA is available on our website: www.legalsectoralliance.com.au

AusLSA's Executive members 2022

This year AusLSA welcomed new Executive Members, Gilbert + Tobin and Lander & Rogers as new Executive Members. AusLSA is indebted to the commitment and support of its six Executive Members and Ernst & Young.

Since its establishment in 2010 AusLSA's Executive Members have been instrumental in providing leadership, strategic, logistical and financial support:



AusLSA is assisted by Ernst & Young who provide executive administrative and office support. In addition, AusLSA greatly benefits from the specialist expertise Ernst & Young provides through its board appointment. Ernst & Young is the largest and most experienced sustainability consultancy in Australia operating in business advisory and assurance.

sustainability was increasing among all their stakeholders including the executive team, employees, and clients Our members valued the tools and resources provided by AusLSA and were committed to the annual collection and public reporting of their sustainability data.

Focus and Direction

This year we have seen our member's commitment to sustainability and social impact continue to grow against a backdrop of some of the most disruptive and challenging times faced by Australian business as a result of the COVID pandemic.

We learned that law firms had strengthened their internal capacity and connections with program providers across many of the sustainability issues included in the AusLSA sustainability framework. In many of these areas' firms were confident that their programs were well-informed, resourced, and managed and that planned progress was being achieved.

As we emerge there will be the opportunity and expectation to refine and improve the AusLSA sustainability framework and to broaden the support available to ensure that AusLSA continues to evolve and enhance its member services so that Australian law firms can remain as a global example of leading practice for corporate purpose and responsibility.

Our members told us that actions to address climate change and their broader environmental management were growing focus areas. Members were making plans to increase commitments and undertake additional actions. They would need additional support and collaboration to achieve progress on their climate and environmental objectives.

Our members, sustainability thought leaders and legal service customers guide AusLSA on the importance of a more complete sustainability view and approach and AusLSA is continuing to build new capacity to help members keep pace with these developments and increased market expectations.

AusLSA's Sustainable Reporting and Analysis tool.

We have commenced the expansion of AusLSA's member reporting and benchmarking tool to record and benchmark more information about climate action and to provide benchmarking to better assist with internal planning and reporting. We are currently speaking with our members and tool developers to gather a greater range and depth of information to support their transition from carbon-based energy and supply chains.

Priorities for 2023

In 2021 the AusLSA board completed a review and rest of its 5-year strategic plan.

Climate Change Action

AusLSA will ensure members have access to new resources and tools that support them to increase their commitments and accelerate their climate action. AusLSA will provide up-to-date information to allow firms to develop and adapt their programs so that they continue to meet stakeholder expectations and emerging opportunities.

The focus of our previous plan, developed in 2016, was to complete an evolution of AusLSA's program from a simpler environmental focus to a broader more consistent sustainability framework The new framework aligned closely with the Corporate Social Responsibility or Environmental Social Governance approaches that most businesses are transitioning to.

AusLSA EMS

The AusLSA Environmental Management System online tool will continue to be provided to AusLSA members as part of their annual membership. Packages of additional support will be made available to firms for implementation support including 3-4 days of facilitation. The benefits of the AusLSA EMS program will be promoted to both AusLSA members and their clients.

In preparation for AusLSA's current strategic plan, we spoke to the AusLSA members and thought leaders about the sustainability challenges at a law firm level and at a national and global level. We learned that interest and expectations in

Using a common language and shared purpose the SDGs define a common framework of action and language that will help companies communicate more consistently and effectively with stakeholders about their impact and performance.

- 01 Understanding the SDGs As a first step, companies are assisted in familiarizing themselves with the SDGs.
- 02 Defining priorities To seize the most important business opportunities presented by the SDGs and reduce risks, companies are encouraged to define their priorities based on an assessment of their positive and negative, current and potential impact on the SDGs across their value chains.
- 03 Setting goals Goal setting is critical to business success and helps foster shared priorities and better performance across the organization. By aligning company goals with the SDGs, the leadership can demonstrate its commitment to sustainable development.
- 04 Integrating sustainability into the core business and governance and embedding sustainable development targets across all functions within the company, is key to achieving set goals. To pursue shared objectives or address systemic challenges, companies increasingly engage in partnerships across the value chain, within their sector or with governments and civil society organizations.
- 05 Reporting and communicating The SDGs enable companies to report information on sustainable development performance using common indicators and shared set of priorities. The SDG Compass encourages companies to build the SDGs into their communication and reporting with stakeholders.



ABOUT AUSLSA'S SUSTAINABILITY REPORTING

AusLSA sustainability reporting is centred on a consistent suite of reporting criteria and metrics created by AusLSA in collaboration with its partners and members.

AusLSA members have reported their environmental sustainability performance this way for the last 12 years; however, in the previous six reports, AusLSA's Sustainability Framework has progressively expanded to include a broader set of material social and environmental issues.

The materiality of different sustainability issues will continue to be reviewed and upgrades made each year as necessary. For example, last year's annual report included increased information on modern slavery management, while this year's reporting members have begun to provide expanded information about how they approach climate action.

The key purposes of the annual AusLSA reporting process are

- To guide members' awareness of the range of sustainability issues and measures they should consider
- To provide a framework for AusLSA members to track the sustainability status of their operations and the effectiveness of their sustainability initiatives
- To increase the understanding and transparency of the social and environmental impacts of the Australian legal sector

AusLSA's sustainability reporting is unique. It is the only industry sustainability reporting system in Australia that uses a tailored reporting scope, boundary and methodologies. This consistent approach has many advantages over independent sustainability reporting where different organisations will use differing standards, methodologies and assumptions, making comparability and quality assurance difficult.

AusLSA reporting provides members with quality and comparable management and planning information based on consistent approaches, tools and long-term time series data. It also provides their staff, customers and other interested stakeholders with detailed information on both individual and industry progress.

Why do AusLSA members report?

Environmental and health crises such as floods, bushfires, famines, and most recently, COVID are triggering increased awareness of, and interest in, the features and roles of governments and businesses. Law firms have been leaders in developing and communicating their broader value to the communities where they operate and as members of society.

AusLSA members are part of a growing business community who recognise that the social impact they generate and the values they demonstrate increases their business strength and competitiveness. They also recognise that both their employees and customers are increasingly interested in the purpose they pursue and the values they demonstrate.

AusLSA members know that reporting is a key part of demonstrating their commitment to sustainability and corporate responsibility. They understand that this reporting should align with and continually evolve to meet the best practice international models and the approaches expected by their clients and competitors.

The tenth [Annual Review of the State of CSR in Australia and New Zealand](#) of 1,107 professionals from across corporate and government sectors found that assessing and reporting impact and performance was the highest sustainability priority. The survey also showed that eighty-nine per cent understood that sustainability reporting helped the reputation of their business and eighty-four per cent said that it reduced risk.

All AusLSA members are different and will choose to prioritise their efforts based on their individual values, opportunities and preferences. However, the discipline of standardised and regular public reporting allows firms to not only monitor their progress against their own expectations but also to compare themselves against the standards and leadership within their peer group. This information can be used to focus the allocation of effort and management to improve in chosen areas.

By reporting together, AusLSA shows industry stakeholders that its members are committed in collaborating, to not only improve their individual sustainability outcomes but also make a contribution to the sustainability of the legal sector as a whole.

What Does AusLSA report?

The reporting framework developed by AusLSA is consistent with management and reporting elements commonly applied in Australian and international organisations. This consistency develops a greater recognition of the issues and metrics used by member firms and the audiences for this information.

AusLSA's framework is based around the four pillars of sustainability, being people/workplace, community, environment and governance.

PEOPLE	COMMUNITY	ENVIRONMENT	GOVERNANCE
Gender Equality	Pro Bono	Environmental and climate action	Sustainability Reporting
Flexible Working	Non Legal Volunteering	Renewable Electricity and Carbon Offsets Purchased	Sustainable Supply Chain Management (including Modern Slavery Reporting)
Diversity	Charitable Giving	Greenhouse gas emissions from Electricity and Gas	Risk Management and Business Continuity
LGBTIQ+ Inclusion	Indigenous Reconciliation	Greenhouse gas emissions from Travel	Ethics and Conduct
Physical Wellbeing		Paper Use and Selection	
Psychological Wellbeing		Waste and Recycling	
Professional Development			

This framework has been developed with reference to existing sustainability reporting methodologies including;

- the [Global Reporting Initiative G4](#)
- the [UN Sustainable Development Goals](#)
- the [Global Compact and Guiding Principles](#)
- [Australian GHG Protocol](#) and ISO 14064
- AA1000 assurance principles

AusLSA Key reporting principles

Materiality

Materiality assessment is an early and essential step in Sustainability Reporting. The process involves the consideration of the most relevant and important sustainability impacts (both positive and negative) through the different perspectives of a range of stakeholders. AusLSA has researched and incorporated the views and preferences of key legal sector stakeholders including government, thought leaders, clients, employees and AusLSA members through this process. A key advantage in reporting on sustainability as a sector is the ability to identify and apply a common set of material issues for the legal industry, which AusLSA will continue to monitor, review and update.

Completeness

AusLSA members are increasing their capacity to provide more comprehensive and accurate information about their material social, environmental and governance issues and are increasingly reporting their progress. AusLSA consolidates reporting to help its members generate a sustainability profile that is complete in terms of scope, boundaries and time and which aligns with the developing expectations of both clients and their own corporate governance.

Responsiveness

Member's Sustainability Profiles highlight the most material issues for the sector as a whole. Each firm's individual report provides categorised information about how they are addressing the sustainability issues in each of the material issues included in the report.



How we report

Each year all AusLSA members are invited to report based on the [AusLSA standard reporting framework](#). Reporting is generally open from July until mid-September. However, this year the AusLSA has allowed a greater level of flexibility to cater for a high number of new members and in recognition of the continuing disruption caused by COVID and the impacts of widespread office shutdown and re-openings.

Member information is collected by AusLSA's own [Sustainability Reporting and Analysis Tool \(SRAT\)](#). The SRAT has been specifically designed to capture, analyse and report information about the material sustainability impacts in the Australian legal sector. The tool precisely reflects the sustainability principles and methodology that AusLSA has adopted in the development of its sustainability framework.

The SRAT also assists in data collection by focusing on the data that is readily available through typical operating processes. For example, users have the option to enter data such as taxi expenditure or reams of paper purchased rather than requiring detailed activity data such as taxi trips or printing data.

Importantly, in addition to collating data, the SRAT provides database and analysis functionality which provides valuable planning and management information. The SRAT is designed to enable members to benchmark against their peers and well as compare their performance against prior years to identify their strengths and opportunities. This critical information can then support planning and management of their sustainability commitments.

AusLSA's SRAT software is developed and maintained by INFORMED 365, an independent Australian company who continues to assist AusLSA to grow the tool's features to better plan and manage law firms' sustainability programs. The SRAT utilises the latest emissions factors and models from a variety of sources, most notably the [National Greenhouse Accounts \(NGA\)](#) and the UK [Department of Environment Food and Rural Affairs](#).

Acknowledgements

The development of AusLSA's reporting framework and reporting method has been developed and refined over many years. In the last six years, the report has progressively expanded to cover a broader range of sustainability issues that are material to Australian law firms.

Law firms are fortunate to have access to a range of excellent programs and peak organisations that assist them in many of the areas covered in the AusLSA Framework. Over the years AusLSA has been greatly assisted by guidance and advice from these organisations that have become a critical part of our framework and reporting approach.

AusLSA would like to thank the following organisations for their assistance in developing AusLSA's Sustainability Framework and reporting the 2022 report:

1. The [Australian Pro Bono Centre](#) - legal pro bono programs
2. The [Workplace Gender Equality Agency](#) - gender equality and flexible working
3. [Workplace Giving Australia](#) - charitable giving and non-legal volunteering
4. [Pride in Diversity](#) - LGBTI inclusion
5. [Reconciliation Australia](#), Indigenous Reconciliation
6. The [Minds Count Foundation](#) - Psychological wellbeing
7. [Ernst & Young](#)

The SRAT utilises the latest emissions factors and models from a variety of sources, most notably the National Greenhouse Accounts (NGA)

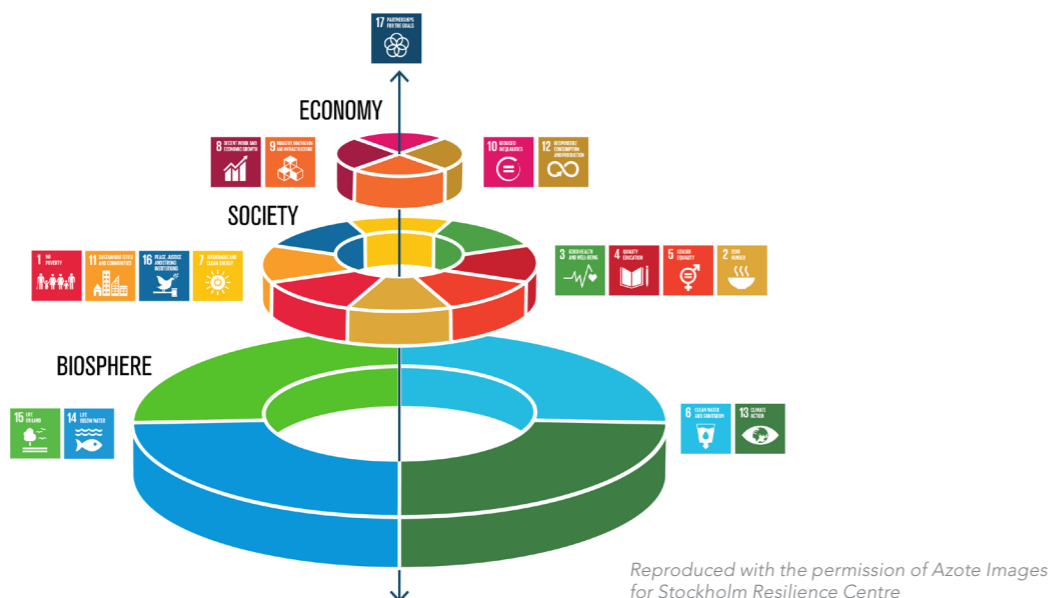
GLOBAL SUSTAINABLE DEVELOPMENT GOALS

What Are They?

The Sustainable Development Goals are an agreed set of critical global focus areas with common definitions and targets that include a comprehensive range of inter-connected sustainability issues.

The goals were developed by the United Nations in 2015 and include 17 goals and 169 related targets.

The goals and their associated targets promote the interdependence of sustainable development's three dimensions of; environmental, social and economic and integrate them into a universal framework for global cooperation and action.



Why Are They Important?

Cooperation, coordination and partnerships are three of the key determinants of how far and how fast we can move towards sustainability. The Sustainable Development Goals provide an important universal focus to address our global challenges. The United Nations, governments, corporations and non-government organisations can work more cooperatively by using goals and associated targets to identify opportunities, classify their investments and evaluate their progress in these key areas.

It is also important that AusLSA and its members can see their sustainability commitments through the lens of the sustainable development goals. By aligning our own sustainability framework with the Sustainable Development Goals we can better understand these global priorities and opportunities, and our roles and obligations to address these issues as a profession and an industry.

How Are They Relevant To Members?

More and more organisations are learning that exhibiting an organisational purpose that improves the world we live in also inspires their staff and clients, which in turn drives profits and creates sustainable value. The international community increasingly recognises contributing to the UN Sustainable Development Goals as 'creating shared common value' for all stakeholders. Using a common language and shared purpose, the SDGs define a common framework of action and language that will help companies communicate more consistently and effectively with stakeholders about their impact and performance.

How Are The Goals Covered In AusLSA's Sustainability Framework?

There are very few corporations or industries that would address all of the 17 Sustainable Development Goals as significant impacts or opportunities. In reality, the nature of our industries, business purpose and professional focus means that different organisations will have stronger opportunities to contribute to different Sustainable Development Goals.

Law firms by the nature of their business are exposed to certain common impacts and opportunities that arise by the nature of their profession and industry. These impacts and opportunities are generally shared by most (if not all) law firms and correlate with a number of the Sustainable Development Goals. There is also a second set of impacts and opportunities that will be more specific to the individual business and strategic priorities of different law firms. This may include their market focus but also the focus of community programs including pro bono and charitable giving etc.

The alignment of AusLSA measures with the Sustainable Development Goals.

Sustainable Development Goal	AusLSA Reporting	Sustainable Development Goal	AusLSA Reporting	Sustainable Development Goal	AusLSA Reporting
3 GOOD HEALTH AND WELL-BEING	Physical Wellbeing Psychological Wellbeing	7 AFFORDABLE AND CLEAN ENERGY	Climate Action Carbon Offsets Renewable energy	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Energy use Travel Offsets and Renewables Paper use
4 QUALITY EDUCATION	Professional Development Non-legal Volunteering	10 REDUCED INEQUALITIES	Diversity LGBTIQ+ Inclusion Gender Equality Indigenous Reconciliation	13 CLIMATE ACTION	Climate Action Plans and Targets Sustainable Supply Chain Energy use Travel Carbon Offsets and Renewables
5 GENDER EQUALITY	Gender Equality	11 SUSTAINABLE CITIES AND COMMUNITIES	Energy efficiency building initiatives	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Legal Pro bono Ethics and Conduct Sustainability reporting
		17 PARTNERSHIPS FOR THE GOALS	AusLSA membership and participation		

It is important that AusLSA and its members can visualise and articulate their sustainability commitments through the lens of the Sustainable Development Goals.

Sustainable Development Goal aware firms will also be able to demonstrate to their clients and other stakeholders how their commitments contribute to a recognised set of global priorities.

Other Sustainable Development Goals

In addition to those Sustainable Development Goals covered directly by AusLSA reporting, AusLSA also measures additional actions and activities undertaken by members that influence the remaining goals which are also measured in AusLSA's reporting. These activities include:

- Legal Pro Bono Programs
- Charitable Giving
- Non-Legal Volunteering
- Sustainable Procurement



AusLSA members also make strategic decisions about the type of business partnerships and markets they wish to develop and prioritise as a part of their purpose. This purpose can also demonstrate the firm's values and achieve its purpose. Through their working relationships with their clients, law firms help to facilitate and deliver many projects and assist organisations that help deliver on the Sustainable Development Goals and targets.

GREENWASHING

OVER THE LAST TEN YEARS, AUSTRALIAN LAW FIRMS HAVE DRAMATICALLY INCREASED THE AMOUNT OF SUSTAINABILITY INFORMATION THEY PROVIDE TO THEIR STAKEHOLDERS. THIS HAS RESULTED FROM A GROWING INTEREST IN SUSTAINABILITY INFORMATION BY CLIENTS, STAFF AND LEADERSHIP WHOSE OWN SUSTAINABILITY COMMITMENTS ARE INCREASING AND BECOMING MORE CLEARLY DEFINED.



With increased disclosures comes increased responsibility to provide relevant, accurate and useful information about both a firm's position and direction. It is more critical than ever to avoid greenwashing, or information that is misleading, inaccurate, or filtered, which leaves businesses open to misinterpretation and accusations of greenwashing.

While greenwashing can be a deliberate act, it is more likely to be inadvertent miscommunication caused by a lack of understanding. When developing and planning sustainability programs and communication, firms must consider the risk of greenwashing.

THE GROWING DEMAND FOR INFORMATION

Clients

Clients began asking for sustainability information around ten years ago. During this time, the range and depth of information sought have expanded, in line with ever-increasing market improvements in disclosure guidance designed to enable greater transparency of information.

This trend for greater demands on data is set to continue. Clients are no longer just interested in the information providing a high-level sense of values. They are beginning to expand accounting into their value chains. They want accurate information in order to make decisions and report on impacts in areas where they have set their own commitments.

Climate change is a prime example. With 2000+ organisations having set net-zero targets through the Science Based Targets Initiative, inclusive of accounting into their value chains, we are witnessing a rapid shift in demand for improved carbon accounting and disclosures.

Alongside increasing client demands for data, other stakeholder expectations are also

rising. Staff now have far greater flexibility and choice in making employment decisions and greater awareness and understanding of key issues and associated data.

Staff

Law firm staff are in an excellent position to spot contradictions in firm values, commitments, and performance. Their internal perspective and high stake in their firm make them sensitive to inconsistencies between what a firm may say publicly and what they experience.

This friction can manifest in staff disengagement, resignations, the internal and external rumour mill or exposure to clients or even the media.

Activists

While rarely considered stakeholders, activists are beginning to embarrass organisations that misrepresent their sustainability credentials. While law firms appear to be a low-priority target for those firms with exposure to controversial clients, such as those in the fossil fuel sector and extractive industries, or exposure with trade to countries with poor human rights, risk of guilt by association is still possible. Activists have the power to release sensitive information and make assertions in forums like social media that are difficult for established organisations to anticipate or combat.

Regulators

Regulators like ASIC have identified greenwashing as a future risk as more consumers include sustainability impact as a core feature of a product or service. The current guidance focuses on consumer products but indicates how consumer or contract law could be applied to misrepresentation in more areas.

WHAT CAN GO WRONG & HOW TO AVOID COMMON MISTAKES

Not understanding materiality.

Choosing to report on sustainability issues that suit the firm's image but ignoring topics that are important to your stakeholders will not distract them from looking for information about higher-priority sustainability issues. It's important to understand which issues are material to your stakeholders and communicate them in a transparent, balanced and accessible way. In the simplest terms, a firm needs to clearly understand its stakeholder groups and what they care about.

Overselling performance

Sustainability communication differs from a sales-based approach. Overconfidence, the use of jargon and vague representation of the sustainability commitments will fail to meet scrutiny. Overselling can also be obvious and attract attention. The simplest way to avoid overselling is by setting clear objectives and targets on material issues. Developing short- and long-term targets that quantify planned progress enables clear reporting on the effectiveness of strategies and actions in achieving planned change.

Reporting against industry benchmarks is also one of the best ways to avoid overselling performance. This provides stakeholders with a clear view of performance against peers – so long as the information is comparable.

Using partial or misleading information

Lies, more lies and statistics. It is possible to cherry-pick and filter available data to provide many different perspectives of a single reality, which is true of sustainability metrics. In the interest of telling the most upbeat story, organisations should not choose to ignore data that is trending in the wrong direction. They also need to be careful not to highlight only the most positive information or to choose subjective information that relies too much upon interpretation. Like above, structuring reporting against a set of material issues, with clear objectives and targets, will help avoid the tendency to cherry-pick.

It's not just data that can be misleading. Firms can use misleading images or low-value certifications to indicate high performance. They can unfairly borrow credentials through association such as through sponsorships or partnerships with charities or social enterprises with strong reputations.

Using inaccurate information

Few firms would deliberately use incorrect information in providing internal or external reporting. However, it is possible, without due care to make mistakes or to present inaccurate or inconsistent information. The systems, checks and delegations used to collect and report a firm's sustainability information should be similar in structure and rigour to financial or staff performance information.

Collecting data is a deliberate act and is often difficult to do retrospectively. It is best not to make claims about sustainability performance if your organisation doesn't have the ability or systems to capture the evidence to support them.

Free riding on international commitments

Some international firms have sustainability commitments that may be actively resourced and implemented in their lead country but do not have equal mechanisms or resourcing to deploy these programs as effectively in the local jurisdictions. If communicating global programs values and commitments, Australian law firm offices should be able to separate their own commitments and performance as it relates to their own offices

Imbalanced future plans

Reporting is not always retrospective. Stakeholders want to know how an organisation is planning to respond to results. These disclosures include reporting on firms' policies, structures to ensure accountability and performance, targets and actions planned, and the resourcing allocated. The level of action planning and accountability should reflect performance, progress and ambitions. The reporting process can often highlight imbalances and the temptation may be to oversell where weaknesses in strategy are identified.

AT THE END OF THE DAY, ACCEPTANCE AND COMMITMENT ARE ESSENTIAL.

There is an uncomfortable leap here for many firms as they commence a journey to improve their sustainability. It's an acceptance that they aren't perfect.

This acceptance is itself an internal journey the firm needs to take. Most firms would be comfortable with the view that they are strong, successful organisations with a quality model that balances fairness and sustainability with success. Often this model may have been in place for generations and based on the value proposition of its founders.

The most progressive firms are those who, while recognising their strengths, are willing to compare themselves against benchmarks and the national and global challenges for sustainability and acknowledge and plan for their areas for improvement.

It's uncomfortable for a firm to accept that its current approach is unsustainable and contributes to adverse outcomes in the business, community or environment. It's also challenging to expand a firm's responsibility beyond its core financial profitability to mirror community values and provide leadership for a better Australia.

Greenwashing probably reflects the danger of getting trapped halfway between doing and saying nothing and making a real commitment to organisational change.



A law firm's workforce is its most critical resource and its greatest responsibility.

A firm's responsibility to its workforce should be based on a clear understanding and commitment to their ethical and human values. The proven rewards from this approach are a more engaged, aligned and productive workforce that provides the most valuable advocacy of the firm's brand.

The COVID pandemic has been the most significant disruption to the legal industry in generations. Changes to working arrangements, combined with the additional personal pressures on staff, has placed chronic stress on many people.

The disruption has also impacted firms' ability to deliver the existing programs that have been developed over the last few years to help support their staff and effectively monitor their wellbeing. There is general agreement that flexible working will play a much larger part in the weekly and annual working behaviours of many employees moving forward. While many long-held concerns were tested and found to be untrue or solvable, firms will need to continue to focus on improving the monitoring and delivery of wellbeing programs for some time.

Respecting the important role of work to the individual is a critical foundation of this responsibility. Work provides the financial means for people to live and pursue their personal and family goals as well as contributing to careers, security and purpose. But these rewards also require hard work, commitment and sometimes some sacrifice, which can affect wellbeing.

The condition of someone's relationship with their workplace affects their performance as well as their wellbeing. High functioning people and teams are led, developed and nurtured using progressive policies, structures, processes and organisational cultures. Firms that understand these growing expectations are increasingly well positioned to attract and retain the best people and support them to do their best work.

There are important interrelationships between the different elements that are measured in this report. For example, flexible working makes an important contribution to both gender equality as well as physical and psychological wellbeing. Diversity and inclusion also has a significant impact on psychological wellbeing.

Employees are also key stakeholders in a firm's sustainability program and they are becoming increasingly interested in how a firm's purpose and values demonstrate how it treats its people alongside how it supports the community and the planet in the delivery of its business aims. The willingness of employees to participate in a firm's sustainability program can also indicate a higher level of engagement and can build their belonging and loyalty to the firm.

GENDER EQUALITY

National Context

The 2022 global Index from the [World Economic Forum](#) ranks nations based on the gender equality of their economies, education, health and power. In the last 15 years, Australia has slipped 28 places to be ranked 43rd of the 1146 countries surveyed. This result is one place better than 2020 but a drop of four places in the last three years. Contrasting this performance with other indicators of social and economic progress indicates that women are not sharing equally in our prosperity and still do not enjoy the same resources, opportunities, rewards or security, as men.

Addressing gender equality requires approaches to deal with longer-term systemic issues but also the agility to respond to short-term issues. COVID has changed work practices and conditions for large sections of the workforce. These changes create the risk of further magnifying historical inequalities but also the opportunities to address them.

COVID-related job losses and reduced work hours have been highest in many female-dominated sectors, including accommodation, community and personal services, administrative and support services, childcare and hospitality. In law firms, the response to the COVID pandemic saw many law firms prepare for an uncertain future by reducing their workforce in administrative and management roles and their contracting staff.

Most AusLSA members did not experience a reduction in revenue due to the COVID pandemic, and many became significantly busier. Increased work demand and difficulties in recruiting new employees are more significant pressures for women who carry a disproportionate share of unpaid care-related work and the accompanying stresses. The impact was amplified as they were forced to combine the challenges of working from home and supervising children while childcare and schooling were unavailable due to the implementation of numerous lockdowns.

Conversely, greater work flexibility provided many male lawyers with the opportunities to contribute more equitably to family care and domestic tasks.

Legal Context

Understanding the gender mix and pay gaps in law firms is essential and needs to be interpreted in the context of longer-term trends. The sixth [National Profile of Solicitors Report](#), released in 2021, shows an increase in the number of young female lawyers is continuing, but so is the proportion of older male lawyers. Female lawyers make up two-thirds of those who have entered the profession since 2011, increasing the total balance of female lawyers from 46 per cent to 53 per cent during this time. This has created a bubble of younger female lawyers, with 41 per cent aged below 34 years compared to just 28 per cent of men. During the same period, the number of solicitors working past 65 years of age has increased by 59 per cent to seven per cent of the profession. Thirteen per cent of lawyers are men aged over 65 years compared with just two per cent being female lawyers over sixty-five. This suggests that women are leaving law firms earlier in life.

An Australian Financial Review partnership survey released in June 2022 found that 48 per cent of the 295 new partners appointed at the nation's larger law firms were women.

Benefits of Gender Equality

Improving gender equality boosts the productivity and performance of organisations and the economy by helping to build stronger societies, economies, businesses and individuals. [Research released in June 2020 by the Bankwest Curtin Economics Centre \(BCEC\) and the Workplace Gender Equality Agency \(WGEA\)](#) found that an increase in the share of female 'top-tier' managers by ten percentage points or more led to a 6.6 per cent increase in the market value of Australian ASX-listed companies, worth the equivalent of AUD\$104.7 million. The Workplace Gender Equality Agency has documented a range of organisational [benefits of gender equality](#) and the [Grattan Institute](#) has calculated that removing barriers for women to enter the workforce could boost the Australian economy by around \$25 billion per year.

Legal Sector Responses

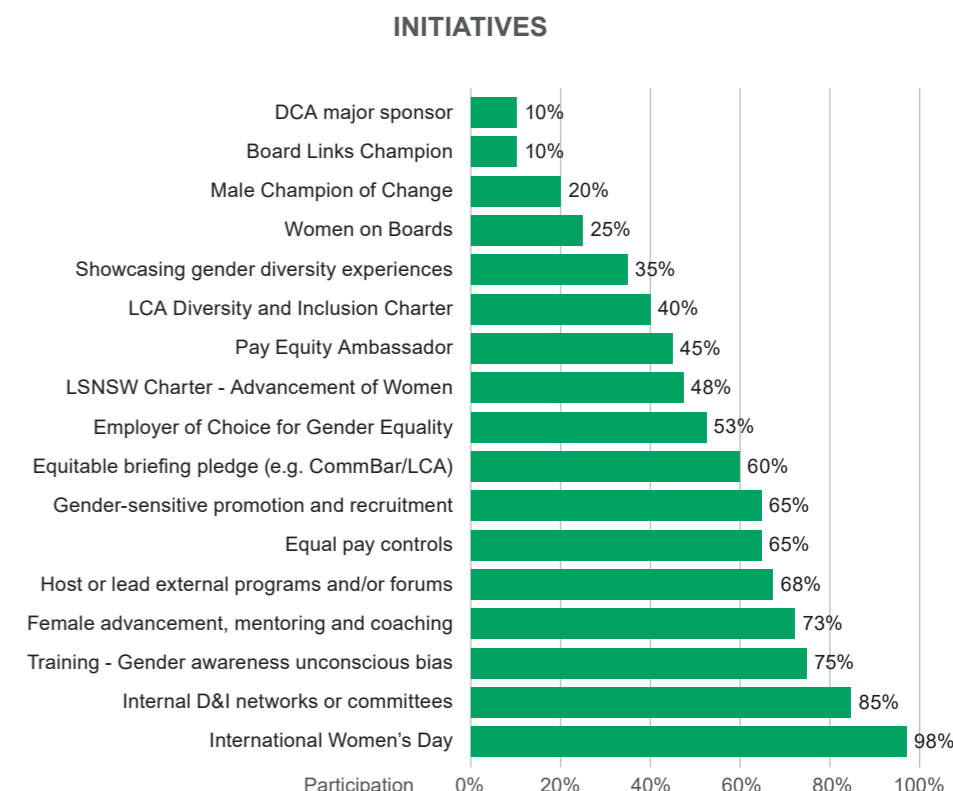
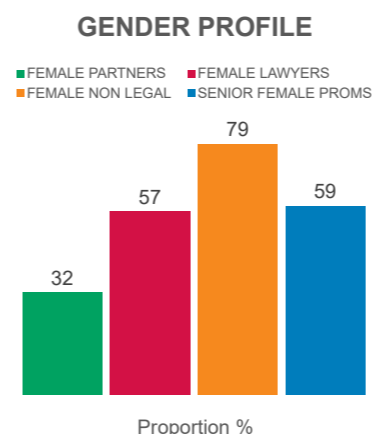
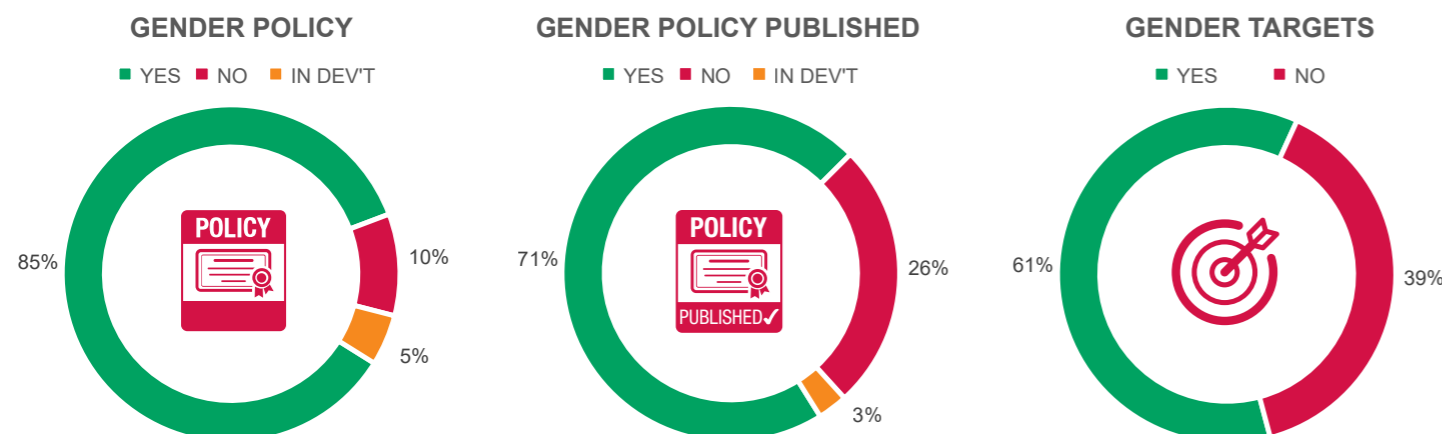
State and national legal societies and other bodies are showing significant leadership in gender equality, and in 2022, six out of seven serving law society presidents are women.

In September 2021 the NSW Law Society was joined by the Law Institute of Victoria and the Law Society of Western Australia to the [Charter for the Advancement of Women in the Legal Profession](#), and provided guidelines to provide examples of practice to fulfil the charter's commitments.

State law societies and law firms support the Law Council of Australia's commitments, targets and programs, including the [Diversity and Equality Charter](#) and [Equitable Briefing Policy](#). The Policy includes interim and long-term targets with the objective of briefing women in at least thirty per cent of all matters and paying them 30 per cent of the value of all brief fees by 2020. The Law Council's 2018-19 survey of performance against this policy was 27 per cent and 20 per cent, respectively.

This year the NSW Law Society also launched a [Sexual Harassment in the Law portal](#) that provides information and training to solicitors along with resources to seek assistance and avenues to report complaints.

Corporate Australia, however, is changing. Between 2016 and 2020, the number of women on the Boards of ASX200-listed companies grew from 7.4 per cent to 30 per cent, with only nine companies in this group continuing to have all-male boards. As of November 2021, the percentage of women on ASX 200 boards is 34.2 per cent, women comprised 41.8 per cent of new appointments and there are now no boards in the ASX 200 without female members.



GENDER EQUALITY

Comparison of Gender Equality Performance

The Workplace Gender Equality Authority collects and provides annual data on various gender equality issues. The latest data shows that the Australian legal sector performs strongly against similar industry sectors in gender-related commitment and performance.

	AusLSA Members	Total Legal Services	All Professional Services	Accounting Services	Aust Industry
Policy	90%	87%	82%	75%	79%
Targets	61%	56%	51%	39%	32%
Female Management Promotions	59%	58%	48%	48%	45%
Composition Key Management/General Manager	32%	38%	28%	25%	32%
Composition Lawyers and Professionals	57%	62%	50%	52%	53%
Gender Pay Gap (professionals)	Not measured	21%	25%	21%	16%

Source: [WGEA Data Explorer](#)

2022 AusLSA Member Performance

Over previous years AusLSA members have made commitments and set standards to improve the balance of opportunity for both men and women. Our 2022 results indicate that these commitments have become normal across the sector.

Ninety per cent of respondents have a gender equity policy, including two firms with policies currently under development. This is down from 95 per cent last year. However, the remaining firms are implementing diversity and inclusion policies that address many issues in common with gender equality. This year 71 per cent of firms have decided to publish their gender equality policies (up from 61 per cent in the four years since 2018), signifying an increased acknowledgment of the importance of talking about these issues with staff and clients.

For the last four years, all reporting firms have continued to allocate the critical oversight responsibility for implementing this policy to either a partner, manager or committee. There is strong evidence that leaders and leadership teams are taking greater public accountability for their firm's performance on pay equity, with 50 per cent having Managing Partners who were [WGEA Pay Equity Ambassadors](#). However, this year, there has been a reduction in the number of AusLSA firms that hold the [WGEA Employer of Choice for Gender Equality](#) citation, decreasing from 59 per cent last year to 53 per cent and down from a peak of 69 per cent in 2019.

The improvement of gender ratios of law firm partners has shown gradual, steady progress, growing by approximately 1 per cent per year. In 2016 when we began to measure the gender representation of female partners, the balance sat at 26 per cent. By 2021 it had grown to 31 per cent; this year, the level has increased again to 32 per cent. This is in comparison to a stable overall proportion of female lawyers. While progress must be made, these results are consistent with or better than similar professions, as reported by [WGEA](#). For example, organisations in Accounting Services also have an equal representation of women across their employee base, but only 23 per cent are in key management personnel positions.

The current gender balance in senior positions can be partially explained by recruiting a high proportion of female lawyers and the building of required experience and seniority for promotion. The rate of change is also partly driven by the rate of promotions and growth in firms which is the liquidity necessary to effect the change in policies. This year we commenced gathering data on the proportion of women among senior promotions at member firms. In 2022 women accounted for 59 per cent of senior promotions. The current level of promotions shows a good correlation with the proportion of females across the membership.

There is little doubt, however, that historical imbalances of opportunity are also a significant factor in some firms. Continued commitments to gender equality policies and practices will continue to underpin an improvement in these numbers over time.

Challenges and Opportunities

There are fundamental issues that transcend the COVID recovery pressures and require ongoing attention. Female representation has now grown to 57 per cent of the legal staff for AusLSA Members, yet they still only occupy 32 per cent of partner positions. The role of understanding the reasons why this imbalance has occurred belongs to all members of the firm (both male and female) and must not be left solely to managing partners or boards.

It will take some time for each firm to understand the actual impacts on gender equality outcomes.

- Firstly, during times of business stress, the supporting or operational roles are commonly the first to be affected by redundancies, restructures, retrenchments, and reductions in hours. In AusLSA, law firms' operational and non-professional staff are 79 per cent female.
- Secondly, the rates of promotions are likely to be impacted by commercial uncertainty. If the rates of promotions slow, so will the pace for adjustment of gender balance in senior positions.
- Thirdly, COVID created an increased reliance on unpaid family and community caring roles following the closure of childcare, schools, and personal care services. [The Workplace Gender Equality Agency](#) found that, on average, women spend sixty-four per cent of their 'working hours with no remuneration compared to men (thirty-six per cent). The additional demands of professional and home duties created by COVID may disproportionately impact women's wellbeing, professional performance, and opportunity for progression.

Law firms need to have approaches to deal with equality on three related fronts,

1. Managing the adverse impacts on women and their careers brought about through remote working, and balancing carer and other work life pressures
2. Addressing the emerging disparity of opportunity in the post-COVID period where hybrid working may advantage those with greater ability to return to traditional ways of working and disadvantage those who still need to work flexibly
3. Supporting and improving the ongoing programs aimed at improving women's rewards, security wellbeing and prospects in each firm

Law firms could address the residual COVID pressures and impacts on women in several ways.

- Actively encouraging and supporting men in utilising parental leave and carer's leave to share both the sacrifices and rewards of carer roles.
- Considering how they can more directly support employees with the practical provision of these carer roles, including childcare support, coaching, and targeted wellbeing support.
- By working to better understand the competing needs of women in the workplace, firms can respond by providing solutions to manage these demands, including flexible working hours, additional leave or concessions on performance assessments that consider extenuating circumstances.
- Providing training that addresses unconscious gender bias and provides monitoring of critical processes to ensure identification where it may occur
- And finally, while it is uncomfortable to discuss and accept, domestic violence is a real part of our community, and the stresses and compressed living caused by COVID are a catalyst for increased occurrences of this. Unfortunately, ethnicity, religion, social class, and educational or professional background do not provide immunity from this problem. Employers have both a legal and moral responsibility to support victims of domestic and family violence.

Apart from responding to COVID, firms also need to continue with the fundamental changes required. The Law Council of Australia survey [National Attrition and Reengagement Survey](#) highlighted the need to focus on a range of priority changes to address the causes including,

- Career path transformation
- Leadership and role modelling
- Relationships and support

The [Women in Leadership: Lessons from Australian companies leading the way](#) report identifies the ten common features of leading organisations that are dismantling barriers to women's participation at senior levels.

The process recommended by the Workplace Gender Equality Agency and detailed in their [Gender Strategy Toolkit](#) identifies the following key actions:

- **Analyse** – Understand the firms gender equality status - Conduct a gender pay gap analysis and understand gender pay gaps – Assess barriers to women progressing to leadership roles
- **Design** – Identify the best interventions and set targets to address the identified inequalities
- **Implement** – Develop and deliver action plans - Measurable effectiveness against.
- **Review** – Regularly assess the effectiveness of actions against targets and review the impacts on the identified barriers
- **Modify** and update the design and implementation of the strategy to respond and consider new opportunities

FLEXIBLE WORKING

Australian Situation

The provision of flexible working options has a significant impact on enabling improved work-life balance and gender equality outcomes in the workplace.

Over the last ten years, there has been a significant increase in the number of professions and organisations that have implemented policies, systems and technology that support flexible working arrangements. This has not only benefitted employees that need greater flexibility to manage a range of personal priorities and responsibilities, but employers have also benefited from the attraction and retention of high-quality talent, reduced recruitment costs, increased capability within the organisation and consistent delivery of service to customers

Historically, flexible working was often accepted in principle; however, in reality only infrequently adopted by a minority of staff, for temporary arrangements or for ad-hoc reasons. A [Bain and Co report](#) from 2016 showed that men who worked flexibly said they didn't feel supported by senior staff and that their flexible work arrangements were viewed negatively by peers and managers. The values and the organisational culture did not truly integrate flexible working, and many firms did not have the systems in place or the trust required to make the concepts work on such a massive scale. Supporting this cultural change is especially important to men. If men are to contribute more significantly to unpaid commitments, which women currently lead, their adoption of flexible working will need to improve. <https://www.wgea.gov.au/topics/gender-equality-and-men>

One of Australia's most important strategies to protect people and manage the spread of COVID has been to close non-critical workplaces and for these people and organisations to operate from their homes. This shift allowed many businesses to continue and has reduced higher levels of unemployment and accompanying issues.

Over the last three years, most law firms have found ways to successfully support their clients and employees, maintain commercial viability and, for many, to even grow their businesses. Flexible working programs have provided organisational resilience and commercial continuity. There is little doubt that the ability of firms to transition to remote working so quickly was more seamless than it would have been as little as five years ago. During this time, investment in developing the technology and processes to support flexible working has improved dramatically and enabled many firms to quickly expand their working-from-home option as circumstances dictated.

With the recent conclusion of mandatory isolation and directions to work from home the level of workplace occupancy is on the rise. Still, there is little doubt that the COVID pandemic has caused long-term structural approaches to flexible work that will see a shift toward higher remote working for those in the legal profession. This continuing evolution of flexible working will be felt at both a personal and professional level.

Legal Sector Situation

Before COVID, we understood that flexibility had become increasingly important to law firm staff as they sought to balance competing life opportunities and priorities. We observed that increasingly Australian law firms were successfully adjusting the way they worked and their systems, which allowed people to contribute effectively and efficiently to their firm by providing more time and location flexibility.

During the rapid expansion of flexible working arrangements, many assumptions and perceived pain points have been tested and found to be overstated or manageable by organisation-wide commitment, flexibility and adaptation.

One advantage of this rapid and universal uptake is that while most lawyers and support staff work from home, their clients are similarly disrupted, and many courts have switched to remote or highly restricted hearings, electronic lodging and other document processing. This critical mass of everyone being in the same situation has led to greater tolerance, acceptance, and adjustments in working practice, but it has also driven synergies and alignment that would have not been possible without such a rapid and universal change.

Benefits of Progress

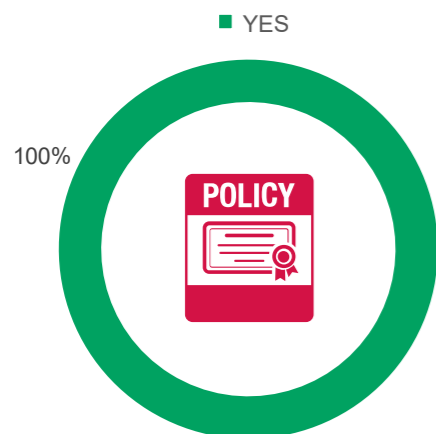
The transformation of work practices that have been in place for many generations has addressed the doubts about the productivity and effectiveness of remote working and demonstrated a wide range of organisational benefits. From the perspective of law firms, flexible working has delivered many benefits, including:

- operation continuity in times of extreme disruption attracting new talent
- reduced absenteeism
- higher retention
- higher individual performance
- improved organisational performance and productivity.

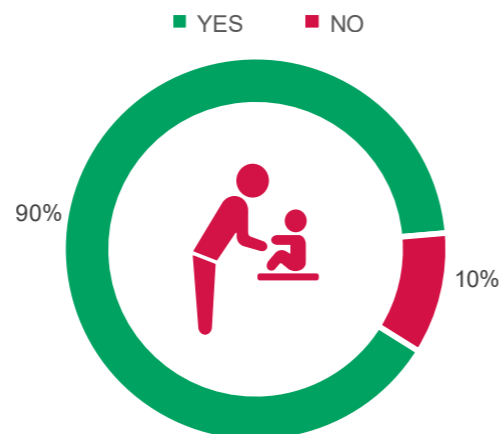
Most law firms have maintained their levels of productivity and profitability. Workers have also reported increased productivity, flexibility and improved lifestyle as flexible working has allowed many people to pivot to meet new personal priorities. This not only includes taking on the additional responsibility associated with caring for children at home following school and childcare restrictions, but other requirements also such as caring for elderly relatives or those with a disability and in many instances, has created an opportunity for workers to incorporate into their day some physical activity to help manage their health and wellbeing. The increased engagement of men in caring for children and other family members during lockdown has provided an opportunity for them to actively support and contribute to the family dynamics and provide support where they would otherwise be absent.

However, it is becoming increasingly evident that what we are seeing now is not truly flexible working. Working from home, or 'remote working,' is only one component of flexible working and there is a difference between working from home as an option and being forced to work from home, as has been the case with the lockdown. Forcing workers to work from home does not provide workers the the flexibility to choose the best workplace to suit their personal circumstances, the needs of their work or their needs for face-to-face connections. In addition, the pace and extent of the change have made it difficult for firms to manage some of the complexities felt by businesses and employees. For many workers, caring responsibilities for children and elderly relatives increased the demands on their time. The closure of schools and childcare services combined with the closure of community workspaces such as libraries, cafes, and shared workspaces, transferred the responsibility for the provision of care and supervised learning to parents whilst they also managed their work commitments - often in disrupted home environments.

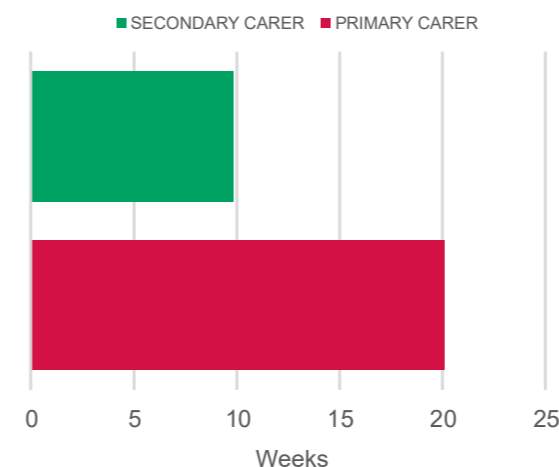
FLEXIBLE WORKING PROGRAM



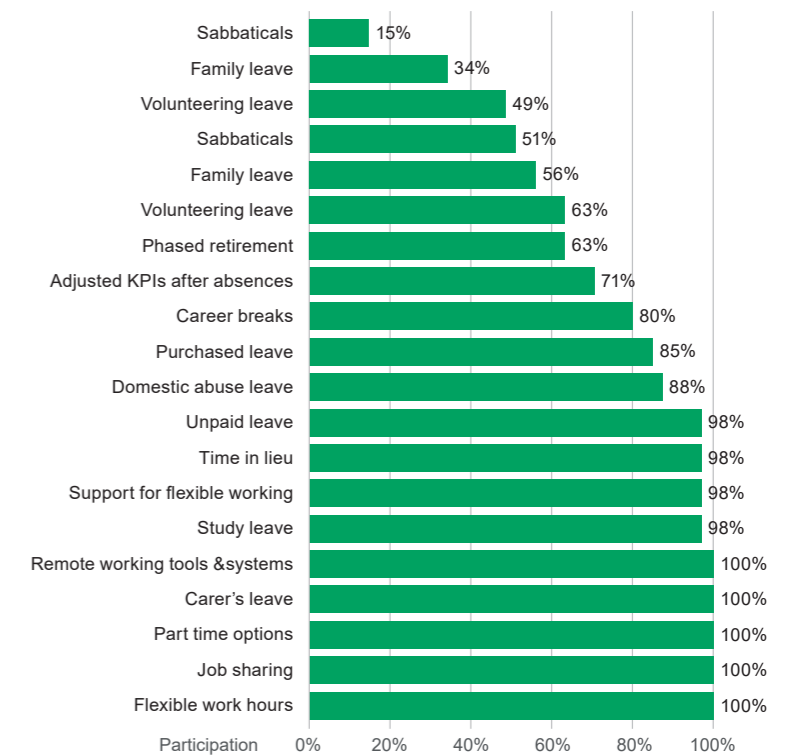
RETURN TO WORK AFTER MATERNITY LEAVE



CARER'S LEAVE PROVIDED



INITIATIVES



FLEXIBLE WORKING

Unsuitable workspaces and competition for available workspaces for those in insecure or shared housing presented other challenges and distractions. For many, the increased load on their internet as multiple people worked or learned remotely caused frustrations and impacted on performance. A significant yet often hidden cost on employees includes:

- An increase in mental health issues such as depression and anxiety
- Added pressure on family and personal relationships
- Blurring between work and home time making it difficult to switch off
- A loss of personal connections with work colleagues
- Increased occupational health issues due to poor home-office ergonomics and work practices

Legal Sector Response

AusLSA members have stepped up their monitoring and programs to address the adverse impact of home working on staff members. They are planning to make a future “return to the office” to be a safe environment that provides options to spend time in the office and work effectively with members of their team who may be continuing to work remotely.

New flexible working arrangements and support were common strategies to help staff adapt. Greater flexibility for leave arrangements, additional carers leave, new supporting technology as well relief from billing and productivity targets were some of the strategies employed to help manage the new operating environment.

Australian state-based law societies have been active in helping firms to deliver improved flexibility for their practising members.

- The Queensland Law Society has developed a Flexible Working Group
- The Law Society of New South Wales has published online resources on flexible work
- The New South Wales Bar Association has a number of resources on its website
- Victorian Women Lawyers have published Flexible Work Protocols – a best practice guide for productive and engaged legal workplaces.
- The Law Society of Western Australia has adopted the Victorian Women Lawyers Flexible Work Protocols.

Comparison of Performance

	AusLSA Members	All Legal Services	Accounting	All Professional Services	Australian Industry
Policy	100%	99%	97%	90%	57%
Paid Parental Leave	97%	93%	50%	84%	81%
Paid Parental Leave - weeks	20 (related to tenure)	13	9	10.7	10
Secondary Carers Leave	97%	91%	57%	72%	42%

Source: [WGEA Comparison tool](#)

2022 AusLSA Member Performance

AusLSA annual reports have tracked the growing commitment of its members and a capacity to support its employees through flexible working programs and agile working approaches.

This is the sixth year in a row where all report respondents have indicated that flexible working policies and programs are in place.

Flexible work was initially developed to take pressure off lawyers, provide a greater work-life balance and provide more significant opportunities for employees with broader responsibilities. The COVID experiences with remote working were improved by (among other things) the prior investment in technology, agile working systems and behaviour change. The foundation of technology and work processes were enhanced to find innovative solutions to emerging issues and needs. Another significant improvement to the positive impact of flexible working is greater freedom to mix remote working with frequent visits to the office.

Without this preparation, the effects of rolling shutdowns that closed offices and shut national and international borders would have been disastrous for both law firms and clients.

Most AusLSA members have shared common experiences from the initial implementation of remote and flexible working arrangements to juggling the other unexpected impact of overcoming home office issues and are in the process of implementing a “return to office”

that is likely to include much higher rates of flexible and remote working. While the step change to flexible working started with COVID, a need to attract, retain and motivate staff has provided more fuel for innovation and improvement of flexible work options.

Ninety-seven per cent of firms provide paid parental leave for secondary carers in addition to their paid primary carer schemes. The amount of leave offered increased from an average of 5 weeks to 10 weeks with 25 per cent of firms providing equal amounts of leave to both primary and secondary caregivers (i.e. gender neutral) with up to 26 weeks to help both parents to more easily share the responsibility of parenting.

We have seen a greater number of support programs to assist parents to better balance their family and work objectives.

The percentage of women resigning or leaving a firm following parental leave is used by AusLSA as an indicator of the effectiveness of flexible working and other support arrangements available to successfully balance their family commitments with their careers. On average, only ten per cent of female legal staff from our reporting firms resigned during, or within six months after returning from parental leave. However, this is a slight increase from eight per cent in 2021.

Challenges and Opportunities

We have been living some level of imposed flexible working for almost three years. COVID provided the opportunity but also a compelling motivation to re-evaluate the future of the work environment. With many people now regularly returning to their offices, it is critical that we review the benefits and the costs and consider strategies to blend home and office-based environments in a way that preserves the benefits we have created and addresses the stresses and inequality being experienced.

Each firm will have a bell curve of employer preferences for ongoing flexible working arrangements. At one end there are some who want everything to go back to the way it was with extremely high office attendance. In the middle there is a large group who have experienced both the benefits of both remote working as well as working in the office. This group prefers a hybrid working week that is adapted to the needs of the employee and the needs of their work. Of course, there are also those employees at the far end who would prefer a life where they rarely attended a central office.

Convincing evidence suggests that the tide of flexible working has turned and expectations from current staff and a competitive employment market have shifted dramatically. The COVID experience has shown that flexible working is effective and can become a normalised workplace behaviour. Now is the time to consult with employees to understand what they love and want to keep versus what has been challenging and is not sustainable. Firms must understand what balance should be retained and how flexible working policies can enable a new normal that supports employee and business goals.

Of course, to address the role of flexible work and working from home we also need to address the problems that are experienced by some people, including managing the blurring boundaries between work and home, feelings of isolation and longer hours. Early information suggests some firms were less prepared for the negative consequences on the workforce. The need to respond to the competing social and economic pressures of living in a flexible working world, along with the emotional strain associated with the fear and uncertainty about the future, have added to the emotional stresses of a high performing legal practice. See more in the Mental Wellbeing section of this report.

Firms will need to continue to evaluate the effectiveness of many of their management systems to ensure they support the business outcomes of law firms as well as the wellbeing and careers of staff working flexibly.

Issues that will require review include

- project management
- data and file sharing and security
- performance management and recognition (including remuneration and promotion)
- mental and physical wellbeing
- diversity, accessibility, and equality
- continuation of non-core programs such pro bono, charitable giving, indigenous reconciliation
- consultation, engagement and communication around business strategy and program development
- creating appropriate working from home environments

DIVERSITY AND INCLUSION

Introduction

Diversity is a foundation of the Australian story, and inclusivity and acceptance are part of our endearing cultural values. But in recent years our ability to be more reflective and critical of ourselves as a society has exposed some areas where we are not true to these values. One of these areas is in the workplace.

The good news is that clearer insight into our systems failures have provided opportunities to confront these shortcomings and commit to, address, and change ourselves and our organisations.

At Work

Inclusion is a vital ingredient in achieving the benefits of a diverse workforce. Workplace inclusion requires integration of the differences we all have to benefit the organisation as a whole by formally recognising the worth of each employee. By understanding, valuing, and incorporating diverse personal contributions we increase productivity, performance, and creativity as well as create an environment where everyone feels safe and respected.

Successful inclusion captures the range of talents and skills that different employees can bring to the workplace arising from their varied skills, background, and principles. This includes varied gender, age, language, ethnicity, cultural background, disability, religious belief, sexual orientation, working style, educational level, professional skills, work experience, socio-economic background, marital status and/or family responsibilities.

The Diversity Council of Australia suggests in *Building Inclusion: An Evidence-Based Model of Inclusive Leadership* that:

- inclusive environments are associated with improved job and/or team performance, as well as higher return on income and productivity
- inclusion is associated with a higher sense of employee wellbeing and psychological safety, as well as employees feeling valued and respected
- teams with inclusive climates have higher levels of innovation and profit
- inclusive leadership is associated with greater team engagement, while individuals working in more inclusive team climates report higher levels of commitment and satisfaction and demonstrate access to better job opportunities and career advancement
- in inclusive teams, employees are better able to resolve conflict and be more satisfied from working through the conflict effectively
- in inclusive climates, individuals from traditionally marginalised groups experience lower levels of unlawful behaviour such as harassment and discrimination, and
- inclusion and inclusive leadership is associated with reduced employee turnover.

Businesses with more diverse workforces also better reflect the increasingly dynamic make up of their local and global customers and stakeholders which improves working relationships and effectiveness.

International research conducted by [Acritas Research](#) found that diverse teams earn twenty-five per cent more revenue and are fifty per cent more likely to achieve a 'perfect ten' performance score. Their client satisfaction ratings are also more than three times higher.

The report also concluded that a lack of diversity is detrimental to long-term financial success for law firms.

Effectively managing diversity and inclusion also assists law firms to:

- comply with applicable legislation and regulation
- align with increasing client diversity and expectations and
- sustain a changing professional profile to attract and retain a better and more responsive workforce.

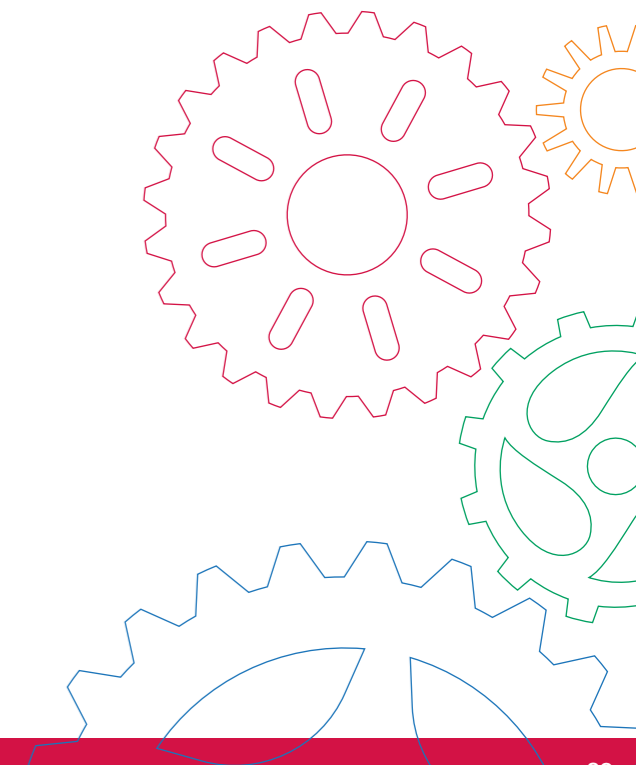
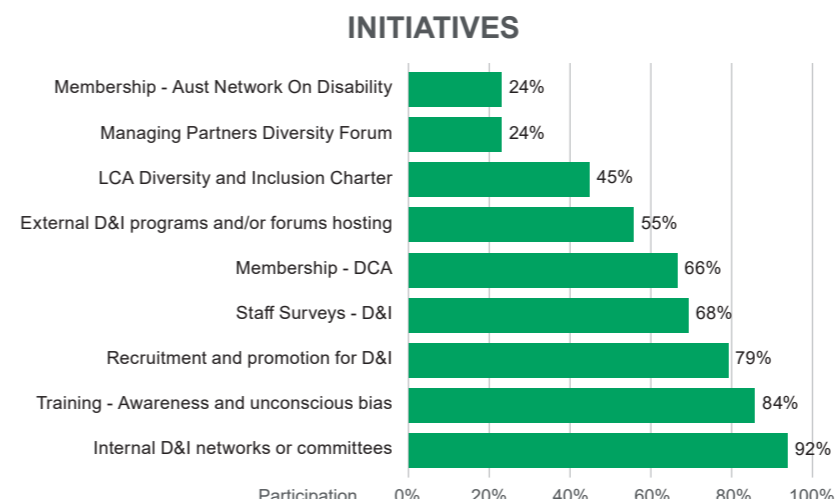
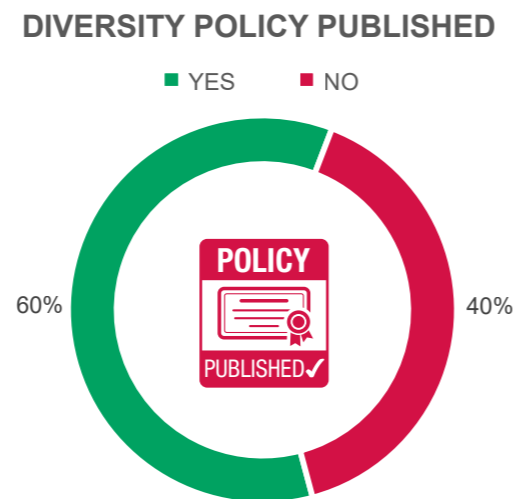
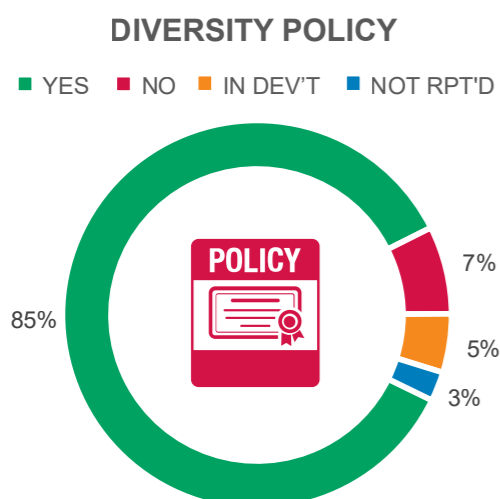
At Law Firms

In May 2015 the Law Council of Australia established the [Diversity and Equality Charter](#) recognising that 'treating all people with respect and dignity benefits the legal profession and the community as a whole'. All Australian state law societies and Bar Associations have adopted the Charter and some provide additional resources and support to promote diversity in law firms and other organisations including the [NSW Law Society – Diversity and Equality Charter](#).

Following the call from the Australian Human Rights Commission's July 2016 'Leading for Change' guidelines, eleven AusLSA members from the Managing Partners' Diversity Forum signed a cultural diversity pledge embracing the guidelines and committing to sharing ideas and gathering data on how to increase diversity in leadership. This year these firms followed through on their commitment by conducting an in-depth survey tracking cultural diversity data at partner and senior leadership levels; reviewing position descriptions and key competencies for senior leadership roles; and sharing experiences in relation to the effectiveness of programs such as unconscious bias training to overcome barriers to progress. The group will share information about the trends within their firms and with others in the group.

2022 AusLSA Member Performance

Law firms acknowledge their responsibilities and the benefits of improving diversity within their teams and leadership. The AusLSA Sustainability Framework's values of diversity, equality, respect, and inclusion are highly consistent with the legal profession's values of justice, integrity, equity, and the pursuit of excellence. This year 90 per cent of AusLSA reporting law firms had a policy in place, including 5 per cent with one in development, to specifically outline their diversity values and commitments.



DIVERSITY AND INCLUSION

Sixty-three per cent of firms promoted their commitment by publishing their diversity policy through their websites or similar means, an increase from 58 per cent in 2020. This increase in the promotion of their positions and commitment to diversity can benefit firms through a greater level of stakeholder engagement and oversight.

This promotion of the firm's positions and its commitment to diversity can benefit its programs through greater stakeholder engagement and oversight. Sixty per cent of firms promoted their commitment by publishing their diversity policy through their websites or similar means, a slight decrease from 63 per cent in 2021.

All reporting firms have implemented formal governance structures to allocate responsibility for their policy and reporting progress, with an increase in the involvement of both partners and committees. Fifty-nine per cent of firms assigned accountability to a partner, and 73 per cent established committees to assist with the planning and delivery of actions across the firm.

Only 17 AusLSA members are listed by the Law Council of Australia as having formally adopted their [Diversity and Equality Charter](#) in which law firms publicly commit to principles of diversity and equality which is unchanged from 2021.

In addition to reporting on law firms' management of diversity and inclusion, the AusLSA framework separately focuses on the different elements of Gender Equality and LGBTIQ+ Inclusion as well as the associated areas of Flexible Working, Indigenous Reconciliation, and Psychological Wellbeing. These areas provide additional depth and insight into the commitments and performance in creating a workplace that supports inclusion and benefits from diversity.

Challenges and Opportunities

Leadership needs to develop a deep and sincere understanding of the issues that affect cultural diversity and inclusion. They then need to set clear expectations and provide consistent rewards and recognition to role models who demonstrate leading behaviours. This leadership role needs to progress into mentoring and coaching others. Mentoring programs can be developed that include peer-to-peer mentoring from the grassroots up to senior management.

Even as the cultural diversity of the Australian population increases, government, corporates, and law firms remain disproportionately represented by CEOs and Partners from Anglo-Celtic backgrounds. For example, the last Australian census showed that ten per cent of Australians had an Asian background, but a 2015 survey by the Asian Australian Lawyers Association of six large firms and forty-four medium firms found that none had Asian Australian Partners, and where they were present, they made up only three per cent of Partners across all firms. A recent survey of 11 of Australia's most prominent law firms polled 5,000 staff from across Australia and found that while 20 per cent of non-partner lawyers and 25 per cent of law graduates were of Asian background, just 8 per cent of partners were Asian. The results on Indigenous representation were even more startling, with less than 1 per cent of those polled identifying as Aboriginal or Torres Strait Islander.

Only twenty-five per cent of law firms in the 2016 Acritas Diversity study were rated as 'very diverse'. While we can measure activity in diversity programs, ongoing progress in this space is needed to keep pace with diversity in the broader Australian community.

Unconscious bias and strong role models must be addressed in firms' recruitment and promotion processes. Traditional approaches can favour those from dominant gender, racial, social, and cultural backgrounds, which perpetuates existing diversity imbalances. Blind recruitment is growing in popularity in addressing unconscious bias. In blind recruitment, at least part of the assessments is done without identifying elements from candidates' applications such as name, gender, school, or address.

The Diversity Council of Australia suggests in [Building Inclusion: An Evidence-Based Model of Inclusive Leadership](#) that while the Australian workforce is very diverse by world standards, the real challenge for workplaces and managers is to improve the inclusion of diverse individuals and groups and provide a set of critical skills that are required to manage and lead an inclusive workplace.

Australian Human Rights Commission [Leading for Change](#) guidelines identify three clear priorities that law firms should include in their strategies to generate changes in diversity:

- Leadership and investment
- Measuring and reporting, and
- A culture of identifying and confronting biases.



LGBTIQ+ INCLUSION

Introduction

Diversity and inclusion initiatives that visibly acknowledge and support LGBTIQ+ inclusion in the workplace are a feature of an organisation that values a broader culture of inclusion and respect for all employees. Welcoming and including all people based on their potential, ability and contribution, regardless of their personal differences, has become essential to effective, productive, innovative, and engaged workforces.

The public 2018 national conversation around marriage equality in Australia provided a voice for the LGBTIQ+ community and the opportunity to build a greater community understanding. The result was an improved awareness of the lived experiences of the LGBTIQ+ community and a broader acceptance of our responsibilities to overcome misconceptions, prejudices, and otherwise unconscious biases.

At work

The work to improve LGBTIQ+ inclusion in the workplace has been underway for many years, championed by early adopting organisations and inspirational individuals. In the last 10 years, the creation of ACON and the Pride in Diversity program has provided Australia with a consistent and strategic program to support organisations and their workers to create change in hundreds of organisations.

Employees who are 'out at work' are more likely to innovate, provide excellent customer/client service, and work highly effectively in their teams. By encouraging employees to bring their authentic selves to work, organisations see benefits in productivity, talent attraction and retention, and enhanced organisational reputation.

In November 2017 the United Nations launched the [Standards of Conduct for Business](#) encouraging companies to take five important steps to tackle discrimination against LGBTIQ+ people in the workplace:

- **Respect** the rights of LGBTIQ+ through effective policies, due diligence and effective grievance mechanisms
- **Eliminate** discrimination against LGBTIQ+ employees in the workplace through sensitizing staff and managers, equalizing benefits, and eliminating discrimination from hiring and workplace practices
- **Support** your LGBTIQ+ employees at work – by creating an affirming, inclusive environment for LGBTIQ+ employees, and supporting LGBTIQ+ staff groups
- **Prevent** discrimination and related violations against LGBTIQ+ suppliers, distributors or customers by using leverage to insist that business partners also uphold equality and
- **Act** in the public domain through standing up for LGBTIQ+ people in everywhere you do business

[Australian Workplace Equality Index](#) illustrates that many individuals and some parts of the LGBTIQ+ community are experiencing higher levels of acceptance in the workplace. This has enabled leading organisations to shift their focus to under-represented members of the community—in particular bisexual, trans and gender diverse, and intersex employees. A number of organisations now offer more specific support to employees transitioning in the workplace, including the ability to provide employees who are undergoing any kind of gender affirmation appropriate and necessary time away from work.

The focus of policy and practice in this area has also shifted from anti-discrimination and legal compliance to strategic inclusion initiatives and sustainable culture change. Law firms need to broaden their approach by understanding the efficacy of a successful LGBTIQ+ inclusion strategy.

At Law Firms

Australian legal firms were early engagers in LGBTIQ+ specific inclusion initiatives within their workplaces and this is reflected in a generally positive analysis from the AWEI in 2021. The survey provides detailed insights into progress and performance relative to other industry sectors.

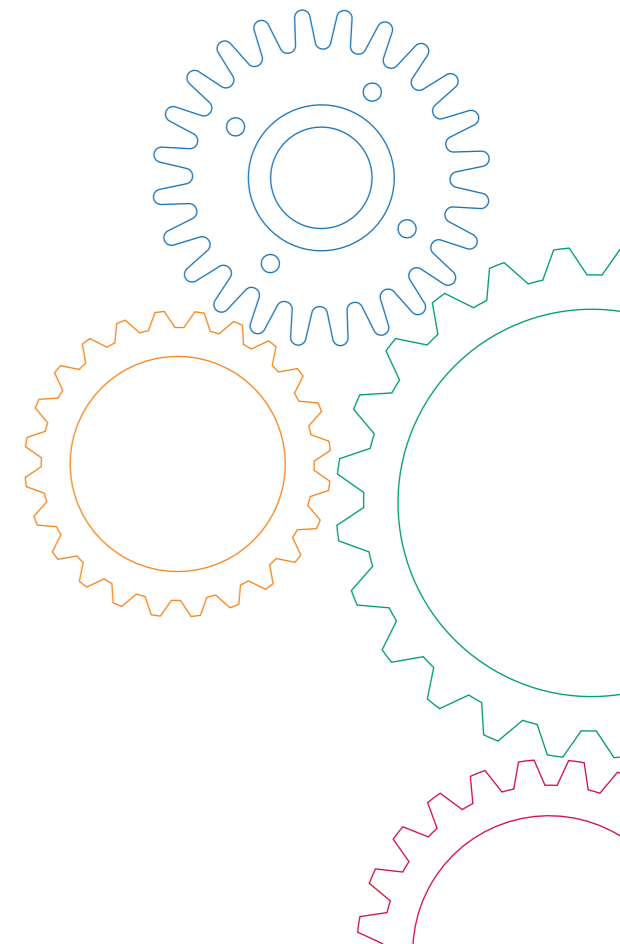
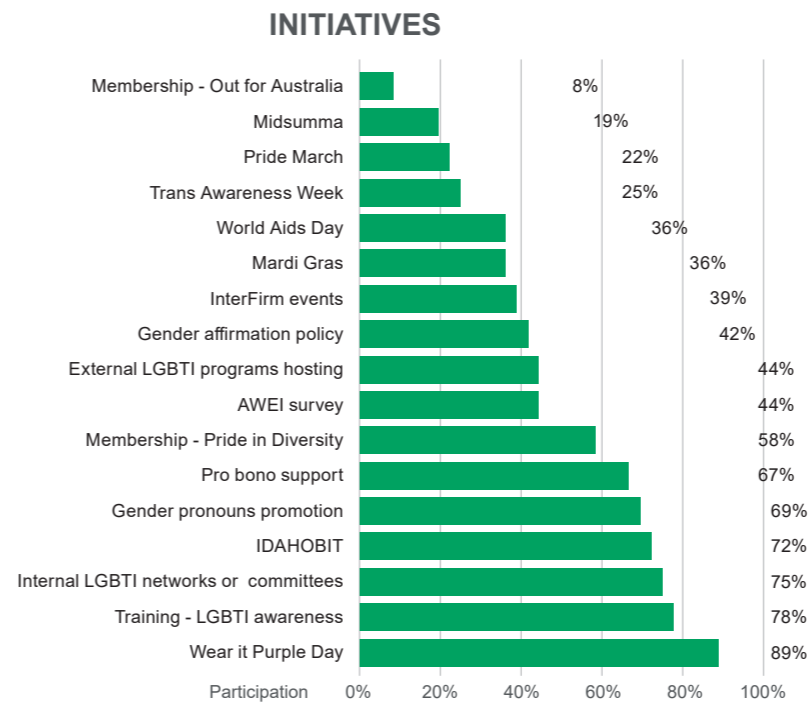
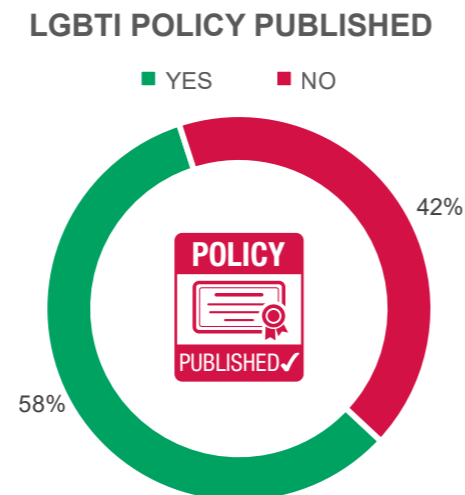
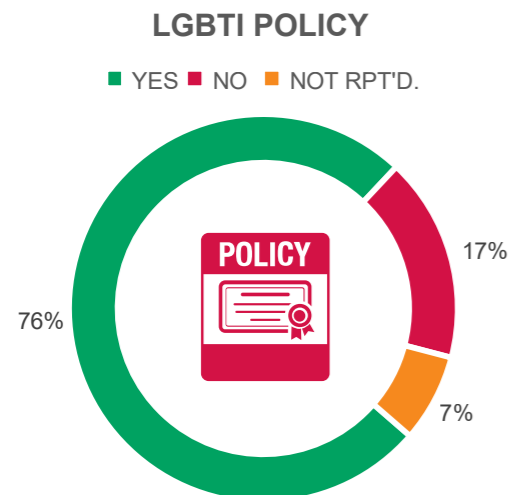
Overall, law firms reported being performing relatively well in promoting the true inclusion of their LGBTIQ+ employees, their allies, and the wider workforce. The legal sector's activity and achievements are also generally stronger than the national survey cohort.

Leading practice in this area of inclusion includes:

- targeted measures to combat the underreporting of LGBTIQ+ bullying and harassment
- the tracking and analysis of LGBTIQ+ bullying and harassment reports
- ensuring any internal or external counselling or Employee Assistance Programs understand the challenges faced by LGBTIQ+ people in the workplace
- additional tailored support for transgender, gender diverse, and intersex employees
- collecting lifelong data for LGBTIQ+ employees comparing engagement, pay, retention, promotions, and exits

The sector's participation in the [AWEI program](#) however was significantly skewed to those working in NSW and Victoria and heavily weighted to metropolitan locations. Response rates were lower in the smaller states, especially Western and South Australia. This is a worrying indication that some states and regional areas may be lagging behind the industry standards in LGBTIQ+ inclusion.

There are some exceptions where the legal sector performed less well including employees' level of preparedness to be out to everyone at work, which has experienced a continuing decline and as well as the effectiveness of law firms in attracting and retaining gender diverse talent to their teams.



LGBTIQ+ INCLUSION

2022 AusLSA Member Performance

AusLSA members' commitments and activities have remained generally stable in 2022 compared with the previous years.

Seventy-eight per cent of firms reported having an LGBTIQ+ inclusion policy (up from 62 per cent in 2016) but down six per cent from its all-time high in 2020. These variations are most likely due to the fact that AusLSA has a large number of new members reporting for the first time this year and are at the preliminary stages of their LGBTIQ+ programs.

Of those with policies, only 58 per cent of firms have decided to make their commitments public this year by publishing their commitment on their external website. This has not changed significantly in the last 5 years.

Eighty-five per cent of firms created specific accountabilities for the implementation of their programs, which is also similar to 2021 but has improved from 63 per cent since 2016. Well-governed committees are a key factor in the way that firms engage with their people to create cultural change and 94 per cent convened workplace-based committees which is an increase from 84 per cent last year and 64 per cent in 2016.

Eighty-eight per cent of AusLSA members participated in a range of different work-based activities and initiatives to support LGBTIQ+ support and inclusion. The average number of activities or initiatives that were undertaken at each firm increased again this year to 8.3 activities increasing from 7.8 per cent in 2021 and a massive increase of 52 per cent in 2020.

The most popular activity for law firms again in 2022 was Wear it Purple with 89 per cent of members (or 32 participants - up from eight participants in 2017). Twenty-six firms (up from 15 in 2017) ran activities for IDAHOBIT. Twenty-one firms (58 per cent) reported being members of Pride in Diversity, an extensive program supporting employees to implement LGBTIQ+ inclusion programs. Of these, 16 reported participating in the Pride in Diversities [Australian Workplace Equality Index \(AWEI\)](#) which is a comprehensive evaluation and benchmarking process. Twenty-eight firms provided LGBTIQ+ awareness training (up from 26 last year and 13 in 2016).

Challenges and Opportunities

The work to deliver equality for LGBTIQ+ employees and other stakeholders of law firms is not complete and continuing commitment and investment is required.

As a society we still experience people who show that they were unable to completely accept and include LGBTIQ+ people. This includes some of our political, business and community leaders. These attitudes and opinions demonstrate the types of unacceptable attitudes and behaviours that impact LGBTIQ+ people in their workplaces. Workplace language and behaviours continue to be an issue despite many people working remotely. It is important for all of us to express our support the rights of their LGBTIQ+ members publicly and explicitly in both our personal and professional lives. This is needed to send a clear signal to all who would resist these basic rights.

The most recent AWEI benchmarking points to some encouraging progress in LGBTI inclusion but with some disparity in certain areas. Acceptance of the transsexual community is lagging behind the progress made by the gay lesbian and bi groups with signs of anti-trans sentiment emerging in some parts of the community. Stronger progress in many LGBTI indicators measured in the most recent AWEI suggest differences with stronger performance in Sydney and Melbourne and poorer results in regional and country areas. Gay women now are more likely to be out than gay men. Law firms need to monitor how these discrepancies might apply to their organisations and clients and respond to any disparity they find.

The early years of AusLSA reporting on LGBTIQ+ inclusion showed encouraging growth in commitments and activity, however, the most recent AWEI survey highlighted an increasing trend of LGBTIQ+ law firm's employees being uncomfortable being out at work. Of course, being out is a personal matter and while we need to respect everyone's choices about if they reveal their sexuality, we also need to ensure that our attitudes and behaviours only contribute to this choice in a positive way.

Law firms need to provide a safe and welcoming environment to all staff, clients, and stakeholders. A gap may still exist with respect to LGBTIQ+ inclusion, perhaps evidenced by the fact that only 58 per cent of AusLSA Members firms are members of Pride in Diversity. This year's AWEI found inappropriate language visible by allies but behind the back of LGBTIQ+ employees was a continuing issue. Addressing LGBTIQ+ inclusion should be approached in a deliberate, systematic, and purposeful way which is a feature of the Pride in Diversity's program.

Awareness and understanding are key stepping stones to inclusion. Comprehensive awareness training provided by experienced trainers for teams and all levels of management is critical for a truly inclusive work environment and should cover:

- the unique challenges faced by LGBTIQ+ employees
- the use of terminology and language
- how to promptly and effectively respond to inappropriate comments in the workplace and
- respecting confidentiality and understanding the sensitivities around disclosure

PSYCHOLOGICAL WELLBEING

If you or a colleague are feeling unmanageable stress, anxiety, depression, or other distress, please seek support by calling a range of support services from the link at the bottom of this section. If you require urgent medical attention or are in immediate danger of harm, please call 000. A comprehensive listing of mental health resources, support and crisis lines can be found at the [Law Council's Mental Health Information Hub](#) or the [Minds Count Hub](#).

Australian Situation

The [Mental Health First Aid Manual](#) estimates that 60 per cent of depression is undiagnosed and untreated. Mental ill-health is the third most common source of disease burden after cancer and heart disease and is the major cause of disability in Australia. The [Committee for Economic Development of Australia](#) has reported that eight million working days are lost annually in Australia through untreated depression. Estimates put the cost of lost productivity from psychological related absenteeism at four per cent of GDP or about \$10,000 per year for each employee suffering depression. Each year \$543 million is paid for workers' compensation claims from 7,200 Australians for related mental health conditions.

Work-related mental health conditions (or psychological injuries) have become a major concern in Australian workplaces due to the suffering caused to individual employees, loss of productivity, poor work quality, absenteeism, and high staff turnover.

Exposure to workplace hazards can lead to work-related stress and when this is elevated or prolonged it can create work-related psychological injury such as depression and anxiety. Examples of psychological workplace hazards include:

- high or low levels of job demand or satisfaction
- poor culture
- poor role clarity
- poor organisational or peer support
- poor workplace relationships with peers or management poor organisational change management
- poor organisational justice
- poor environmental and ergonomic conditions
- remote or isolated work, and
- violent or traumatic events.

Arguably, the last three years has seen more change and uncertainty for individuals and businesses than at any time in this generation. Between coping with changes to the way we work, reduced social interactions and the challenges of home caring and schooling, the new realities of life in 2022 created high and persisting levels of personal stress. It will take time to understand the immediate and longer-term impacts on our psychological, physical, emotional, and financial wellbeing.

Legal Sector Situation

In Australia, the deeper understanding of mental health in the legal profession really kicked off with an authoritative report on depression in the legal sector called "Courting the Blues: Attitudes towards depression in Australian law students and legal practitioners", conducted by Sydney University's Brain and Mind Institute in conjunction with the Tristan Jepson Memorial Foundation.

The legal profession is famed for a culture of stoicism in the face of the exacting standards, time pressure and long workdays required to meet the high expectations of employers and clients. Sustaining this culture has led to many lawyers succumbing to illness when their tolerance to stress is exhausted. Law is consistently listed among the two occupations that have the highest prevalence of mental health issues.

Working from home can be beneficial in particular circumstances but it does expose a number of pre-existing issues that are difficult to manage in a pandemic environment

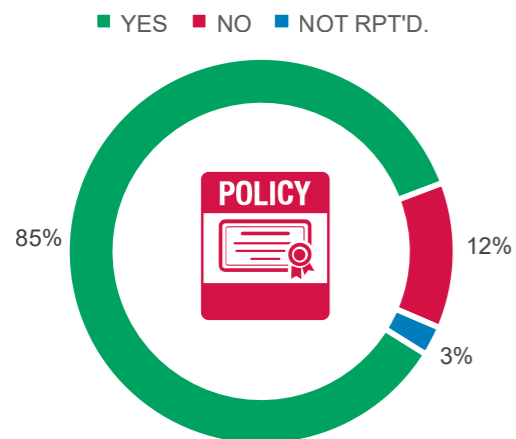
- dealing with uncertainty - uncertainty is one of the two biggest challenges during this time. COVID has bred myriad uncertainties in people's lives, none more common than job insecurity or the practicalities of workload.
- maintaining boundaries - technology provides flexibility which helps workers to balance professional and personal responsibilities. However, it also enables work to intrude into people's personal lives and reduce the time for recuperation.
- Lost social connection and support - the Australian Bureau of Statistics found that loneliness was the most common stressor during COVID. Professional connection and social identity as a part of a team lay the important groundwork for peer support

Legal Sector Response

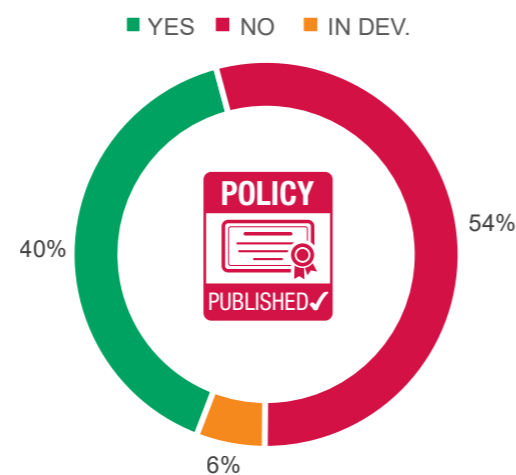
While no one anticipated the disruption experienced in the last three years, most law firms have adapted their existing programs to support their employee's resilience and ongoing psychological wellbeing through their improved management of mental health issues. Existing programs in law firms have been built over many years through the dedication of many champions within the profession and the establishment of programs such as Minds Count and Resilience in Law.

These programs and initiatives have been developed to address the levels and types of work-related stress that pre-dated COVID. COVID has then resulted in additional or amplified pressures caused by sudden and dramatic changes to working arrangements and people's personal lives, such as managing isolation, family demands, financial worries, relationship problems, health issues or safety and security. The sudden and continuing period of working from home has also made it more difficult for firms to both monitor the mental health of their employees and partners and provide support.

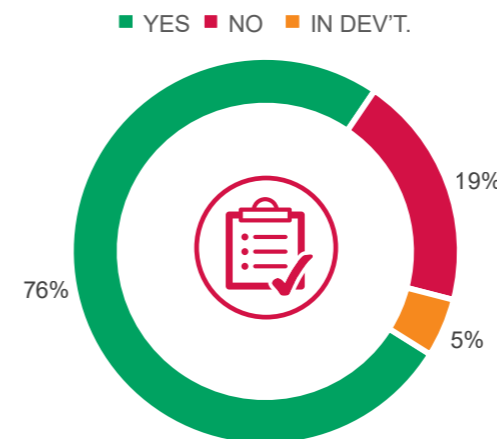
PSYCHOLOGICAL POLICY



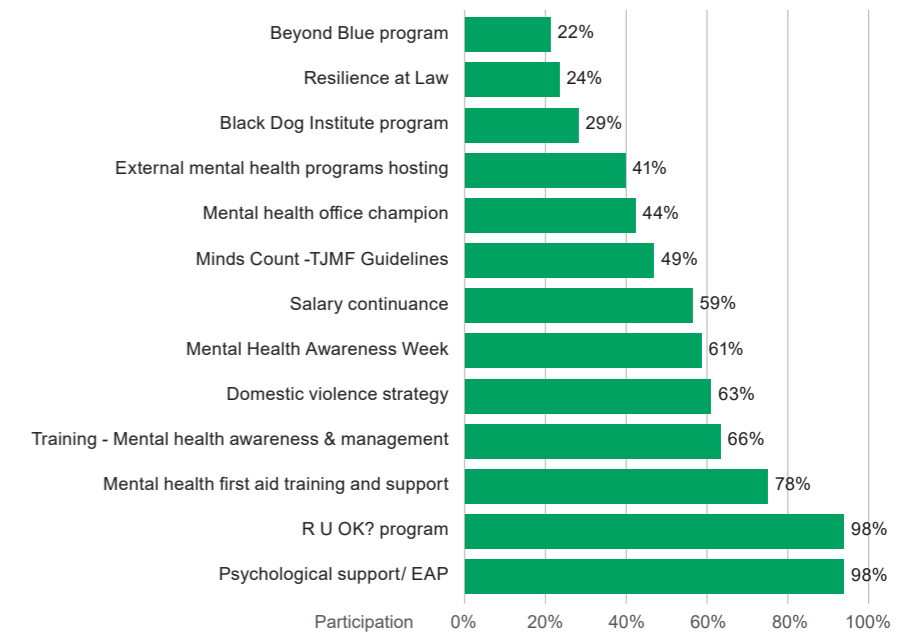
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PSYCHOLOGICAL SURVEY



INITIATIVES



PSYCHOLOGICAL WELLBEING

In Australia there are two key organisations supporting lawyers, law students, firms, corporations, and Government to better manage the mental health risks that are apparent in legal work environments and practices.

Minds Count (previously named the Tristan Jepson Memorial Foundation) is an independent charitable organisation with the objective to decrease work related psychological ill-health. It promotes psychological health and safety in the legal community by creating awareness and supporting initiatives that aim to decrease the distress, disability and causes of depression and anxiety in the legal profession. The Foundation released the [Workplace Wellbeing: Best Practice Guidelines](#) to which more than 220 legal workplaces in Australia and overseas have become signatories. Minds Count hosts an annual lecture with an eminent keynote speaker and other regular briefings and events aimed at supporting the legal community. The initiatives of Minds Count have been effective in increasing awareness and the level of conversations, as well as the development of tools to better understand and manage mental wellbeing issues.

Resilience at Law is a collaboration between seven major firms and The College of Law and takes a leadership role in raising awareness and understanding of the nature and impact of stress, depression, and anxiety across the legal profession. They provide guidance across four areas: awareness and education, removing stigma, self-care, and support and resources

The Law Council of Australia's [mental health and wellbeing portal](#) is an initiative designed to provide a centralised source of information about mental health for the legal profession. It highlights the range of resources and assistance services currently available through the Law Council's Constituent Bodies, as well as through national initiatives. A comprehensive listing of mental health resources, support and crisis lines can be found at [Minds Count Hub](#).

The major professional legal bodies in all Australian states and territories have also established two main support services, LawCare for lawyers and BarCare for Barristers. There is also a range of specific and general support services for individuals including the Solicitor Outreach Service – 1800 592 296, Lifeline – 13 11 14, Beyond Blue – 1300 224 636, Kids Helpline – 1800 55 1800 and 1800RESPECT – 1800 737 732.

2022 AusLSA Member Performance

This year AusLSA members had significantly ramped up and adapted the delivery of psychological wellness initiatives in response to the impacts of COVID and their changed working arrangements. This included additions to their range of COVID specific initiatives in flexible working as well as psychological wellbeing.

The number of AusLSA members with formal policy-based commitments to address psychological wellbeing is now at 85 per cent. The AusLSA framework encourages the disclosure of mental health issues and firm policies to reinforce management values and a culture of leadership that helps to reduce the stigma of caring for mental health. However, only 40 per cent made their policies available to the public.

Strong management and governance supports the implementation of policy and delivers greater potential to improve awareness and shift firm culture. All but four of these firms have a management structure in place for their policy implementation with 39 per cent of firms allocating the responsibility to a partner in the firm. The inclusion of workplace committees is a signal that addressing mental health is embedded in firm culture. The percentage of firms with committees remained constant at 50 per cent.

There has been a continued reduction in the percentage of firms that were signatories to the "Minds Count - Tristan Jepson Memorial Foundation Workplace Wellbeing Best Practice Guidelines for the Legal Profession", which has reduced to 50 per cent from 55 per cent last year and a peak of 67 per cent in 2019.

Firm based activities and initiatives to address mental illness and support psychological wellbeing were common with all surveyed firms providing programs. On average firms had 7 different initiatives in place, an increase from 6 last year.

The most popular initiatives in 2022 were confidential professional psychological support and the RUOK day both with 98 per cent participation. Two additional firms provided mental health first aid training which is now provided by 78 per cent of firms.

Challenges and Opportunities

It is important to remember that the legal profession is made up of human beings, each with a personal context that can make them more or less resilient at different times and which affects how they are impacted by work stresses. While this may seem obvious, a personal approach is not common when creating expectations or displaying tolerance for human vulnerability in many professional settings.

COVID has elevated the national conversation about mental health and the prevalence of stress and isolation related anxiety and depression. These discussions provide an opportunity to raise the awareness of, and reduce the stigma related to mental health in both the general population and the workforce.

Law firms should consider revising and repledging their commitment to the mental health of their teams and integrate it as a key success factor for their business. There are significant downsides for firms that do not apply the same discipline to their investment in mental wellbeing as they do with their core strategic planning processes. These include:

- wasting resources on ineffective wellbeing programs
- complacency from responsible managers who do not demonstrate that issues are being effectively managed
- staff members becoming cynical, sensing that the firm's concern is superficial, token or maybe even false poor mental health outcomes and organisational performance
- opportunity cost from missing higher impact changes.

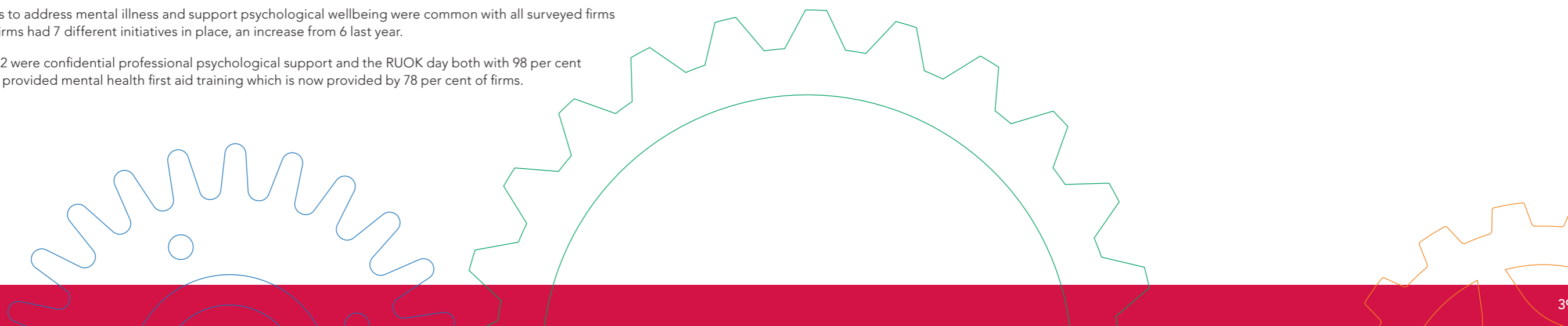
The required changes in organisational culture need to be supported from the top through accountability, advocacy and modelling changed behaviours. Effective leadership in this area requires a significant commitment to research and listening, to develop a well-grounded approach that staff will find credible. Leaders cannot sustain a position of credibility without investing in a deeper understanding of the true nature of the problem and its causes and confronting the challenges required to improve the problem.

Systematic research and information gathering about the firm's mental health is needed, particularly when firm's face to face interactions are more fragmented. We must invest in a better understanding of the resilience of people by monitoring and reporting the types and level of hazards. Over time, improvement in understanding develops the firm's capacity to identify changes in risk and allows firms to prioritise, evaluate program impacts and provide early warning of emerging issues or trends.

There is no proven one-size approach to understanding and effectively responding to the mental health pressures caused by COVID. Improving wellbeing in this environment needs innovative processes, high levels of commitment, a continued dialogue about mental health issues generally and a willingness to take measured risks to think and do things differently.

Winning work or providing good service to law firm's clients should not require a compromise of the firm's explicit values and so in some cases, it is necessary to manage client expectations. Many law firm's values and programs that support mental health and wellbeing align with those of their clients. Law firms need to be adept at discussing ways to better manage the stresses of client briefs by setting reasonable expectations. The benefits are that staff will be supported while the client receives better quality work and a greater understanding and respect for the firm's authentic values.

Appreciating this shared vision and being subsequently able to meet client needs in conjunction with bolstered support mechanisms for staff, are critical to high quality service.



PHYSICAL WELLBEING

Introduction

Law firms have long understood the link between their team's health and the levels of engagement and productivity of their workforce. Many AusLSA members already recognise their broader obligations to their workforce. Health is a state of holistic physical, mental, and social wellbeing and not merely the absence of disease or infirmity. Increasingly, medical researchers are finding new evidence of the interdependence between our physical health and other areas, including the resilience of our mental and social states.

COVID has significantly shifted the way many of us work and the demands of our personal life which has combined with our personal choices to put pressure on our physical wellbeing. Law firms were one of the most proactive and most highly publicised groups responding to this unknown risk by closing offices and implementing remote working to protect the health and safety of their employees and clients.

COVID lockdowns have affected many of the key foundations of people's physical health. A wellbeing survey by CSIRO's Total Wellbeing Diet found that:

- 47 per cent of people thought their levels of exercise was worse
- 39 per cent reported that they had gained weight
- 38 per cent felt they had less quality personal time
- 36 per cent felt their diet was worse and
- 32 per cent are not sleeping as well.

Remote Working

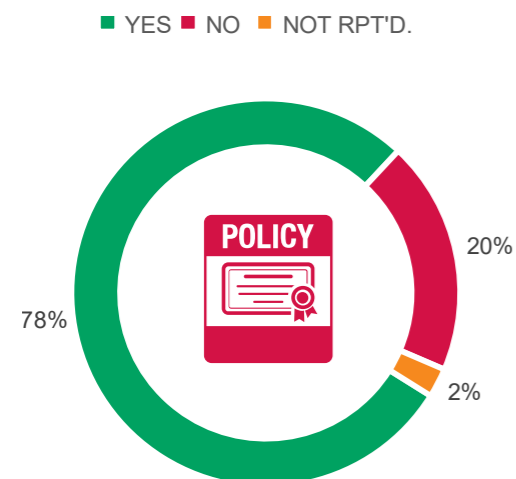
Early evidence suggests that people have responded to remote working in different ways. Some report that the flexibility of home-based working and agile management provided better work life balance and allowed them to prioritise self-care, exercise and healthy eating. But others have found additional workload and family commitments has increased their unhealthy habits.

Many people are finding that working from home makes them more sedentary by spending longer working hours at their desks with fewer opportunities for movement and exercise. These long intense hours in combination with personal commitments can reduce the amount of healthy leisure-time and lead to poor choices in other areas including nutrition and drug and alcohol abuse.

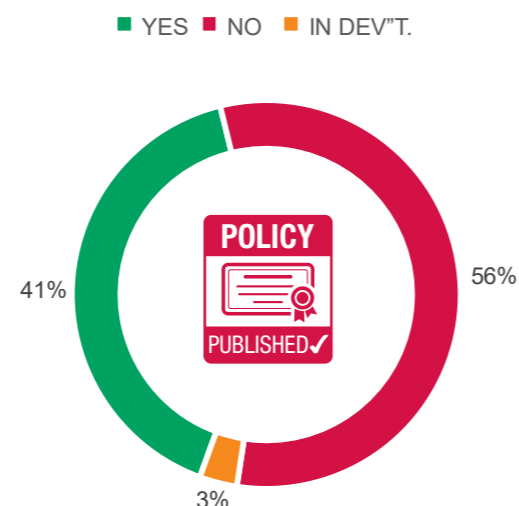
In addition, many home offices are poorly suited for long habitation with poor ergonomics, lighting, heating and ventilation and opportunities for incidental movement.

While some physical health issues can be overcome, many others have a significant and enduring impact on individuals' lives and life expectancy as well as the collateral effects on the wellbeing of families and partners.

PHYSICAL WELLBEING POLICY



PHYSICAL WELLBEING PUBLISHED



At law firms

Law firms understand that improved workplace health and wellbeing delivers real financial savings and productivity through:

- increased productivity, alertness, and concentration among staff who feel valued with better morale, satisfaction, and motivation
- decreased mental ill-health and other work and non-work-related illness reduced sick leave and fewer worker's compensation claims
- increased staff retention and attractiveness to new employees improved corporate citizenship and image.

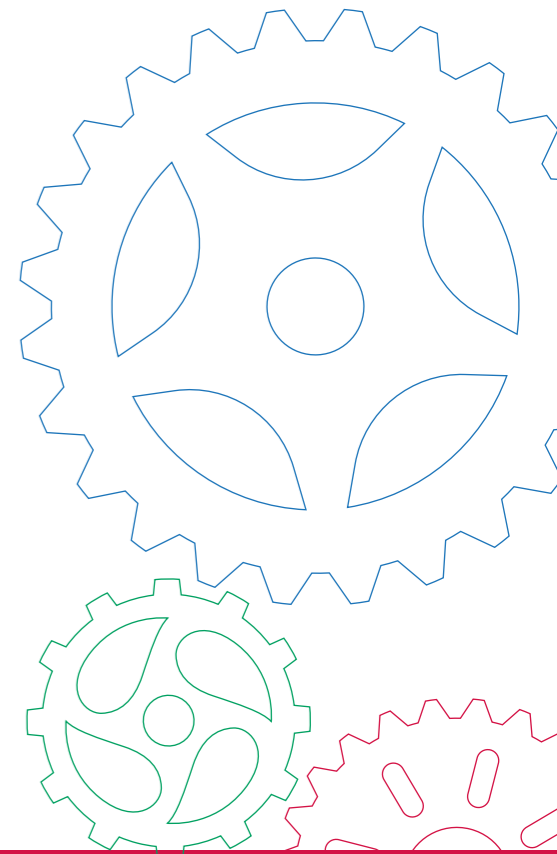
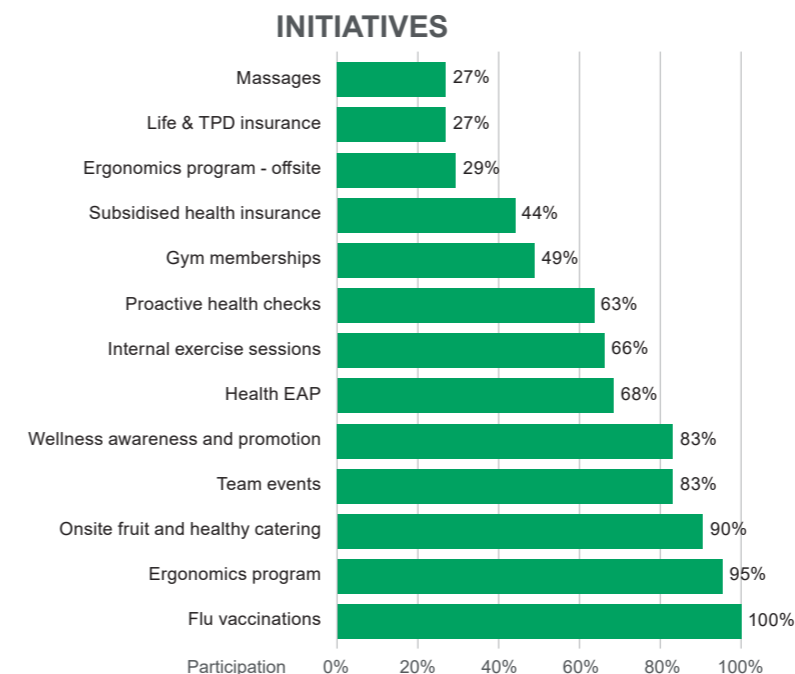
Employers, in addition to social responsibility and the benefits to organisational health, have a legal duty of care to provide a safe workplace for their employees.

2022 AusLSA Member Performance

Overall, an organisation's commitment to providing support for safe workplaces and healthy employees comprises a variety of different approaches to programs and initiatives including health checks and physical fitness and wellbeing initiatives.

Seventy-eight per cent of firms again reported having a physical health and wellbeing policy or strategy, which is a significant reduction from 92 per cent last year. Eighty-five per cent had allocated the responsibility to implement their policy to the director or manager within the firm. Fifty-one per cent of these firms also involved workplace-based committees (down from 68 per cent last year) to help build broader participation and ownership in their program implementation. This also suggests difficulties in maintaining the highly social nature of these physical health activities.

Firms tended to implement initiatives that focused on preventative measures by educating staff, providing health screenings, or improving health and fitness programs to increase resilience. The most common physical wellness initiative supplied by all respondents was the provision of specific ergonomic equipment, assessments, and training. All firms provided flu shots; however, the percentage of firms providing health checks reduced from 72 per cent in 2020 to 63 per cent of firms. Continuing office disruptions. Workplace physical fitness programs, including gym memberships, mat style and HIIT classes, were also popular and were still provided by 83 per cent of firms.



PHYSICAL WELLBEING

Challenges and Opportunities

It is clear that the promotion of positive, healthy lifestyle initiatives is fundamental to reducing chronic health conditions as well as promoting happiness and productivity.

The COVID remote working arrangements across Australia and specifically in Melbourne and Sydney have been extensive. They happened without the opportunity to fully understand and mitigate the risks in advance and with limited capacity to immediately revamp firm's health and wellbeing programs for staff working from home. It is likely that many employees now face poorer health and wellbeing arising from remote home working environments.

The challenge is delivering this health support in a post-COVID environment. While the benefits of proactively promoting good health and rapidly addressing the ill health of a workforce are undisputed, the tools and practices required to do this with a remote workforce and without face-to-face contact need to be developed and refined. The first challenge is to identify and better understand the range of working environments and work practices and to connect them to observed and potential health issues. In the short term, firms need to increase their commitment to and leadership of health and wellbeing and increase their vigilance. New programs should include processes that gather information from staff and their managers to assist with developing a methodology for setting objectives and targets and measuring program impacts.

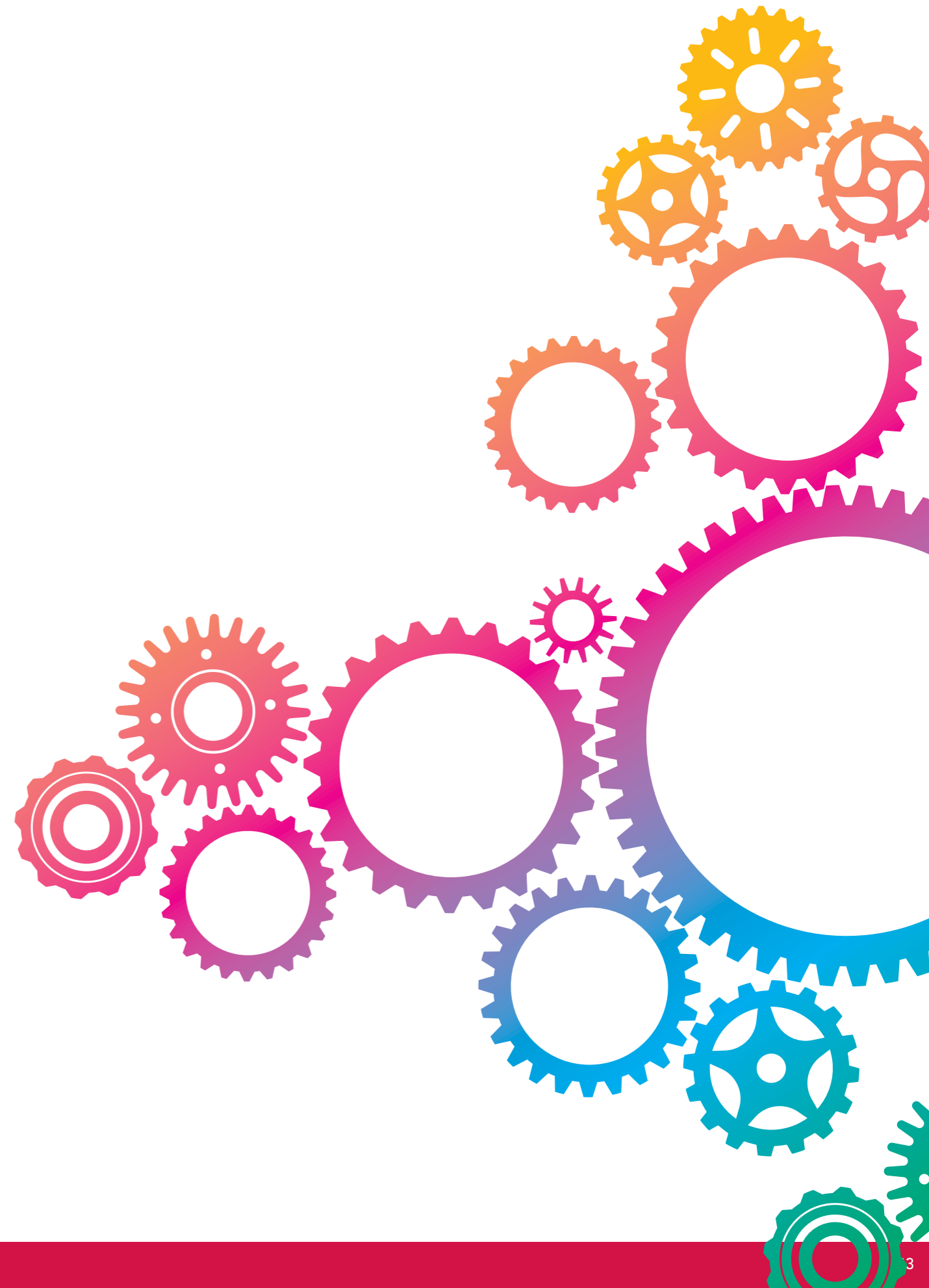
The risks of poor ergonomics and poor work habits pose a significant risk of repetitive stress and illnesses caused by inactivity and sitting poorly. Under the COVID restrictions, it has been difficult to quickly identify the amount of risk and supply correct furniture and equipment and conduct reliable ergonomic assessments. Preventative treatments such as physiotherapy, massage and health and fitness classes have also been more difficult for firms to supply and for employees to access.

The next wellbeing challenge for firms is how they manage the return to work. Prior health and wellbeing programs are a valuable feature of office life that will attract people back to work and many firms will already be considering how to supplement this program to make their employees even happier in the office.

But there is a significant health and safety issue, that is the threat of COVID transmission in office environments. Firms will have now an established a range of mandatory protocols that have been in place during lulls in lockdown, such as, cleaning, and distancing... but some may need to adapt to and expanded and continuing set of requirements as their employees continue to return.

Firms also need to carefully consider their approach to vaccination and the pros and cons of mandatory vaccination. Law firms have a duty of care and responsibility to provide a safe workplace. Clearly, unvaccinated workers present a greater risk of catching and or transmitting COVID, which is still a dangerous and potentially fatal disease. Many employees will strongly prefer that the people they work closely with are vaccinated to reduce the risk of COVID transmission. Their feelings of safety will have an impact on how successful a return to the office is. Other employees with strong personal views or fears about vaccination will be against a mandatory approach which may result in some resignations. Law firms will need to weigh the pros and cons and the regulatory and ethical considerations of a mandatory approach, such as:

- Business risk and continuity issues
- Shutdown costs (financial and reputational)
- OHS responsibilities
- Safety and vaccination requirements of customers
- Cohesion of teams
- Ethical rights and obligations
- That responses are measured and proportionate



To be a recognised and respected part of the community, law firms need to participate in advancement and articulate and demonstrate aligned values and priorities.

A law firm's success relies on establishing and building valued relationships with fellow members from various formal and informal communities including customers, employees, regulators and suppliers. A clear ethical and social purpose attracts stakeholders in these communities and other partners who value working with people who share their perspectives and values.

Law firms can contribute to communities in three main areas:

- managing their organisation based on a business vision, mission and objectives that serve the interests of the community and avoid adverse social impacts or community harm
- providing core services and products that address community needs and provide community value
- contributing additional services or resources to communities that improve the community or redress specific social problems

Law firms and lawyers have a well-established culture and a history of providing strong community support, ranging from assisting groups and individuals on social justice issues to contributing to a vibrant community as patrons of the arts, philanthropists and volunteers.

PRO BONO PROGRAMS

Introduction

Legal advice and assistance is a service that lawyers are uniquely qualified to provide and the Australian legal profession has a consistently strong record of providing this to those without adequate access to justice. Pro bono assistance is in high demand in a range of practice areas, including employment law, financial services, criminal law, immigration, tenancy, insurance, advice on government emergency measures, financial and welfare rights, climate justice, First Nations justice, family violence, governance and deductible gift recipient status (DGRS) processes, and to a variety of client groups.

While individual ethical and professional responsibility provides the foundation for legal pro bono in the profession, law firms are increasingly providing resources to help support, organise and leverage pro bono services as a core part of their community engagement or social impact strategies. In many cases, the focus of their practice integrates well with elements of their social impact strategies, which often also include philanthropy, non-legal volunteering, diversity and inclusion programs, and Indigenous reconciliation programs.

The COVID pandemic continues to impact organisations and people differently. It is now clear that those most significantly affected are those who were already vulnerable or experience social inequality. The pandemic has created a range of simultaneous economic, employment, health and equality emergencies which have been felt most significantly by individuals already experiencing disadvantage, and those not-for-profits, community organisations and charities that assist them.

As the impacts of the COVID pandemic have intensified, legal pro bono providers have felt the pressure to adapt to the increased and changed demands while innovating to deliver their support in an effective and safe way.

At Law Firms

The role of pro bono legal work in Australia has become increasingly visible both within the legal profession and the community.

Over the last three years since the COVID regulations began pro bono programs have responded to a series of massive social disruptions and disasters: the continuing consequences of the 2019/2020 bushfire disaster, the 2021 east coast floods, Cyclone Seroja in WA, the WA Wooroloo bushfires, and two and a half years of the COVID pandemic.

In response to these disasters a wide range of organisations within the legal assistance sector (including Legal Aid NSW, Victoria Legal Aid, Justice Connect, CLCs NSW, the Law Society of NSW, the Law Institute of Victoria, the Victorian Federation of CLCs, the NSW and Victorian Bar Associations, Financial Rights Legal Centre, and the Australian Pro Bono Centre) have coordinated a response to mobilise resources and develop a formalised process for volunteering pro bono legal support for those affected. The legal assistance sector has learned from previous disasters that the need for pro bono support to assist recovery from large natural disasters like floods and bushfires is a long-term commitment that continues long after the initial trauma of the event.

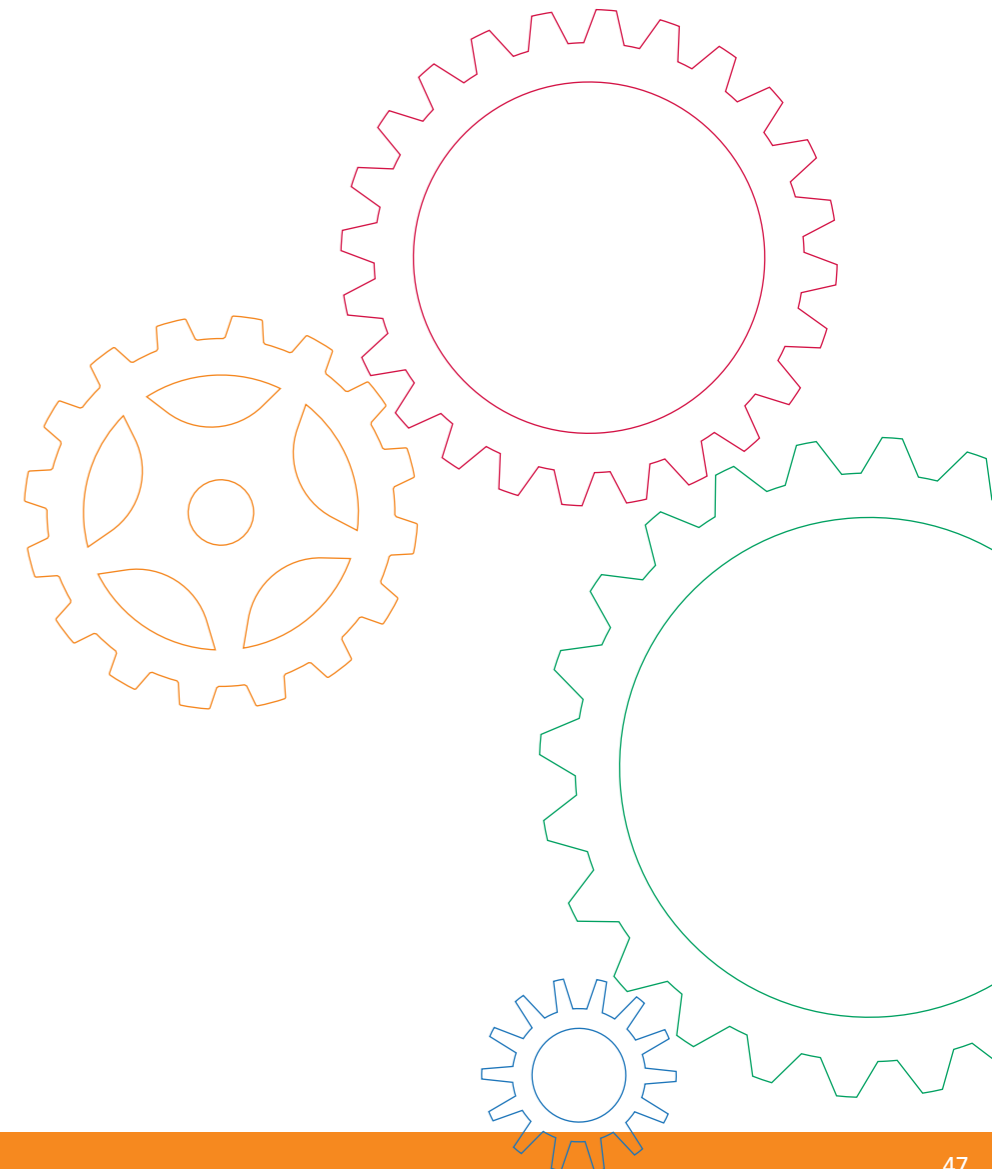
An increasing number of law firms, solicitors, barristers and in-house legal teams have become signatories to the National Pro Bono Target (the Target), managed by the Australian Pro Bono Centre (the Centre). The Target, alongside the growing expectations of government and corporate clients, are factors that have increased the number of structured pro bono programs within firms and in-house legal teams. Through these programs, lawyers are supported and encouraged to undertake pro bono legal work for socially disadvantaged and marginalised persons and the organisations that support them.

The Centre has worked with AusLSA to incorporate pro bono program information into its Sustainability Framework since 2015. The Centre oversees the Target, which provides the most frequently used measure of pro bono performance in Australia. Law firm signatories agree to use their best efforts to provide at least 35 hours of pro bono legal services per lawyer per year. The Centre opened the Target on 1 July 2020 to in-house legal signatories who commit to using their best endeavours to achieve at least 20 hours of pro bono legal services per in-house lawyer per year.

Since the Target was established in 2007, the number of Target signatories has increased from 58 to 280. This year the number of lawyers covered by the Target increased by 6.3 per cent compared to FY2021. Signatories to the Target now cover 17,463 FTE lawyers who conducted a total of 645,509 hours of pro bono legal work in FY2022).

The Annual Target reports from the last two year's covered a significant period affected by the bushfire disaster, the east coast floods, the west coast disasters and the COVID pandemic which increased the urgency and demand for pro bono support. Following two years of high growth, in pro bono hours, FY2022 saw a flattening of this growth with total pro bono hours undertaken by signatories increasing by only 0.55 per cent. According to the 15th Annual Performance Report of the Target, signatories undertook an average of 37 pro bono hours per lawyer (equivalent to 359 lawyers working full-time for one year, which is a reduction from 39.7 hours in 2021).

In addition to purely pro bono work, law firms can conduct Legal work for a substantially reduced fee. This year 47 signatories undertook 16,787 hours of substantially reduced fee work reducing from 59 signatories undertaking 19,258 hours of substantially reduced fee work in FY2021.



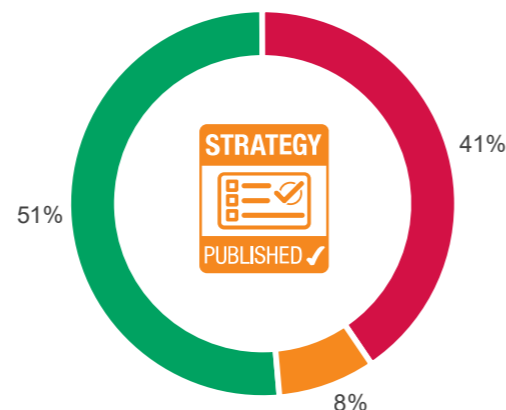
PRO BONO PROGRAM

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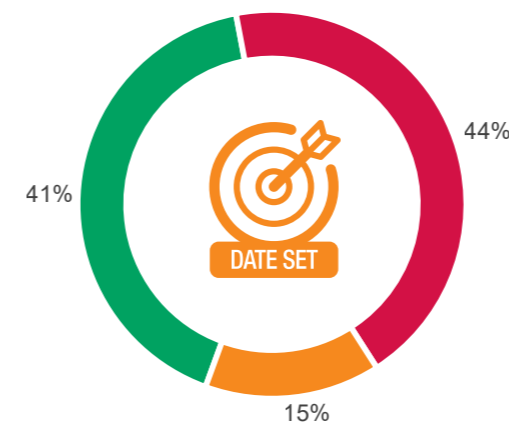
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PROBONO ASPIRATIONAL TARGET

■ NO DATE SET ■ TARGET MET ■ DATE SET



PRO BONO PROGRAMS

2022 AusLSA Member Performance

This year's AusLSA results demonstrates a strong stable commitment to the delivery of pro bono legal services amongst AusLSA's members. Anecdotally, members have been reporting a higher interest from staff in participating in the firm's programs to support natural disaster recovery and the pandemic response.

Ninety-three per cent of AusLSA law firm reporting members indicated that they have a formally endorsed pro bono strategy in place or in development. All but one of these firms had a formally appointed coordinator or manager responsible for implementing this strategy and reporting back to the firm's leadership team.

Eighty-three per cent of all AusLSA members are signatories to the Target (a decrease from 86 per cent last year), with 44 per cent of those members currently meeting the Target and a further 15 per cent setting goal dates within which to achieve it.

Challenges and Opportunities

The level of legal need resulting from natural disasters, economic pain and pandemic recovery highlight the critical role that legal pro bono support provides to a growing group without access to legal support.

Supporting these sensitive groups has been greatly complicated by the practicalities of delivering legal services during a pandemic with office, clinic, and court lockdowns making it difficult for lawyers from firms and community legal centres to meet and coordinate. It has also made it more difficult for lawyers to be briefed by and share information with their clients. Providers of legal pro bono work have needed to adapt their processes and develop new tools and capabilities to continue to deliver pro bono services.

The fundamental feature of a sustainable pro bono practice continues to be the strength of the relationship between a lawyer or law firm and their pro bono clients. The expansion of partnerships between law firms and community legal centres, pro bono referral organisations and other community organisations has been key to adapting to the demands of multiple crises and the development of new and effective pro bono initiatives and the provision of ongoing support.

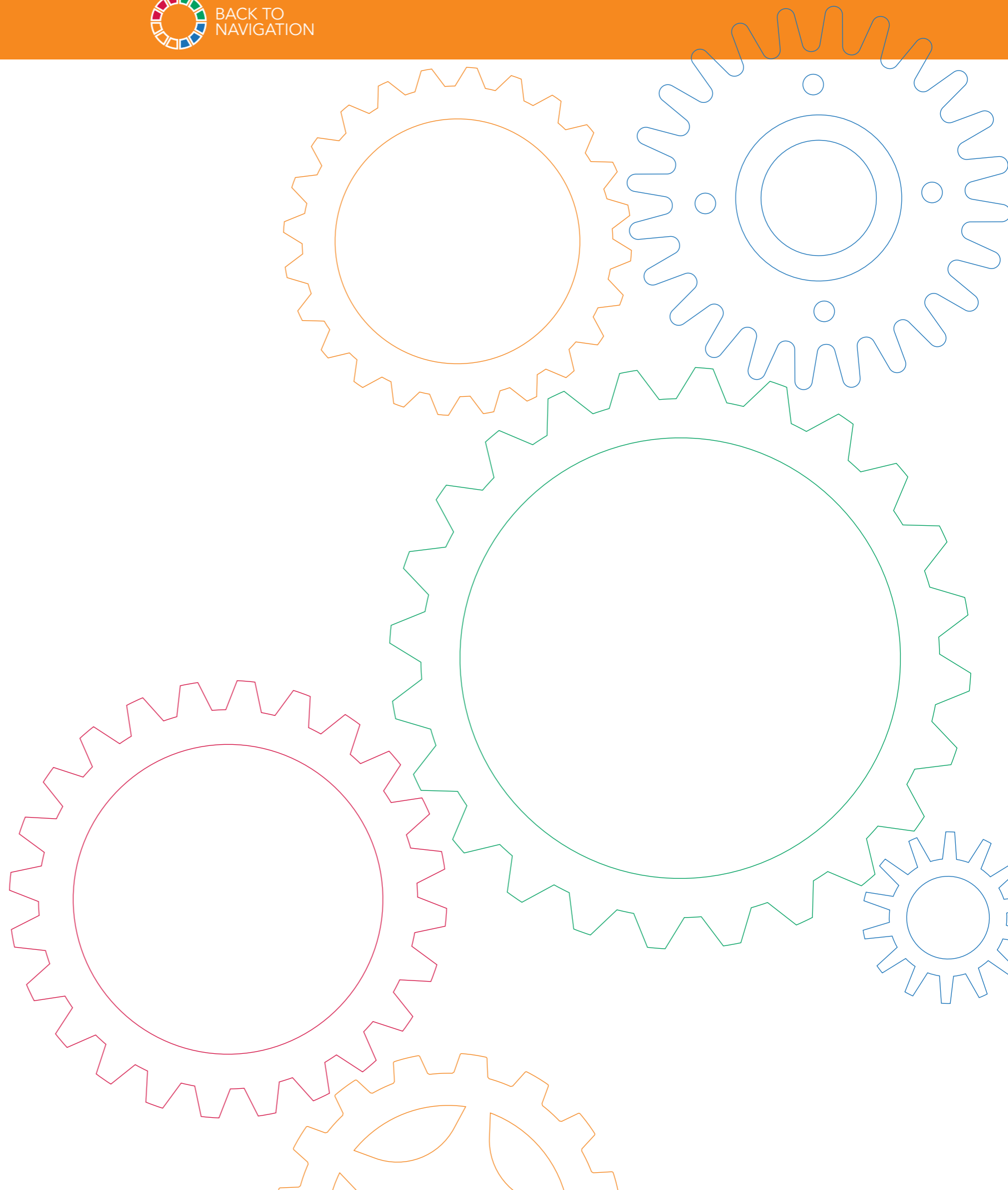
A sustainable pro bono practice requires a strong pro bono culture that embraces and prioritises pro bono work and has the support of the firm's leadership. For guidance on developing effective pro bono programs, the Centre has published [Pro bono partnerships and models – A practical guide to What Works](#).

The longevity of a pro bono program will be dependent on the development of best practice processes and behaviours that reflect that support. Guidance on developing a sustainable pro bono practice is provided in the Centre's publication, *The Australian Pro Bono Manual – A practice guide and resource kit for law firms*. The Manual covers the various challenges associated with pro bono legal programs and recommends tools to address them.

In 2020, the Centre developed several new resources including the [Pro Bono Guide to the Climate Crisis](#), which describes the many ways in which lawyers can get involved in pro bono work to help combat the climate crisis. The Guide features a range of case studies from around the world. The Centre also published the [Pro Bono Guide for Individual Lawyers](#), a guide for lawyers interested in taking on pro bono volunteer work in a personal capacity, outside of a formal employment program. Additionally, the Centre has launched the [Justice Project: Pro Bono Tool](#), which provides a directory of organisations working for client groups around the country to help law firms and other pro bono providers source potential pro bono opportunities and form partnerships.

Other useful tools co-developed by the Centre include its publication *The Australian Pro Bono Best Practice Guide*, which helps law firms develop, and better manage their pro bono programs and practices. The Centre, in collaboration with a number of pro bono coordinators and with substantial input from the legal sector and experts in mental health, published the [Client Management and Self-Care – A Guide for Pro Bono Lawyers](#). This Guide is a practical resource to help firms develop sustainable pro bono programs.

With so many resources being provided to support pro bono programs, it is increasingly important to define the issues those programs are addressing and the benefits they provide. This process focuses on outcomes rather than outputs to enable better planning and accountability of social programs. It also helps to ensure programs are meeting the needs that arise from broader values and commitments such as the UN's Sustainable Development Goals. The Australian Pro Bono Centre has created the [Measuring Impact Hub](#) which contains tools and resources to help the pro bono community measure the impact of the pro bono work it undertakes.



NON LEGAL VOLUNTEERING

Introduction

According to the most recent [State of Volunteering in Australia](#) report, volunteers comprised an average of fifty-seven per cent of total staff in volunteer-based organisations. They contributed an estimated 743 million hours to the Australian community. Volunteer work increases the amount of social services provided while bringing new insights and skills that increase the effectiveness and efficiency of their delivery.

At Work

The [Corporate Citizenship and Volunteering Australia 2019 snapshot](#) found that prior to the pandemic 78 per cent of companies had a volunteering program in place and over half of them had the intention of growing these programs. Fifteen per cent of employees participated in these programs contributing an average of 27.5 hours per year. The most recent [Giving Australia Report](#) also found that business volunteering in the workplace was increasing, with almost three-quarters of large businesses allocating paid time for volunteering (ninety per cent of these increased resources to volunteering over the last ten years). Half of all corporations managing a formal program sought to integrate workplace volunteering through more in-depth community partnerships.

More recent research from Volunteering Australia and the [ANU Centre for Social Research and Methods](#) shows that voluntary work has been impacted harder by the COVID recession than paid work. Many of the lockdown and social distancing restrictions had eased across Australia by April 2021. However, many of those who had previously volunteered but had stopped doing so due to COVID had not returned to volunteering:

- 2.3 million less Australians volunteered in April 2021 than in late 2019 (a drop from 36 per cent participation to 24 per cent)
- Annual volunteering has dropped by 293 million hours since COVID.
- The loss in economic output due to the pandemic would be 16.1 per cent higher if volunteering was included rather than paid work only.
- All gender and age groups showed a decline in volunteering however there was a slightly larger decline for females and the 45 to 54 year old age group.

The survey showed that volunteers had a higher level of life satisfaction prior to COVID than non-volunteers. The impact of COVID on life satisfaction and loneliness varied by volunteering behaviour over the period, with those who managed to continue volunteering during COVID faring much better.

- Australians who had stopped volunteering since 2019 had a greater loss of life satisfaction than those who continued to volunteer during COVID. Loss in life satisfaction appears to have occurred between April and October 2020.
- Those who stopped volunteering were far more likely to say that they felt lonely at least some of the time than those who continued volunteering.

At Law Firms

Skilled non-legal volunteering is a critical input to the not-for-profit and community sector and is highly valued by recipients. Many of these organisations depend on the experience and knowledge of lawyers, managers and support staff for a broad range of non-legal roles including governance, planning, management and administration functions.

Non-Legal volunteering by law firm employees provides community groups with a range of benefits

- Access to a different pool of volunteers, skills, knowledge and technical expertise Increasing service delivery for beneficiaries.
- An opportunity to share the organisation’s mission with potential ambassadors.
- Influence behaviours for positive social, economic or environmental impact.
- Access to teams of volunteers for major tasks and events.
- Increasing public awareness of community issues.
- Create corporate partnerships and potential income streams for community projects.
- Improve understanding between the business and voluntary sectors

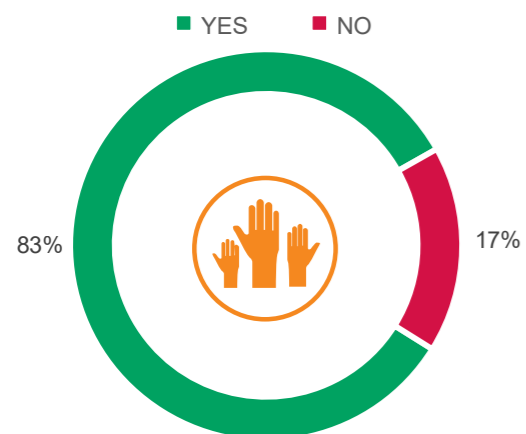
In many cases law firms combine these types of non-legal volunteering programs with pro bono legal and financial contributions through structured Community partnerships. This greatly improves the delivery of targeted impacts, a trend that also increasing in businesses across Australia.

In a similar way to pro bono legal programs, non-legal volunteering programs provide employees with an opportunity to practice different skills, build new teams and bolster the firm’s reputation within the community. Sharing the positive impacts and stories from non-legal volunteering is generally less constrained than for legal volunteering which provides additional opportunities for a firm to promote these achievements to internal and external stakeholders.

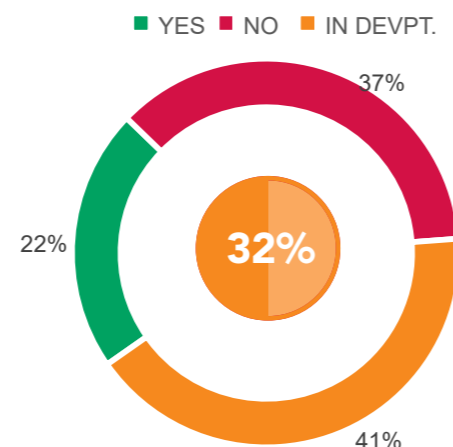
Volunteering provides benefits to law firms which include

- company pride and loyalty from staff
- positive image and recognition by external stakeholders
- staff morale, motivation, team spirit and initiative
- relationships between people from different areas of the organisation
- employee attendance, recruitment and retention
- professional and skill development opportunities
- triple bottom line impact
- relationships between the company and the local community

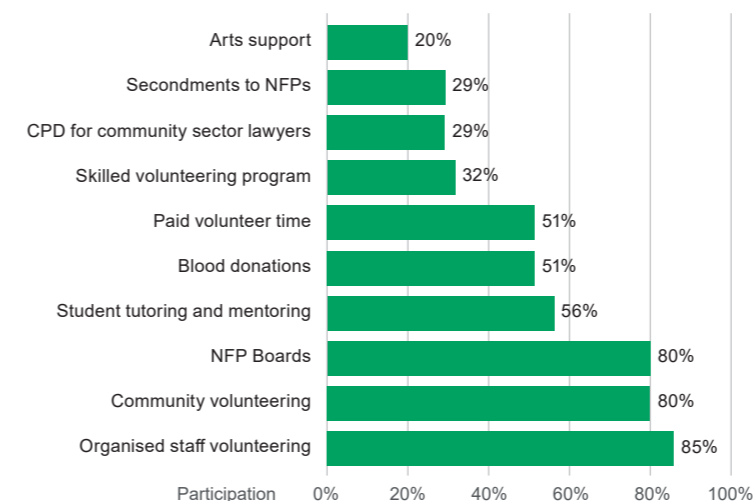
NON LEGAL VOLUNTEERING PROGRAM



VOLUNTEERING MONITORED



INITIATIVES



NON LEGAL VOLUNTEERING

2022 AusLSA Member Performance

2022 has been another challenging year for law firms to effectively deliver their non-legal volunteering programs. Non-legal volunteering has traditionally been based on face-to-face engagement, which wasn't practical during the pandemic shutdowns. While some volunteering has pivoted to remote delivery, there has continued to be a hibernation.

Eighty-three per cent of AusLSA member firms have programs in place or in development that coordinate skilled and non-skilled non-legal volunteering programs for staff. Fifty-one per cent of these firms allocated paid staff time to participate in volunteering.

Eighty per cent actively supported their employee's and partners' participation on boards and administrative positions in not-for-profit or-for-profit community organisations.

The most popular types of volunteering that law firms undertake include

- Organised Staff volunteering – 85 per cent
- External community Volunteering - 80 per cent
- Student tutoring and mentoring – 56 per cent
- Blood Donations – 51 per cent
- Staff secondments to NFPs – 29 per cent

Only 22 per cent of firms with volunteering programs said they monitored the levels of staff participation during the lockdown, but a further 41 per cent said they were currently developing systems for future reporting. The average participation rate was reduced from 41 per cent in the last pre-COVID measure to 32 per cent this year. This is an expected result given the impacts of COVID restrictions on volunteer opportunities.

Challenges and Opportunities

Volunteer programs always benefit from the significant and consistent commitment by firms through strong connections to selected programs. More than ever community service organisations lack skilled workers and financial means to build their existing volunteer base and engage with corporates effectively. Thirty per cent of organisations were unable to engage their optimal number of volunteers because there were not enough suitable candidates, or the organisation was unable to locate them.

It is a tragic juxtaposition that while COVID and a range of natural disasters and economic stresses produce an explosion in the demand for health, economic and social support from the most vulnerable in the community, the ability of volunteers to respond is being reduced drastically. The unmet gap cannot be filled with a "business as usual" approach to how we volunteer. Firms should not just wait for the crisis to abate before restarting their existing programs.

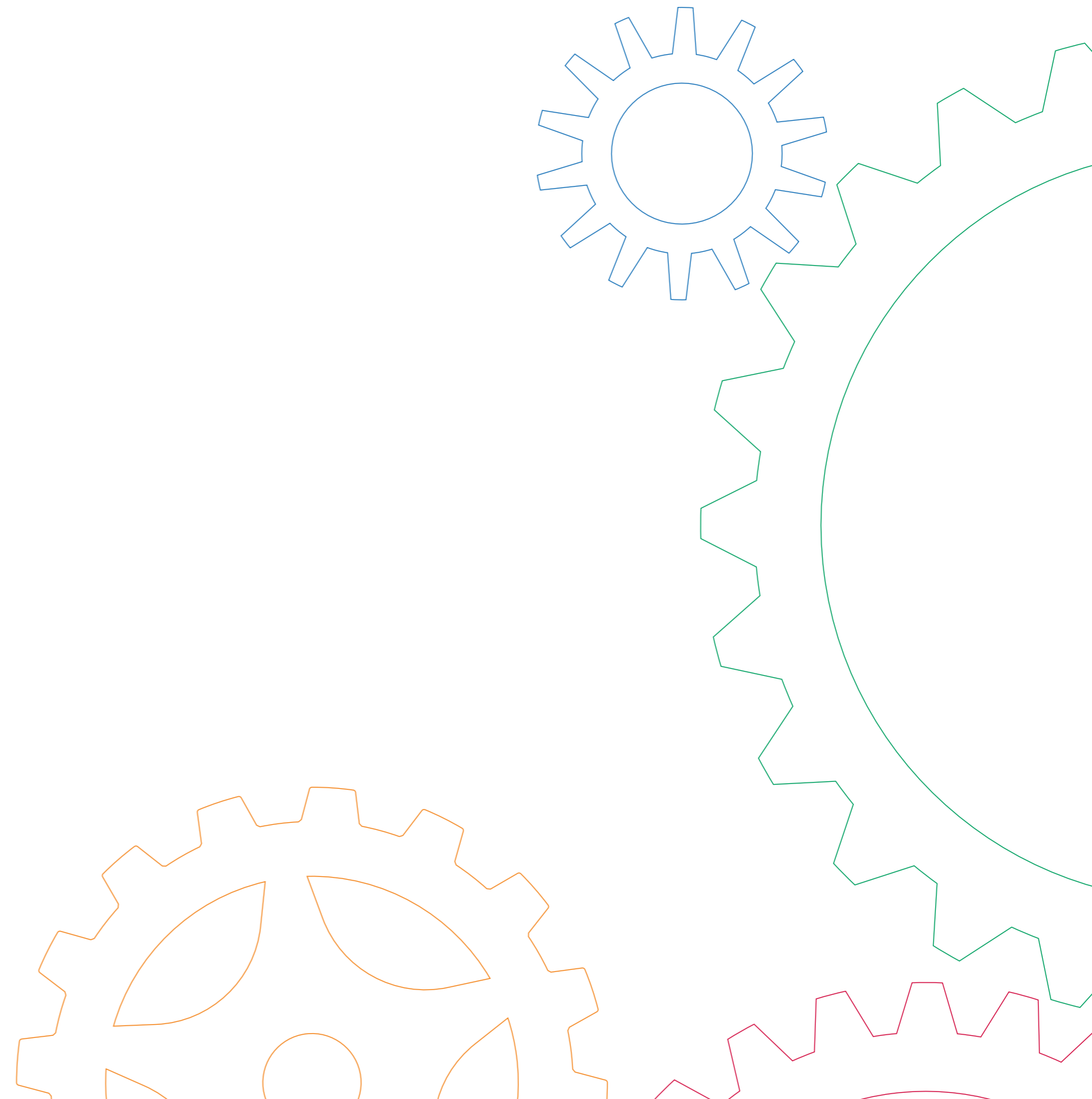
Adjustments to volunteering roles may include:

- engaging with organisations that firms have a relationship or alignment with to assess their developing needs
- engage with Emergency Volunteering platforms that provide a coordinated referral service to match volunteers and community organisations
- work with partners and service providers to innovate new options for delivering volunteer services
- train and equip volunteers in COVID safe working
- maintain engagement with volunteers in your firm to respect the strong social connections return to post pandemic or 'new normal' operations. Your volunteers will likely have formed, and these connections are important to maintain
- volunteering Australia is urging all Volunteer Involving Organisations to prepare further for how COVID has disrupted operations including updating or creating a business continuity plan. Several resources are available to help organisations undertake this planning. Visit your State or Territory volunteering peak body for further information and
- relaxing and service or contractual obligations related to NGOs

The growth of the community partnerships model applies volunteering activities in a strategic way that makes commitments and investments based on the needs of organisations and to achieve agreed objectives. This approach can provide a greater opportunity to focus in a more agile and responsive way to deliver programs and activities that meet the challenges of COVID recovery.

Volunteering is also an act of free will and so firms also need to find and promote volunteering opportunities that are attractive and varied and allow volunteers to follow specific interests or causes where they personally value the difference they make.

While firms pivot and respond to rapidly emerging needs, they need to continue their work on the foundations of their programs. The investment in non-legal volunteering programs or initiatives at individual law firms involves significant time and financial costs. Improved monitoring and evaluation systems will assist the firms to understand and tell the story of the benefits that come from this investment. While there are established systems in place to record and reward lawyer time provided on pro-bono legal matters, systems to record non-legal volunteering time and recognise their contribution are rare.



CHARITABLE GIVING

Not-for-profit organisations create almost four per cent of Australia’s domestic product and facilitate contributions equivalent to 330,000 full-time employees undertaking 600 million hours of community service. At the same time, some charities generate revenue through commercial type operations. Almost all are reliant on charitable giving for the delivery of their programs.

The demand for critical services provided by these not-for-profit organisations and charities is significant and growing. The natural disaster recovery in Australia continues to affect hundreds of thousands of Australians who lost homes, livelihoods, and businesses and suffered physical and mental injury. Increased interest rates and a national housing crisis add to the troubles of the most vulnerable people in Australia.

As charities were stretched by responding to this high demand, the costs of goods and services have surged, making it even more difficult and costly for them to meet the current demands and provide new needs for their services. During this time, many charities also began to report a significant reduction in revenue and had difficulty in planning and making future commitments.

Following many years of steady growth, the levels of giving in Australia peaked after the bushfires in early 2020 and revenues dipped quickly following uncertainty and disruption caused after the emergence of COVID across the world. While COVID did stimulate some donations, it also prevented significant engagement and fundraising from occurring in many of the traditional areas.

The last three years have proven to be the most challenging years for Australia’s Not for Profit (NFP) sector. The devastating impact of years of natural disasters, inflation, housing crisis and COVID are threatening the Australian community sector, which is facing increased demand for services, a reduction in donations and a catastrophic collapse in volunteering.

The early forecasts and data for levels of donations during COVID were worrying, with annual giving falling four per cent to December 2020. Various categories of NFPs fared differently with the levels of giving to health and international aid improving while small reductions were experienced in environment/animals and religious causes. The largest falls were experienced in arts, education and social services. A 2021 report from JBWere indicates that the reductions experienced in mass market donations have been offset by high net-worth giving and corporate community investment, which both grew strongly during 2020. The rebuilding process is ongoing and will take significant resources and effort from the Australian charity sector over many years

The types of fundraising activities that often form large portions of charitable income, including events, collection drives, commerce, and workplace giving have all been restricted by COVID and will be for some time. In parallel, lower levels of security, higher unemployment and lower business profitability are also likely to adversely impact on donations from the community and business. The longer outlook for the capacity and security of the charitable sector is concerning.

In response to changing demand for services and revenue opportunities charities have been adjusting in various ways. Philanthropy Australia surveyed 101 grant-makers about the impacts of COVID on their plans and experiences. It found that eighty-eight per cent of respondents had reviewed how to better support their partners with seventy-two per cent increasing flexibility, forty-eight per cent untying restricted funding, forty-two per cent increasing financial grant support and thirty-two per cent establishing dedicated COVID grant programs.

Australian businesses facilitate two streams of philanthropy: charitable giving and workplace giving, or in many cases a combination of both.

1. Workplace Giving

Workplace giving includes a wide range of activities including volunteering and general fundraising as well as payroll giving.

The [2016 Giving Australia Report](#) showed that eighty-five per cent of reporting businesses facilitated payroll giving, fifty-six per cent provided donation matching programs, and forty-six per cent had a formal workplace volunteering program. Payroll giving allows employees to make regular donations from their pre-tax pay and receive the tax benefit immediately. It has become an essential component of giving within a large business.

Since 2002, payroll giving has raised more than a quarter of a billion dollars in new funding for charities. ATO data from FY20 shows that working Australians donated approximately \$53m to charities through employee payroll giving, which was then multiplied by employer contributions. The ATO data shows that 4.1 million working Australians at 6,590 employers have access to payroll giving. However, only 211,316 are giving (approx. 5 per cent). The average donation from these donors is \$247 p.a.

Payroll giving is a highly efficient way for employees to donate to charity, delivering a reliable, untied, and recurring revenue stream for charities without the high fundraising costs, which can be up to thirty to forty per cent of funds raised. Contributions from payroll giving provide additional value to the chosen charity as they are usually matched by employers providing higher and more consistent funding.

In addition to a Count Me In model, WGA’s review of 150 workplace giving programs have found that there are a series of drivers for supporting giving and volunteering:

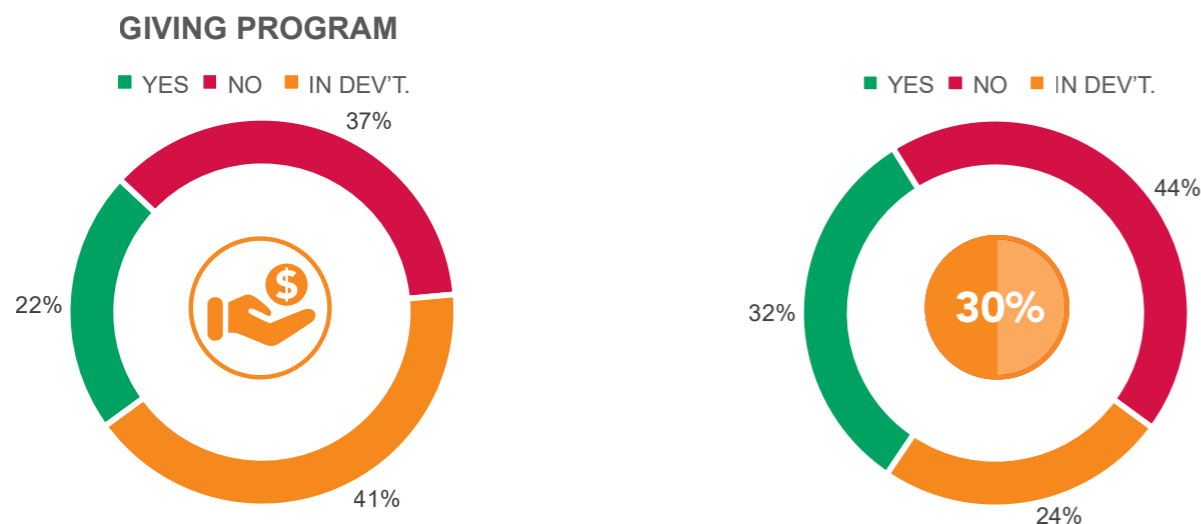
- Leadership support
- Aligning chosen charities with the employer’s value proposition
- The Count Me In approach
- Celebrating success and sharing meaningful impact
- A great network of champions across the business
- A level of support from the employer in the form of matching

2. Corporate Giving

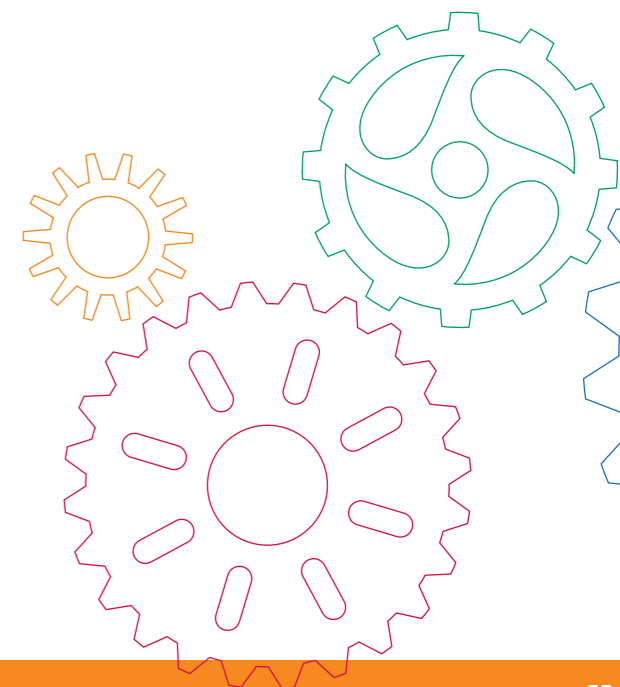
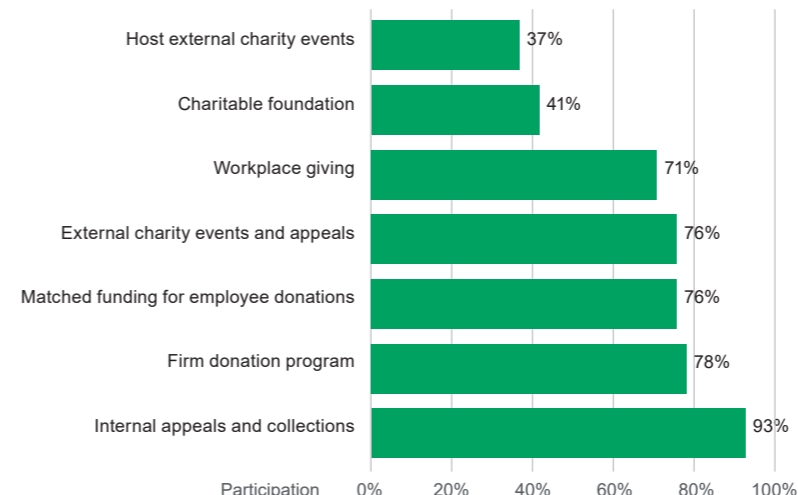
The [2016 Giving Australia Report](#) found that large businesses of over 200 employees gave \$9 billion through donations of money, goods and services (\$2.5 million on average). These financial contributions went to fund education and research (\$3 billion), health (\$1 billion) and social services (\$990 million). Businesses see this giving as being strategic and a source of competitive advantage by boosting employee engagement, social license, and stakeholder engagement.

Corporate community partnerships are becoming more sophisticated and widespread as the size and importance of firms’ giving programs grow. Law firms continue to package their legal pro bono, non-legal volunteering and financial support into structured, longer-term partnerships that deliver on their community and social development objectives. In 2016 these community partnerships accounted for sixty-nine per cent of the total value of business giving across larger Australian businesses.

WORKPLACE GIVING MONITORED



INITIATIVES



CHARITABLE GIVING

2022 AusLSA Member Performance

Disruptions to the work environment over the last two years have made it difficult for many law firms to deliver their regular giving programs. The ability to engage with staff who may be under personal and professional stress while also managing significant operational disruption has also been difficult. Likewise, the capacity to deliver firms’ planned programs, which are often designed around a physical presence in the workplace, has also significantly reduced.

But members’ commitment to giving has been resilient. Eighty-eight per cent of AusLSA’s reporting members have formal charitable giving programs in place, comprising corporate and workplace giving. Eighty-eight per cent of these members donated through their businesses or related trusts.

Seventy-six per cent operated a formal workplace giving program for staff, matching the payroll donations made by their employees. The continuation of these programs underlines the importance of regular matched workplace giving as a resilient and substantive way for firms and their employees to provide.

This year, the number of firms that collected information about their employees’ participation in charitable giving programs increased from 26 per cent to 32 per cent, with a further 24 per cent reporting that they were developing new processes to collect this information. The average participation rates recorded by those participating firms were stable at 30 per cent this year.

Firms with formal foundation-type structures or separate entities to plan and administer their charitable giving grew from 34 per cent to 41 per cent. Firms regularly undertook internal charity appeals and events also increased from 71 per cent to 75 per cent. Ninety-three per cent of firms also reported participating in internal giving drives such as providing books, food and Christmas gifts.

Challenges and Opportunities

The needs of charitable organisations are likely to be higher in the next five years than at any other time in the last fifty years. At the same time the challenges and uncertainty for law firms and their employees could impact their ability to provide, maintain or increase levels of financial support.

An increased focus on impact, strategy, and evaluation is needed if these donations and broader philanthropic supports are to meet the greatest social and environmental change. This can only be achieved when the partnerships between funders and

charities are substantive, well thought out and enduring. This is a commitment not just from charities, but also to funders who need to develop in- depth understandings of the issues that are funding and be willing to build the capacity of the charity to deliver their services in the most strategic ways. It involves funders of charities sharing in planning and building programs alongside charities and investing in defined outcomes rather than buying whatever outputs may be offered.

There is undoubtedly a funding crunch for charities where the urgency and demand for their services are growing more quickly than Australia’s philanthropic community’s capacity to resource them. One way to increase the levels of the benefit provided by services faster than available funding is to provide better connections between resources and outcomes. Leading law firms and Australian businesses increasingly integrate their charitable giving programs with their core business strategies and delivery. This model combines management support, giving, pro bono and ties their investment and outcomes into achieving their broader business purpose. This approach leads to more significant and longer-term commitments to support charities addressing the longer-term issues of natural disasters, financial stresses and COVID recovery.

There are more charitable giving programs that would benefit from this broader type of strategic partnership; however, establishing these types of partnerships takes time and work. Firms need to search for and develop relationships with willing organisations and develop agreed commitments and objectives. This will allow them to build partnerships that take full advantage of their special skills and resources.

There is significant potential to increase participation in Payroll Giving. In Australia, the 6,590 employers who offer payroll giving employ almost four million workers. However, only 211,316 workers are currently donating, meaning that nearly ninety-five per cent of these employees are not donating. There are many variables that influence a workplace-giving program’s success. In addition to matching donations from payroll giving, employers can lead by providing employees with compelling charities and clearly communicating the needs and benefits of being a donor. Workplace Giving Australia provides an extensive range of supporting materials and campaigns that help organisations grow their giving programs. The One Million Donors platform provides a range of specific workplace giving toolkits, resources and recognition.

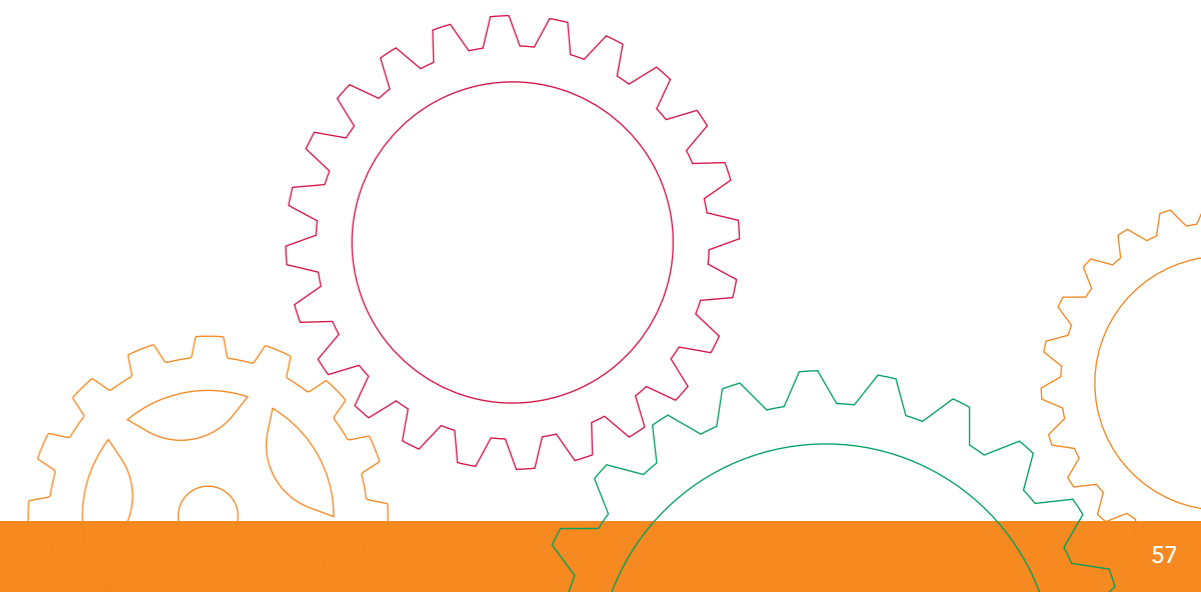
Yet, whilst incredibly efficient, it is clear that payroll giving is not achieving its full potential. In addition to leadership support and a supportive structure, one key driver of high participation rates in key employers is the use of an opt-out or “Count Me In” approach for new employees. This approach includes a clause in new employees’ contracts auto-enrolling them into the workplace giving program, unless they ticked a box to opt out (often this approach is followed up with an email reminder that they had enrolled in the program and instruction on how to change their selection at any time).

Typically, in the first year of implementing this approach, participation in payroll giving programs double. Employers utilising the Count Me In approach include Energy Australia, Tomago Aluminium and Clayton Utz. As a result, they have seen a step change in their workplace giving participation.

However, the Fair Work Act is currently not clear and, sometimes when a company seeks legal advice, they are often deterred from implementing this approach. As such, in 2021-2022, advocacy group, Workplace Giving Australia (WGA) is seeking an amendment to the Fair Work Act to simplify it and ensure that employers have the confidence needed to implement this game-changing approach to their giving programs. WGA will be seeking support from the legal sector to support this amendment.

Law firms should identify and manage payroll giving programs focused on the:

- relevance of the programs to employees’ and firms’ values and interests
- regular and frequent promotion of available programs
- leadership support and encouragement to participate in programs
- ability to collect and disseminate information about the success and social outcomes of the programs.



RECONCILIATION IN AUSTRALIA

Australian Situation

Based on the [Australian Bureau of Statistics projections](#), the number of Indigenous Australians in 2021 was estimated to be 881,600. The Indigenous Australian population is projected to reach about 1.1 million people by 2031.

The treatment of Aboriginal and Torres Strait Islander peoples since European settlement has failed to respect the sovereignty of First Peoples and perpetuated structures that have created significant barriers for the more than 881 thousand First Australians in Australia today.

Reconciliation between Aboriginal and Torres Strait Islander peoples and the wider community is a journey of improving mutual trust, respect and opportunities. Reconciliation encourages cooperation and unity between First Australians and non-Indigenous Australians.

To collaboratively work towards reconciliation, it is important to understand historical acceptance through truth telling. It is a critical step to improving our understanding of how history has shaped Australians' relationships to, connection to, and respect for each other's cultures. In 2008 Australia took an important symbolic step of acknowledging this Australian history with the nation's apology to Aboriginal and Torres Strait Islander peoples.

A formal process examining how to achieve recognition of Aboriginal and Torres Strait Islander peoples in the Australian Constitution has been underway since 2011. In 2017 the Government's Referendum Council hosted a National Constitutional Convention at Uluru, including over 250 First Nations delegates from across Australia. They issued the Uluru Statement from the Heart with three core themes: voice, treaty and truth, and which recommendation for an Indigenous voice to parliament, constitutional reform and the Makarrata Commission.

The Indigenous Voice to Parliament (The Voice) is the proposed new body of separately elected Aboriginal and Torres Strait Islander people, with the right and responsibility to advise the Australian Parliament and Government on matters of significance to Aboriginal and Torres Strait Islander peoples.

The Voice arose from the May 2017 Uluru Statement from the Heart, delivered by the First Nations National Constitutional Convention, which met at Uluru. The government initially refused this request but, in 2019, proposed a change to a Voice to Government via legislation without changing the Constitution.

The new federal government elected in 2022 confirmed plans for a referendum and proposed that the body would be named the Aboriginal and Torres Strait Islander Voice. At the Garma Festival in July, Prime Minister Albanese introduced the draft referendum question as: "Do you support an alteration to the constitution that establishes an Aboriginal and Torres Strait Islander Voice?"

The [ABC's Vote Compass survey](#) included questions about a voice to parliament in its 2019 and 2022 editions. In 2019, 64 per cent of voters agreed with the establishment of a voice, while 22 per cent disagreed. The 2022 edition of Vote Compass found that support had grown to 73 per cent while opposition declined to 16 per cent.

Progress of reconciliation is reflected in the targets set in the Commonwealth Government's 2008, 22 year Closing the Gap agenda. There have been ongoing failures to meet the interim targets. A new national agreement on "Closing the Gap" was negotiated with Indigenous representatives as a partnership, setting out four priority reforms aimed at changing how governments work in true collaboration with Aboriginal and Torres Strait Islander representatives to address inequities.

1. build and strengthen structures to empower Indigenous people to share decision-making with governments
2. build Indigenous community-controlled sectors to deliver services to support Closing the Gap
3. transform mainstream government organisations to improve accountability and better respond to Aboriginal and Torres Strait Islander peoples' needs and
4. improve and share access to data and information to enable Indigenous communities to make informed decisions.

Legal Sector Action

There are many ways law firms can begin a process of reconciliation and begin to build on the five interrelated dimensions of race relations, equality and equity, institutional integrity, unity and historical acceptance. These dimensions are used by Reconciliation Australia to measure progress and define outstanding actions. In Australia the legal profession has filled an important role by working in each of these five dimensions to improve reconciliation through;

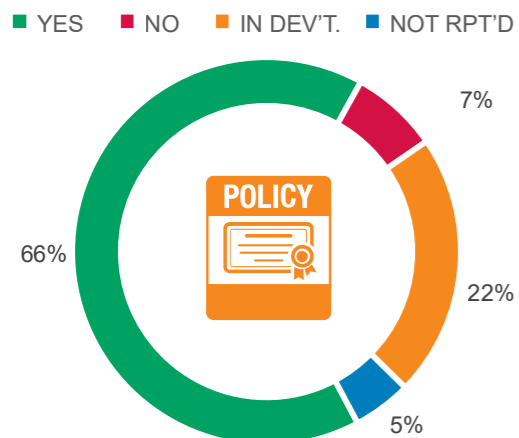
- assistance to Aboriginal and Torres Strait Islander Legal Centres direct pro bono services for individuals and groups
- secondments of staff to and from firms such as legal centres, land councils and other NGOs
- mutually beneficial strategic partnerships including coordinating pro bono sponsorships, corporate giving and volunteering Reconciliation Action Plans through Reconciliation Australia
- development of Indigenous lawyers through traineeships, scholarships and mentoring National Reconciliation Week and NAIDOC Week activities
- a more diversified supply chain through procurement from Indigenous-owned businesses facilitating structured collaboration programs for reconciliation

The most substantial programs are formal [Reconciliation Action Plans \(RAPs\)](#) which follow a framework developed and supported by Reconciliation Australia. RAPs embed the principles and purpose of reconciliation in the way organisations function, engage their staff and interact with the community and other organisations. Tailored RAPs are in place in more than 2,200 organisations which reach over 3.9 million employees or students. A further three million belong to clubs or similar groups that also have RAPs.

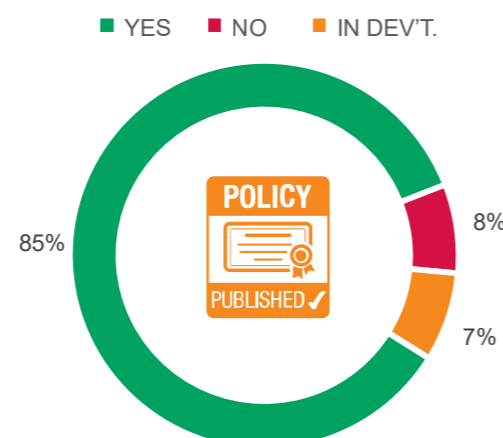
The 2021 RAP Impact Report survey of Stretch and Elevate partners found;

- 65 per cent of employees in leadership RAP organisations felt reasonably well prepared by their organisation to speak up and confront racially tainted falsehoods, stereotypes or derogatory remarks

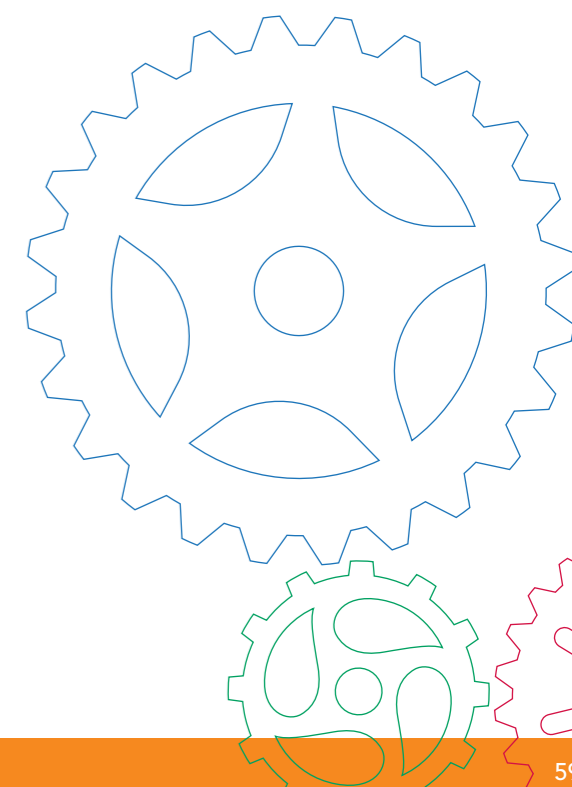
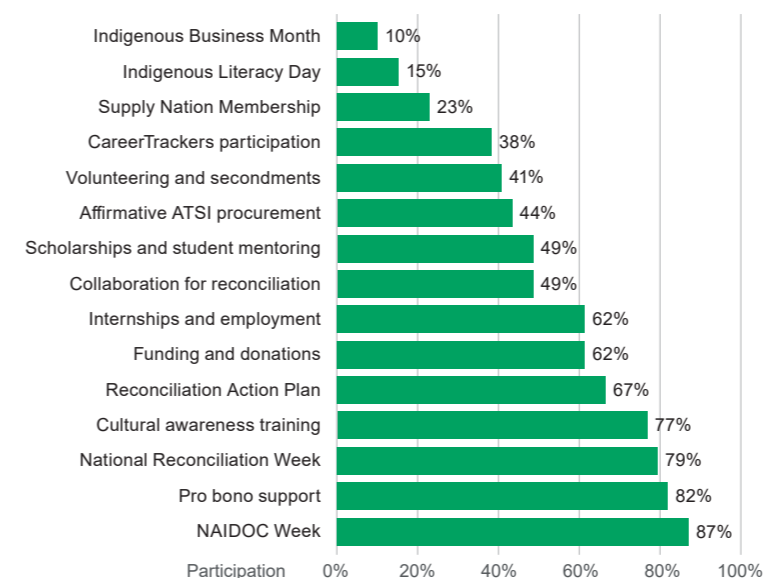
INDIGENOUS RECONCILIATION



INDIGENOUS RECONCILIATION POLICY PUBLISHED



INITIATIVES



RECONCILIATION IN AUSTRALIA

- 88 per cent believe their organisation has a clear public stance against racism
- 68 per cent believe their organisation has processes to deal with racism towards Aboriginal and Torres Strait Islander staff
- 78 per cent believe their organisation shows a strong public commitment to reconciliation
- 65 per cent have personally witnessed senior leaders speak passionately about the importance of reconciliation in the workplace

Career Trackers, supported by eight AusLSA members, and Tarwirri, the Indigenous Law Students and Lawyers Association of Victoria are two examples of programs aimed at increasing the number and inclusion of First Australians in the legal sector.

2022 AusLSA Member Performance

The last three years have seen a significant increase in reconciliation commitments and activities by AusLSA members. This year, eighty-eight per cent of reporting firms either have a reconciliation strategy or have one in preparation. This is an increase from sixty-six per cent over the last four years with 92 per cent willing to share their policies publicly. Eighty-nine per cent of these firms had formal management structures in place to implement their policies and report progress. This is an increase from seventy-seven per cent in 2019 with the management mechanisms in place including partners and directors and with eighty per cent involving in house committees.

Sixty-one per cent of firms had developed a Reconciliation Action Plan (RAP) in 2022 that had been accredited by Reconciliation Australia, which has increased from 54 per cent last year and from 42 in the last four years.

While there is a high level of participation in these programs by firms that are implementing Reconciliation Action Plans, many other law firms are still showing their commitment through a focus on specific programs and initiatives.

This year's most significant change was the increase in firms providing pro bono services to Aboriginal and Torres Strait Islanders. In two years, the number of firms providing pro bono services increased from 17 to 32 in 2021 (or from 55 per cent to 82 per cent of firms). This growth in pro bono support from firms and their lawyers shows a building level of understanding and compassion for the needs of Indigenous groups and persons, which has been boosted by discussions about the Voice to Parliament, various truth telling processes in different states and also local exposure of the enduring Australian deaths in custody crisis.

All reporting firms were involved in reconciliation-related programs, initiatives and events to raise awareness and provide recognition of reconciliation and the issues and barriers that Aboriginal and Torres Strait Islander peoples face. On average, firms undertook an average of eight activities each in 2022, which has increased from six last year and three in 2019.

An additional five firms participated in NAIDOC Week activities this year, taking up to 87 per cent of firms. This was the most popular initiative, followed by 77 per cent of active firms that provided Aboriginal and Torres Strait Islander cultural awareness training. Participation in other initiatives also grew again this year, including National Reconciliation Week activities – 79 per cent, scholarships and student mentoring – 49 per cent, Aboriginal and Torres Strait Islander employment and internship programs – 62 per cent, affirmative procurement programs – 44 per cent, finding or donations – 62 per cent and structured collaboration for reconciliation – 49 per cent.

Challenges and Opportunities

The legal sector needs to accept a responsibility to both participate and lead toward achieving the reconciliation goals.

Perhaps the highest-profile reconciliation activity in the next two years will be the proposed national referendum on the Aboriginal and Torres Strait Islander Voice. Like the national referendum on Marriage Equality, the public discussion around reconciliation will show both the best and worst of our community and expose Aboriginal and Torres Strait Islander people to a range of positive and negative comments and experiences.

This is the time for AusLSA members to provide leadership and demonstrate their values to their customers, staff and the broader community. This can be done by ensuring that the firm's position is well-informed, in the best interests of indigenous Australians and shared. Firms should already be anticipating and discussing the opportunities to support their indigenous partners through this process.

Having plans and policies is an important part of the challenge but strong leadership, commitment, and transparency are possibly the most important factor in changing established beliefs, behaviours and outcomes. In businesses this requires deeper

engagement by leadership, employees, and stakeholders and more meaningful connections with Aboriginal and Torres Strait Islander peoples. One-to-many types of engagement events are common in many law firms but can be superficial if they are not part of a deeper set of engagements.

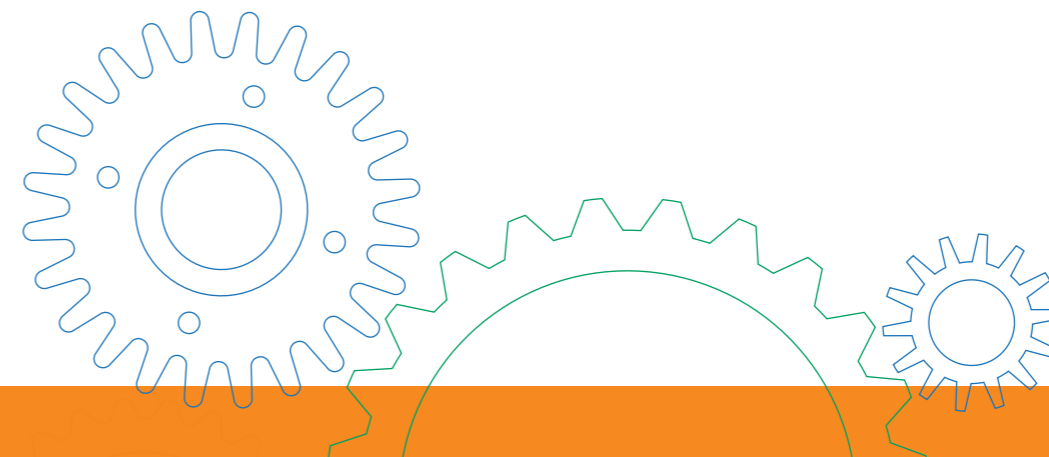
Participation in business and employment is a key element that drives sustainable self-sufficiency for Aboriginal and Torres Strait Islander individuals, families and communities. Indigenous people, like many minority groups, are underrepresented in the legal profession and its supply chain. The [National Profile of Solicitors 2021 Report](#) conducted by the NSW Law Society found that the percentage of the profession nationally self-identifying as Aboriginal and/or Torres Strait Islander people has reduced from 1.2 per cent to only 0.8 per cent in comparison with 3.4 per cent in the general population. This may be a factor of fewer graduate lawyers, inequality in recruitment or perhaps because fewer Aboriginal and Torres Strait Islander lawyers are choosing to self-identify. Law firms should consider increasing cultural learning, safety and awareness within organisations to increase First Nations employees to self-identify as well as encouraging First Nations peoples to want to choose law as a career.

Law firms' investments in nurturing Aboriginal and Torres Strait Islander legal talent can be improved to provide more attractive opportunities for First Australian Lawyers. Deeper, more immersive programs that include more continuous and progressive pathways including scholarships, vacation placements, internships, clerkships, graduate programs and lawyer development programs will lead to higher levels of engagement by participants. Firms can increase the opportunities for Aboriginal and Torres Strait Islander peoples to apply for and serve firm internships, by holding ongoing recruitment and staggering program times, rather than the narrow peak recruitment windows and setting more flexible timeframes for deployments.

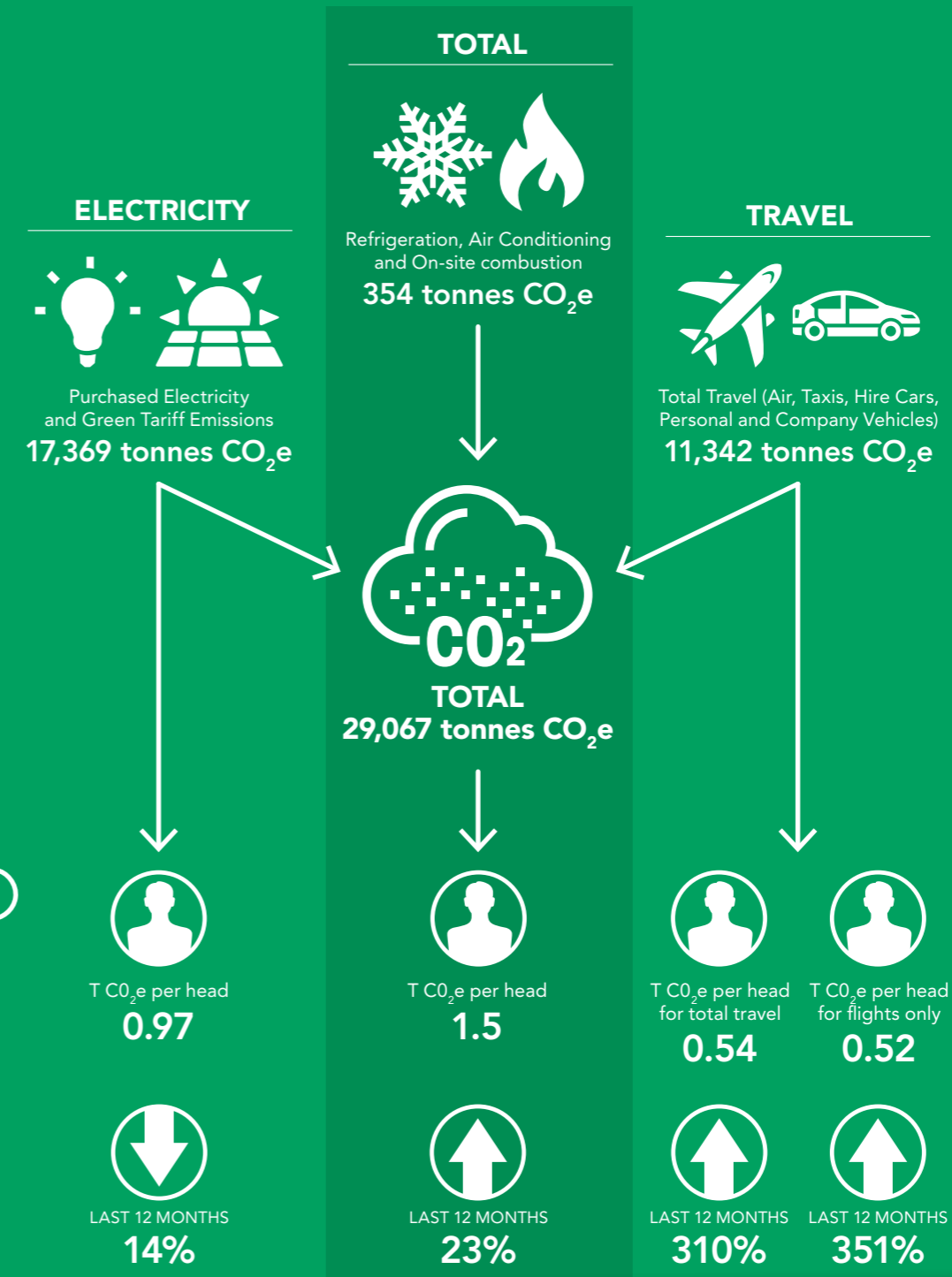
Increasingly Aboriginal and Torres Strait Islander businesses are providing supplier diversity through competitive goods and services that are used by law firms and other businesses. But for these businesses to grow and increase their range of products and services further they need increased demand and support from businesses like law firms. [Supply Nation](#) is the leading directory for Indigenous owned businesses and is endorsed by the Australian Government.

Reconciliation Action Plans have a positive effect in workplaces and improve a firm's chances of achieving the objectives of relationships, respect and opportunities and implementing and measuring practical actions. All organisations should plan and implement their reconciliation support in a strategic and clear way. This will allow them to identify the best opportunities to contribute to reconciliation that align with their skills and capacities with a focus on impact. Firms who are still starting out should revisit their commitments and research Reconciliation Action Plans further. Reconciliation Australia resources are a great place to start, including [Why have a RAP](#) and [weekly webinars](#) that provide an overview of Reconciliation Action and relevant networks.

Partners with higher level Stretch and Elevate Reconciliation Action Plans also have unique experience and skills to play a leadership role in the broader legal reconciliation network. These firms can lead collaboration within the legal sector and beyond including participation in RAP training and capacity building.



ENVIRONMENTAL PERFORMANCE 2022 HIGHLIGHTS



Note: These highlights include data that has been significantly impacted by operational changes and decisions caused by the COVID pandemic.

LEARNING FROM OUR ENVIRONMENTAL

ENVIRONMENTAL PERFORMANCE

AusLSA has been reporting on the environmental commitment and performance of Australian Law firms since 2009. During this time, the level of awareness and accountability for environmental action has increased significantly, which is reflected in the number of law firms participating, the nature of the commitments, and the level of performance they are reporting.

Each year AusLSA has also reviewed and increased the depth and analysis of the data collected. This year we have collected and reported new information on our law firm members' developing climate change action.

In last year's report, which included a full twelve months of the effects of disruptions from COVID, we commented that the environmental report showed "a year like no other" with massive reductions in energy, travel and paper use continuing from the previous year. While in the first part of the reporting period, we had state border closures, which resulted in dramatic reductions to most measures, in the latter part of the year, many law firms had begun to welcome staff back to the office, and interstate and international air travel began to grow.

This year AusLSA has observed a continued increase in AusLSA member efforts to embed their environmental commitments more formally, using systems such as AusLSA's Environmental Management System (AEMS). EMS help to guide the firm's measurement, planning, monitoring and continuous improvement. Such plans more clearly demonstrate to clients, employees, and management that firms are proactively and effectively managing their environmental impacts in a time of increasing global focus.

This year's report continues to measure all the parameters counted in previous years, including consumption related to the following environmental impacts:

- greenhouse gas emissions from office-based consumption of electricity and gas; greenhouse gas emissions from air and car travel;
- greenhouse gas emissions from the use of refrigerants;
- damage to forests and other ecosystems from the harvesting and production of paper and land degradation and resource wastage through the management of waste and recycling.

2022 AusLSA Member Performance

Forty-two firms provided their data this year, up from the highest previous participation of 38 firms last year. The growing participation reflects the recruitment of 5 new AusLSA members since last year.

The report covers 22,629 law firm employees, which is similar to last year. Thirty-three firms experienced growth in staff numbers during 2022, and nine firms recorded decreases.

The return to the office and return to travel has led to an increase in greenhouse gas emissions this year following two years of COVID-based reductions in resource use.

Air travel greenhouse gas emissions increased by 314 per cent this year, driving an increase in emissions from business travel and overall gross greenhouse gas emissions.

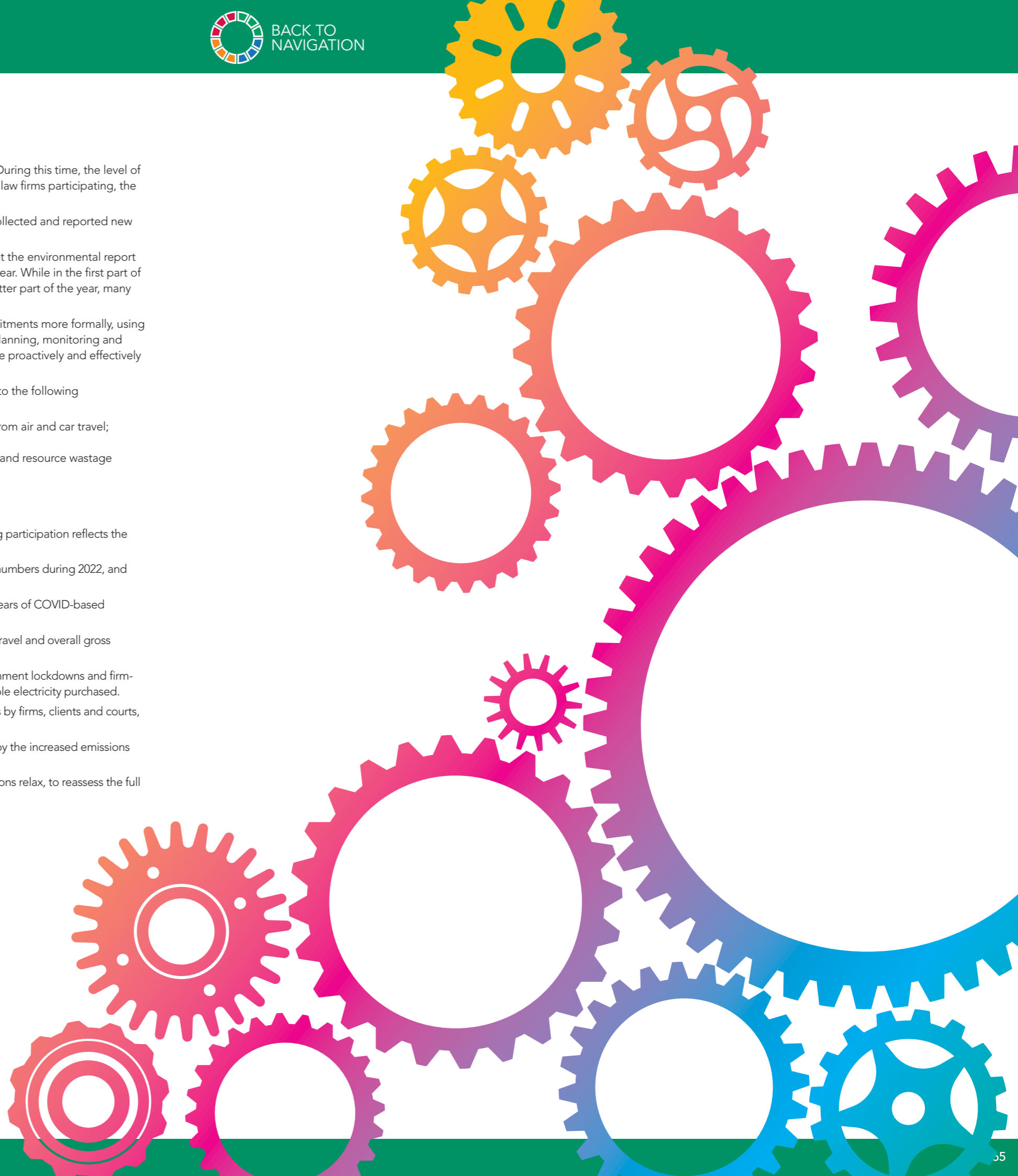
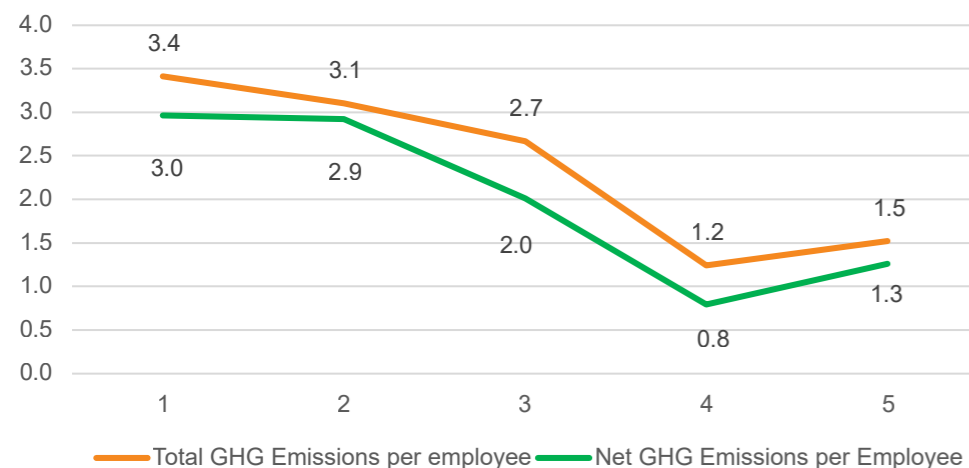
GHG emissions from electricity in members' offices shrunk by eight per cent despite the removal of various state government lockdowns and firm-based safety measures. This was due to a combination of continuing energy efficiency measures and increased renewable electricity purchased.

Paper consumption also decreased by 27 per cent, which follows the continued uptake of digital systems and processes by firms, clients and courts, as well as continued remote working.

Member firms increased their gross total greenhouse gas emissions by 23 per cent per employee from last year driven by the increased emissions from flights.

The challenge for the future is to build on the progress that has been forced on us and, as lockdowns and travel restrictions relax, to reassess the full costs and benefits of different ways of operating.

Total GHG Emissions per employee



CLIMATE ACTION

Climate change is a truly international issue requiring real change and leadership by all sectors of society, industry and economies. Law firms have a strong role to play in the major transition required to reposition Australia's and the world's future growth, so it minimises the worst impacts of climate change.

The sixth IPCC assessment suggests that to achieve a two-third chance of limiting global warming to 1.5°, a 90 per cent reduction of greenhouse gas emissions will be required by 2050, but a high emission decrease is needed before 2030.

By March 2021, twenty-one per cent of the world's largest two thousand companies had committed to a Net Zero Target, which includes responsibility for the emissions from the production of purchased goods and services in its supply chain.

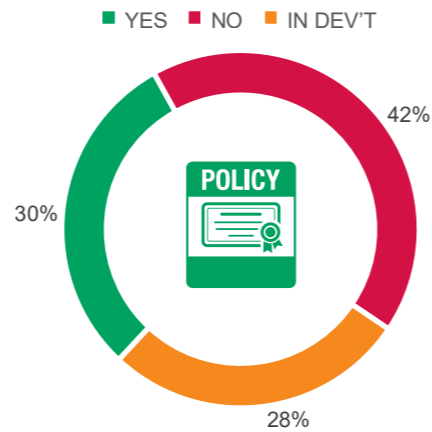
Like most organisation change, climate action starts with gathering information, making commitments, setting targets and planning the actions required.

The Greenhouse Gas Protocol provides a comprehensive global standardised framework to measure and manage greenhouse gas emissions from value chains and mitigation actions. It categorises direct and indirect emissions into three broad scopes:

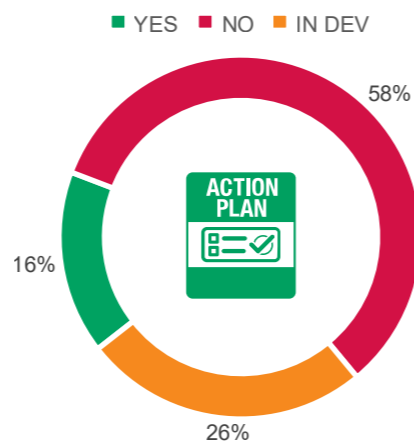
- **Scope 1 emissions:** Direct GHG emissions which occur from sources owned or controlled by the company, for example, emissions from gas heaters, ovens, vehicles and refrigeration.
- **Scope 2 emissions:** Indirect greenhouse gas emissions from consumption of purchased electricity, distributed heat or steam.
- **Scope 3 emissions:** Other indirect emissions produced from the extraction, production and distribution of purchased goods and services, for example, business travel, accommodation, paper, commute to work, home offices, ICT equipment and services and waste disposal, etc.

AusLSA measures the types of greenhouse gas emissions law firms have the greatest control over. This includes tenancy electricity and gas use, domestic and international flights, taxis, Ubers and other car-based travel and refrigerants. AusLSA members have been effective in reducing this basket of emissions which reduced by eight per cent in the four years leading up to COVID and a total of 72 per cent in the last four years, including the COVID pandemic.

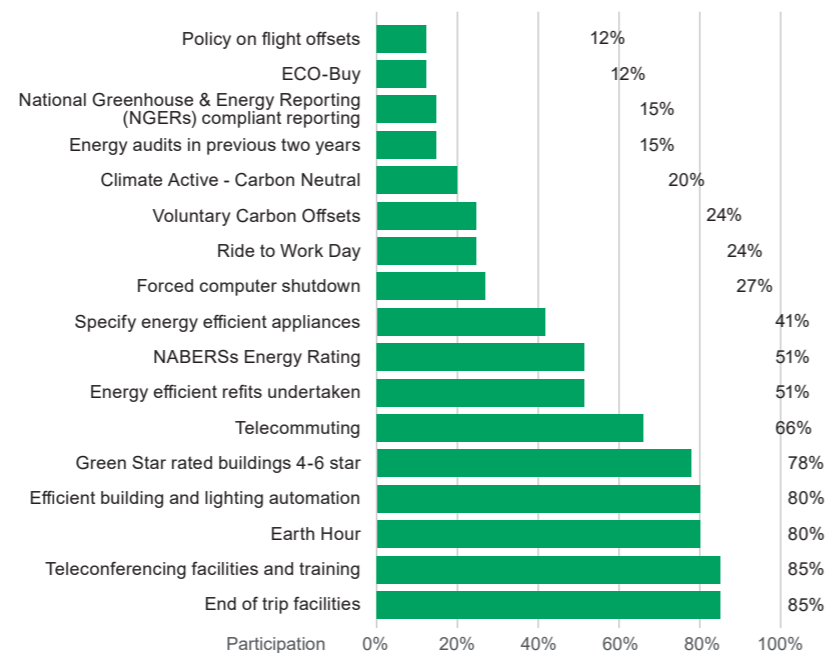
GREENHOUSE ACTION POLICY



CLIMATE ACTION PLAN



INITIATIVES



CLIMATE ACTION

2022 AusLSA Member Performance

AusLSA has introduced expanded Climate Action reporting this year. Our measures follow our standard approaches for measuring firms' progress, including establishing policies, developing action plans, setting targets, and committing to Science Based Targets for 2030 reductions and achieving net Zero.

The progress of policy development shows that firms are increasing their commitments to climate action. While only 30 per cent of firms had a policy in place at the time of reporting, a further 28 per cent of firms were in the process of developing one.

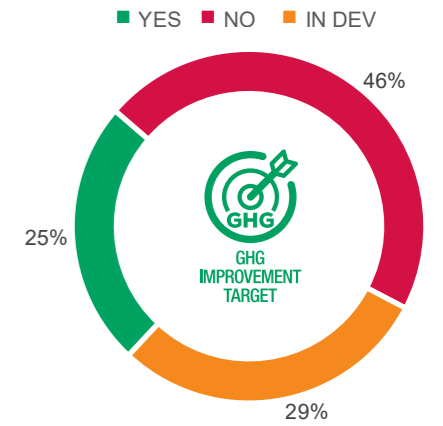
In similar proportions, 25 per cent have committed to greenhouse gas emission targets, but a further 29 per cent of firms were in the process of developing theirs. Fifteen per cent of firms had established targets under the Science Based Targets principles, which aims to make reductions sufficient to limit global temperature rise to 1.5 degrees Celsius. A further seven per cent of firms were also developing these targets. Net Zero Science-Based targets or probably the most challenging for organisations to plan for and commit to, seven per cent of firms reported having Net Zero targets in place, with a further 12 per cent working on creating these targets

Formal action plans with objectives, resourcing and accountability are critical elements of climate actions. This year only 16 per cent of firms have an action plan in place, but 26 per cent have an action plan in development. This indicates a 160 per cent growth in a single year.

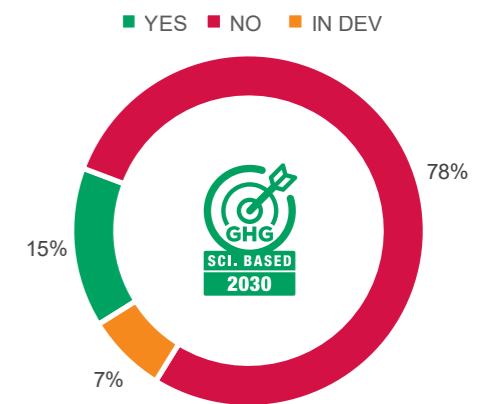
Firms were very active in undertaking a range of initiatives to reduce their emissions and raise awareness of the importance of climate action; on average, firms undertook eight initiatives each year. The most popular initiatives, with 85 per cent participation, were; end-of-trip facilities which support cycling and pedestrian commuting and teleconferencing technologies, which reduce the need for travel-based emissions. Eighty per cent of firms participated in Earth hour this year and had energy-efficient buildings rated above four stars on the Green Star building rating.

With so much policy and target work in development this year, it will be exciting to observe how much progress is being reported in next year's AusLSA report.

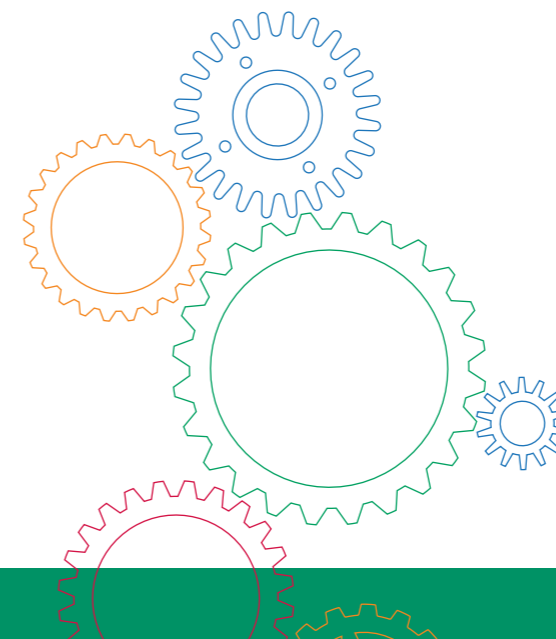
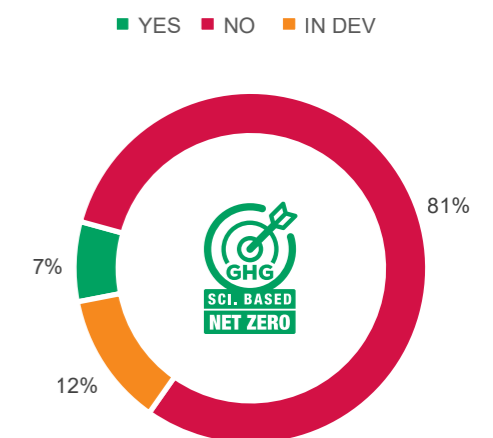
EMISSION TARGETS



SCI. BASED TARGET - 2030



SCI. BASED TARGET - NET ZERO



ELECTRICITY EMISSIONS

Greenhouse gas from the generation of electricity from fossil fuels is still Australia's largest source of emissions although this ratio is showing a long-term decline as the proportion of renewables in the electricity mix grows. For the aggregated period of 1990 to 2021, Australia's national emissions from electricity accounted for **thirty-three per cent** of the greenhouse gas inventory.

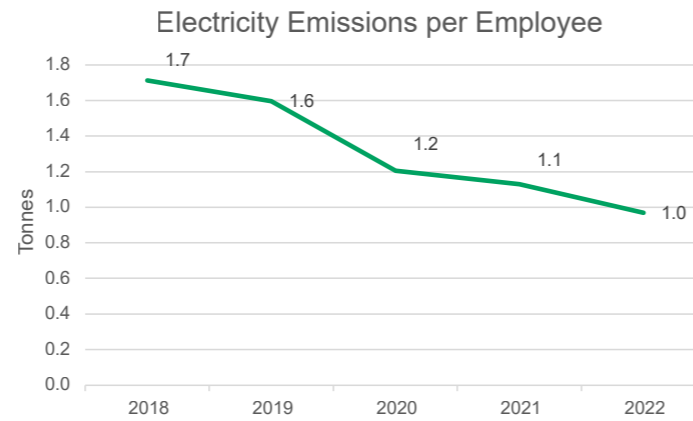
COVID and the increasing price of natural gas have altered the consumption of electricity by different sectors. Where commercial demand previously exceeded residential demand, this has now switched. In a pre and post-COVID [comparison in Melbourne](#), commercial demand decreased by seven per cent and residential demand increased by fourteen per cent.

While many CBD buildings were effectively vacant for portions of the year, base building electricity use was still required, and IT centres were still operational. Residential demand increased, as home occupancy hours increased impacting domestic heating and cooling, lighting, cooking and entertainment systems. Home IT equipment was being used to work remotely.

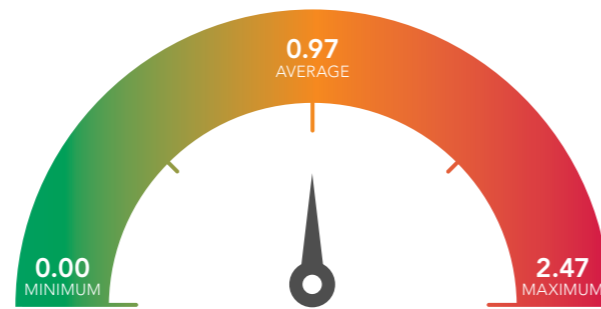
2022 AusLSA Member Performance

Office electricity emissions were reduced by 14 per cent last year and forty per cent since COVID began. These latest reductions can be attributed to a growing purchase of renewable electricity.

The resumption of air travel during 2021-22 has altered law firms' greenhouse gas emission profile. While emissions from electricity use still exceed those from travel, electricity emissions are trending down while travel emissions are now beginning to increase.



2022 ELECTRICITY
Tonnes CO₂-e per employee for all firms



BUSINESS TRAVEL

Across Australia, the impact of COVID restrictions has reduced emissions from transport by 13 per cent however with the removal of many of these controls national travel has begun to increase.

In the year to March 2022, transport accounted for 17.5 per cent of Australia's national inventory. (Source: [Quarterly Update of Australia's National Greenhouse Gas Inventory: March 2022](#)). The transport sector includes emissions from the direct combustion of fuels by road, rail, sea and aviation transport. At the same time, global air travel accounts for only two to three per cent of Greenhouse Gas Emissions.

The primary fuels used for transport are petrol, diesel oil, liquefied petroleum gas (LPG) and aviation fuel.

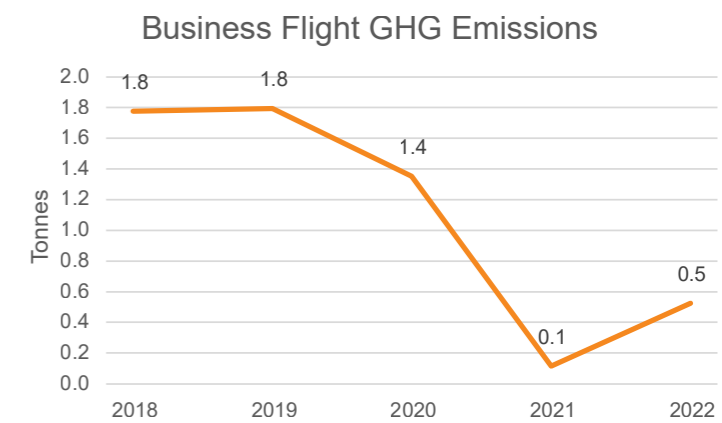
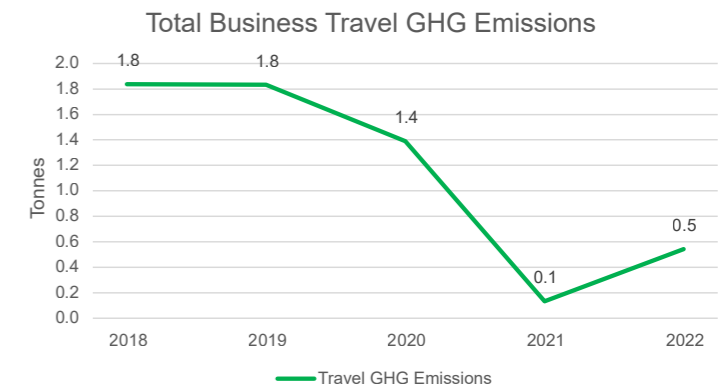
While domestic air travel for business and recreation was severely affected by the COVID restrictions, freight and other transportation of goods continued by air and was often supplemented by road.

2022 AusLSA Member Performance

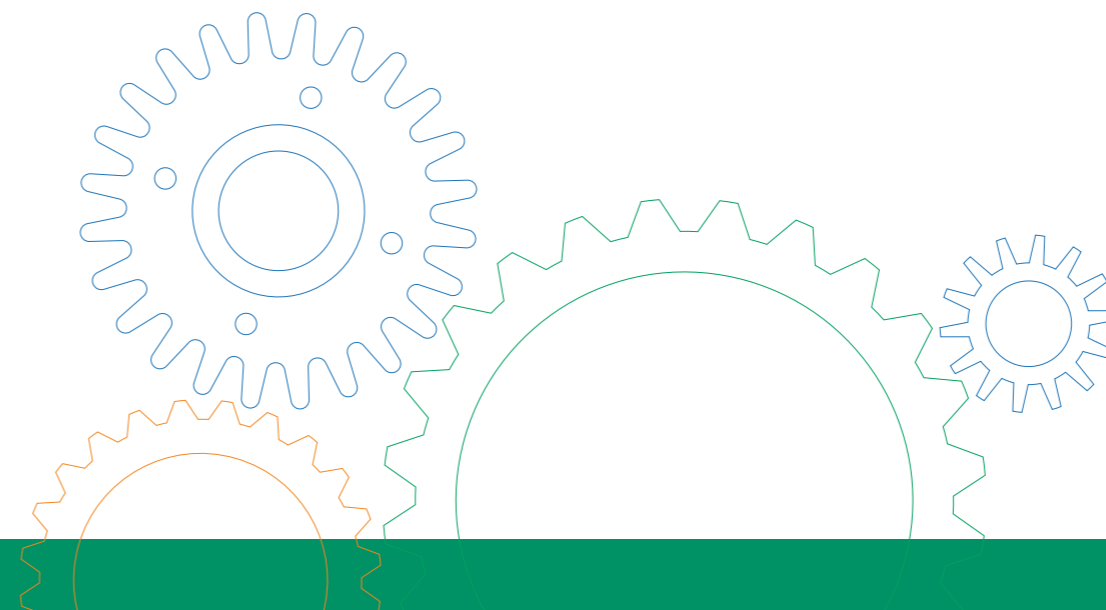
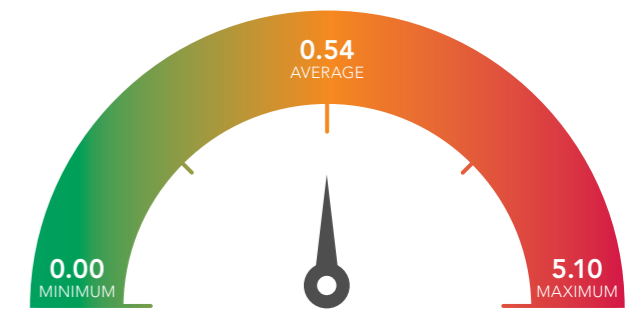
Border closures and lockdowns had meant that air travel almost ceased while COVID restrictions were in place, but after two years of massive reductions, this year, emissions from business travel began to grow.

Business travel emissions per employee increased from 0.12 tonnes per person last year to 0.52 tonnes per person this year, an increase of 310 per cent. However, this level is substantially less than their pre COVID level of 1.8 tonnes per person.

The recent experience of law firms conducting business without high travel emissions provides an important precedent as firms consider opportunities to control growth in post-COVID greenhouse gas emissions. The good news is that travel emissions are still only 28 per cent of pre-COVID levels, and firms should benefit from more widespread video-conferencing tools and other wide-area audio and video technologies.



2022 TOTAL TRAVEL
Tonnes CO₂-e per employee for all firms



RENEWABLE ELECTRICITY AND CARBON OFFSETS

Renewable Electricity

Renewable electricity is generated from sources other than fossil fuels. In Australia, the most common renewable electricity sources are wind, hydro, solar and bio-energy.

Electricity retailers in Australia allow consumers to purchase some, or all, of their electricity as renewable energy or as the certified product called 'Greenpower'. The purchase of renewable energy is a legitimate product substitution that reduces the production of greenhouse gas emissions from electricity and reduces a firm's overall carbon footprint.

In 2021, 29 per cent of Australia's total electricity generation was from renewable energy sources, including solar (12 per cent), wind (10 per cent) and hydro (6 per cent). The share of renewables in total electricity generation in 2021 was the highest on record, with the previous peak being 26 per cent in the mid-1960s.

Solar and wind have been the primary drivers of a doubling in renewable generation over the last decade. Small-scale solar generation grew 29 per cent in 2021 and by an average of 28 per cent per year in the previous ten years. Wind generation increased by 19 per cent in 2021 and an average of 15 per cent per year over the last decade. Hydropower output has fluctuated around a reasonably consistent level according to rainfall and market conditions, losing predominance as generation sources diversified.

Voluntary Carbon Offsets

Another means of reducing the impacts of carbon emissions from electricity and gas use or business travel is by purchasing carbon offsets. Carbon offsets are produced by organisations and projects around the world that avoid or remove carbon emissions (such as renewables, revegetation, land management/agricultural practices, building efficiency, and biogas projects).

These projects often deliver a wide range of collateral benefits. In addition to the capture of carbon, which supports environmental biodiversity, as social and economic outcomes benefit the communities where the project is located. One carbon credit unit removes or prevents one tonne of carbon dioxide equivalent. Australian companies purchased sixteen million Australian carbon credit units or offsets in 2021.

Offsets cannot create a carbon-neutral or carbon-positive world without deep decarbonisation of energy, land use and agriculture.

In 2019 the global economy was responsible for 36.5 billion tonnes of greenhouse gas emissions. In comparison, in 2021, it could only produce 239 million tonnes of offsets. This is a gap of more than 99 per cent.

In the 12 months to June 2021, the average price of offsets increased from \$2.63USD to \$3.80USD (44 per cent). Forecasts for an increasing demand for offsets range from twenty to one hundred times by 2050.

The increase in supply is heavily dependent on hard-to-predict factors, including

Rate and complexity of establishment – The creation of carbon sinks is a cost, land and time-intensive process with technical hurdles for reliable measurement & verification, which need to be overcome for every offset technology.

Geographic concentration – Lowest cost offset (natural carbon solutions) potential is limited to relatively few countries. The volume of supply in these countries is subject to uncertain political commitments and the practicality of operation in these countries.

Project risks – Offsets projects have accreditation risk and equity risks that impact their feasibility delivery.

Available finance – The long timelines and unknown risks are less attractive to finance, and the levels of government financial support are unknown.

CHOOSE A GOOD CARBON OFFSET

There are four key ideas and principles to consider that make a reliable carbon offset:

Additionality – Ensure that the project or outcome wouldn't have happened anyway. For example, renewable energy projects often have sound business cases without offset income.

Permanence – greenhouse gas emissions need to be removed from the atmosphere in the long term, which may mean new forests requiring ongoing management and protection may be risky permanent carbon sinks.

Double-counting – You have to make sure you have an exclusive claim to your emission reductions.

If someone purchases an offset, the underlying emissions reduction shouldn't be sold again or left on someone else's balance sheet.

Leakage – The collateral issues caused by offsets programs can provide perverse outcomes. For example, suppose a forest is protected to create offsets in one area. In that case, it may create greater pressure on forests that aren't subject to protection or may create other environmental and social.

Carbon offsets, combined with renewable energy, are critical tools of an organisation's carbon-neutral strategy and part of a journey toward Net Zero. We are witnessing a rapid increase in climate targets and Net Zero commitments from countries and companies, which is expected to continue beyond COP26. Demand for carbon credits has doubled over the past three to four years and is forecast to increase by a factor ranging from 20x to 100x by 2050. This has inevitable consequences for the availability, quality and price of carbon offsets. However, there are significant challenges regarding standards for offsets and their quality and certainty of supply.

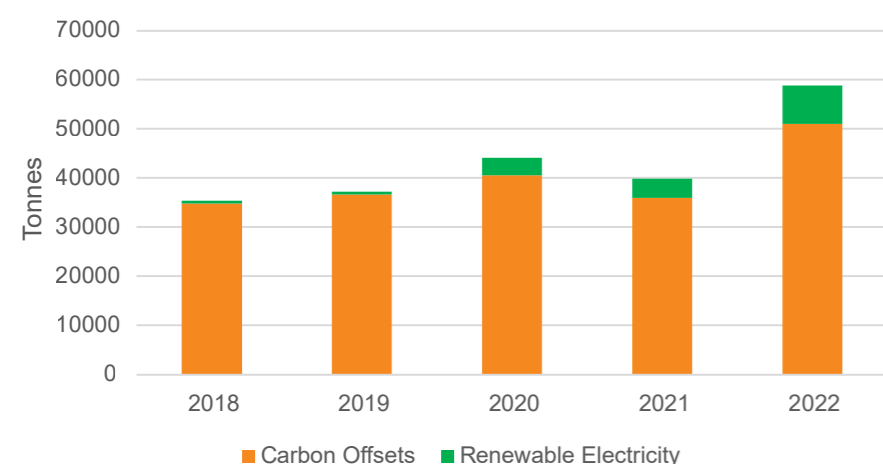
2022 AusLSA Member Performance

Following the trend from last year, almost one-quarter of AusLSA member firms reduced their net carbon emissions levels through the purchase of renewable electricity and or carbon offsets.

The below graph shows that 87 per cent of the reductions from the member firm's greenhouse gas nettable reductions were from the purchase of voluntary carbon offsets with 13 per cent from the purchase of renewable energy. This preference for offsets is most likely because the costs of offsets are significantly lower however these comparative costs are likely to narrow significantly over the next 10 years. Offsets can also provide an additional social and environmental value realised from their production which aligns with firms' other priorities.

After a reduction in the purchase of voluntary offsets in 2021, which was due to low gross greenhouse gas emissions, voluntary offsets grew by 42 per cent this year. The amount of renewable electricity purchased doubled this year growing to a 31 per cent share of total electricity use.

Renewables and Offsets



Several of our member firms who have sought NCOS accreditation or seek to be 'carbon neutral' often purchase a greater number of carbon offsets than their gross total emissions detailed in this report. This is because, as part of NCOS accreditation, firms must include carbon emissions from additional sources (such as hotel accommodation and travel to and from work) which are not included in AusLSA's reporting.

PAPER USE

Four hundred reams of A4 office printer paper weighs one tonne. Its production requires 24 trees plus the water, oil, landfill and associated pollutants generated through manufacture. The paper industry uses more water to produce a tonne of product than any other industry.

There has been a sharp decline in the need for paper as COVID restrictions forced commerce to quickly adapt to electronic formats. According to [Forbes Magazine](#), large paper companies are now closing factories in response to a market that no longer demands vast quantities of paper. Nikkei reports that the production of office print paper in developed countries has reduced by twenty to thirty per cent.

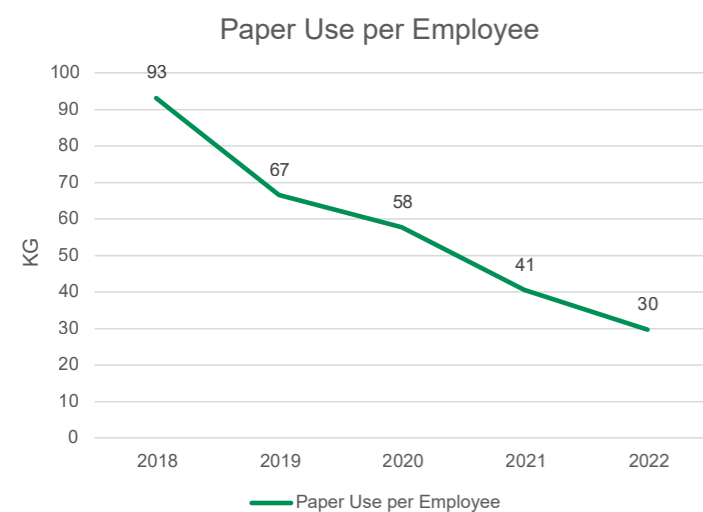
2022 AusLSA Member Performance

In Australia, law firms, their customers, courts, and tribunals have made significant changes to how they operate through the extensive use of digital technology to facilitate document submission. Technology providers have also provided a real alternative to hard copy production and management in the last three years.

Firms have consistently reduced the amount of paper they consume through technology, improved processes, and necessity. The amount of paper used by AusLSA members since 2017 has decreased by over two-thirds (68 per cent). AusLSA members have used 1,436 tonnes less paper this year than they used in 2018. This is a saving of around 574,000 reams of paper or 65 semitrailers loaded with paper

It is disappointing, however that, of the remaining paper used by firms, only around 31 per cent is recycled. This is similar to last year but has grown from 2019, when the figure was only 22 per cent.

AusLSA members have demonstrated they can continue to service their clients and meet the obligations of the Courts in the rapidly transitioning digital world. The challenge for post-COVID is to maintain these processes and not revert to old practices.



RECYCLED PAPER

Paper recycling recovers wastepaper and manufactures it into new paper products. Recycling paper involves breaking it into reusable cellulose fibres by mixing it with water and de-inking it.

There are three categories of paper feedstocks used to make recycled paper:

- Mill broke is paper trimmings and other paper scrap from the manufacture of paper
- Pre-consumer waste is obtained from printer's offcuts and run errors, so it has never been used by consumers, and
- Post-consumer waste is paper and card that has been previously used by consumers.

Paper made from post-consumer waste makes the greatest contribution towards removing paper from the waste stream. In Australia, recycled paper often includes virgin fibre from plantations or native forests to improve economics and quality.

It is generally best to choose paper products with the highest post-consumer content possible to maximise the environmental benefits

Advantages of recycled paper compared with virgin pulp

- thirty-six per cent less energy consumption
- forty-four per cent fewer greenhouse gases
- thirty-eight per cent less wastepaper
- eighty-two per cent less solid waste than virgin fibre paper.
- thirty-five per cent less water pollution and
- seventy-four per cent less air pollution

CERTIFICATION

Certification systems allow consumers to influence forest management and other impacts of paper use by purchasing pre-certified products. Customers shouldn't assume that all certification standards are equivalent and that all certified forest products come from sustainably managed forests. There are important differences that consumers should be aware of.

There are two common certifications available for forest products in Australia that are applied to copy paper:

- Forest Stewardship Council certification (FSC) and
- Australian Forestry Standard (AFS) - sometimes also represented as PEAC

Both certifications are underpinned by a process of standards, consultation, reporting, and auditing.

Both these certifications receive support and criticism by different stakeholder groups and both are subject to commentary about how they balance the interests of commercial harvesting versus environmental sustainability and communities. Many critics point to contradictions where high value conservation forests are harvested for certified timber products or where other impacts, or failures of compliance systems have led to unsustainable outcomes.

The highest use of paper by law firms is 80gsm copy paper. The number of large paper mills in Australia has reduced over the last ten years as a result of international competition. Australian Paper is now the only producer of copy paper in Australia but produces paper for several labels and brands. Their plant at Maryvale produces different copy paper products using both recycled and virgin pulp - using fifty-seven per cent plantation pulp in total. Australian Paper has also recently commissioned a recycling plant capable of significantly increasing the proportion of recycled copy paper it produces.

However, Australian Paper is also the only Australian manufacturer of A4 copy paper that still uses native forest timber harvested by Vic Forests. This supply of native forest logs is certified by the industry backed Australian Forestry Standard but does not meet the additional requirements of Forestry Stewardship Council certification.

Beware of Greenwashing!

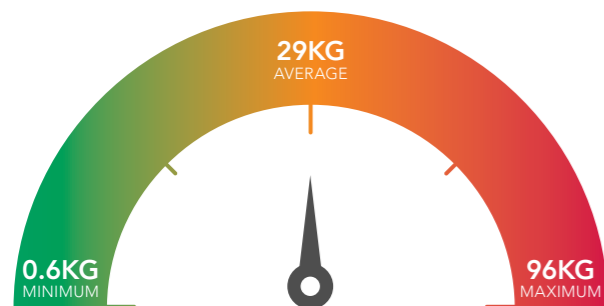
Many products are now being labelled as 'green' even though they still have negative environmental impacts and this can be an issue for paper. Almost all paper is recyclable, so paper labelled 'recyclable' is not greener than standard paper. The most sustainable paper should be 100 per cent recycled, have a high post-consumer waste content and not contain any native forest fibre. Ideally this paper would also be produced locally to avoid the impacts of transport.

Some paper companies also label their paper 'carbon neutral' as the carbon emissions in the production process have been measured and offset. However, if the paper contains native forest fibre, simply leaving the native forest in the ground to absorb carbon would provide greater benefits.

Australia also exports unprocessed wood chips harvested from native Victorian and Tasmanian eucalypt forests to Japan and China where it is made into paper products. Given that much of Australia's copy paper is imported, customers need to be aware that they may be inadvertently supporting this practice.

2022 PAPER CONSUMPTION

Per employee for all firms



Perhaps the greatest predictor of an organisation's sustainability potential is the quality of its governance.

Leadership of well governed organisations have strong insights into the drivers that effect their business in the short medium and long term. They have a strong sense of responsibility and guardianship over the welfare of the organisation as well as their people and stakeholders.

Just as with other business objectives the social and environmental objectives of a law firm need robust and ethical systems and processes in place to ensure their delivery.

Organisational governance is the system of rules, practices and processes by which an organisation is managed and controlled and is critical to consistently and reliably set and deliver a firm's corporate responsibility objectives. Management of procurement is an important part of a law firm's governance processes. Making the links between how the sustainability impacts of goods and services it uses in providing its own products and services aligns with its ethics, values and objectives.

Reporting and transparency is another fundamental principle of good governance and accountability and a feature of sustainable organisations. It builds strong organisational structures to support delivery as well as trust from stakeholders. Good risk management and ethical behaviour are also important elements of governance.

Universal standards for the management of risks, business continuity, ethics and the codes of conduct in law firms are guided by government regulation, state law societies, customer expectations and industry standards.

SUSTAINABILITY REPORTING

Introduction

The process of sustainability reporting enables an organisation and its stakeholders to better understand, manage and share the environmental, social and governance risks it faces. In addition to collecting and analysing sustainability impacts internally, it is also important to transparently communicate this information with interested stakeholders and the public.

Reporting is a universally accepted component of sound organisational planning and strategy. It requires engagement with stakeholders to assess the most important opportunities and threats and is an important tool for measuring and communicating progress on those material issues, commitments, targets and performance.

Publishing an organisation's commitments and performance builds trust and reputation by demonstrating openness and accountability and supercharges the meaningfulness of their commitments and acceptance of their responsibility to address them.

Reliable public sustainability reporting is of interest to a growing range of stakeholders, including customers, employees, regulators and shareholders. These stakeholders care about the values, priorities, performance, and longer-term value of an organisation.

Expectations about the scope, detail, rigour and completeness of sustainability commitments and performance also continue to build among this group as more organisations provide reports and demonstrate their values and priorities.

Sustainability reporting has been trending towards greater adoption of standards developed by key NGOs and as well as regulators. The scope of sustainability reporting is growing to include increased reporting on climate-related risks and carbon reduction targets, biodiversity risks, and human rights throughout the product lifecycle.

Regulators from many jurisdictions have recently or will plan to mandate sustainability reporting which will change the scope and frequency of reporting significantly.

Globally, the number and quality of sustainability reports continues to increase significantly. In its 2018 report, the World Business Council for Sustainable Development identified that 85 per cent of S&P 500 companies issued a sustainability report in 2017 compared with under 20 per cent in 2011.

The findings in [KPMG's 2022 Survey of Sustainability Reporting](#) found that 96 per cent of G250 companies report on sustainability or ESG matters. Sixty-four per cent acknowledge climate change as a risk to their business. However, only 49 per cent acknowledge social elements as a risk to their business and less than half of companies report on biodiversity loss.

The companies generally used GRI, TCFD and SDGs as frameworks to develop their reporting. TCFD adoption nearly doubled in 2 years, going from 37 per cent to 61 per cent. Seventy-one per cent of N100 companies identify material ESG topics.

At Law firms

Increasing demands for greater transparency on non-financial performance is permeating businesses around the world and in Australia.

Critical suppliers like investors and financiers, insurance companies are all screening the sustainability risks that impact the value and continued viability of their own business. Regulators like the Australian Securities Commission, the Workplace Gender Equality Agency and Border Force are requiring greater information and are increasingly holding boards responsible for understanding and managing a wider range of sustainability exposures. And then finally and perhaps most critically law firm customers are also developing standards for firms they wish to work with and are setting expectations beyond service levels and price as they expand their sustainability boundaries beyond their own organisations and into their supply chains. They regularly require information on diversity and inclusion, pro bono activity, environmental policy and action and procurement practices during tendering processes and also in regular service reviews.

The capacity of the not-for-profit sector to support law firms is growing strongly and an increasing number of law firms are joining these programs to help guide their activities and reporting. Examples of NGOs which provide high quality support to law firms include the Workplace Gender Equality Agency, Pride in Diversity, Minds Matter, Workplace Giving and Reconciliation Australia. All these organisations provide excellent programs for law firms, and all require law firms to collect, report and communicate information on commitment and performance.

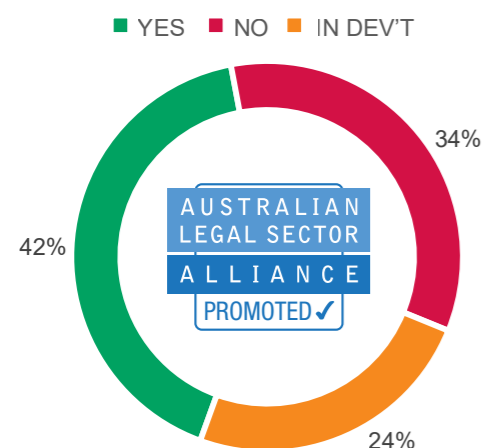
2022 AusLSA Member Performance

Since the beginning of the COVID pandemic, AusLSA has responded to the ongoing disruptions by providing more flexible timelines for the submission of sustainability information by AusLSA members. However, the scope and depth of the reporting provided by members has not only been maintained but have expanded since the start of the pandemic to include managing modern slavery risks in supply chains and to report on the use of serviced offices and commitments to climate action.

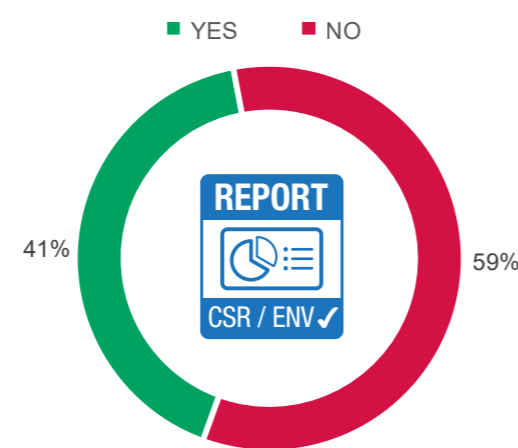
Despite the continuing interruptions to their businesses and operations, disruption of record access and competing operational priorities, this year, 95 per cent of AusLSA members chose to participate in sustainability reporting, with 88 per cent publicly providing their sustainability report. The firms not reporting had only joined AusLSA late in the reporting year and did not have time to participate.

Only 42 per cent of member firms promoted their AusLSA-produced report on their website last year, which increased from only twenty-eight per cent in 2017. An additional 24 per cent of firms have advised that they are preparing to publicise their report in 2022.

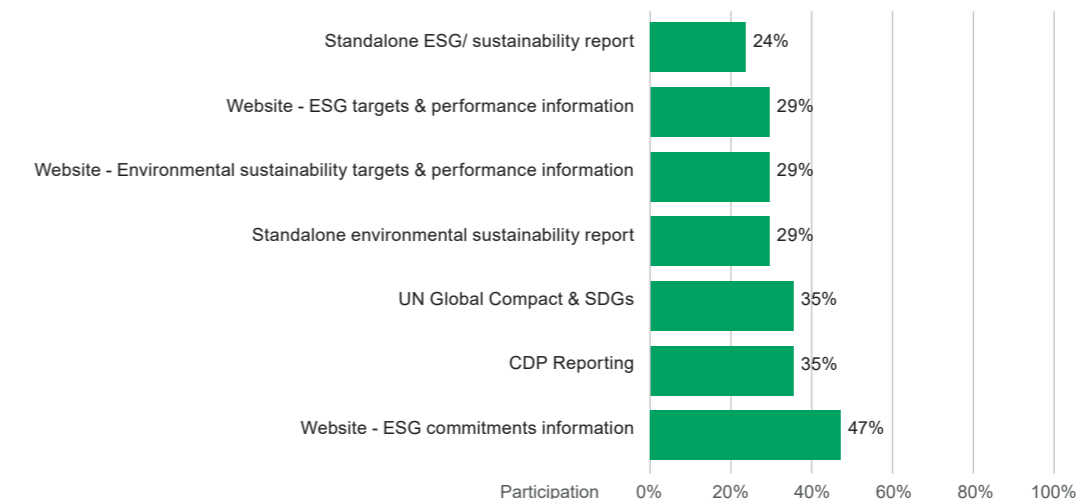
AUSLSA REPORT PROMOTED



ADDITIONAL SUSTAINABILITY REPORTING SCOPE



INITIATIVES



SUSTAINABILITY REPORTING

Forty-one per cent of firms provided additional sustainability reporting during the year, and a further 2 per cent were preparing to do so. This reporting is generally collected, communicated and published by the firms themselves. The most common additional reporting has been ESG reporting followed by the Carbon Disclosure Project reporting, which is an increasing requirement of many listed law clients.

This is likely to reflect the increasing demands from customers for sustainability information and the maturity of the firm's sustainability programs and data collection. Additional reporting undertaken for external programs this year includes reporting Climate Active, Modern Slavery Statements, the UN Global Compact and the NSW Sustainability Advantage program.

Challenges and Opportunities

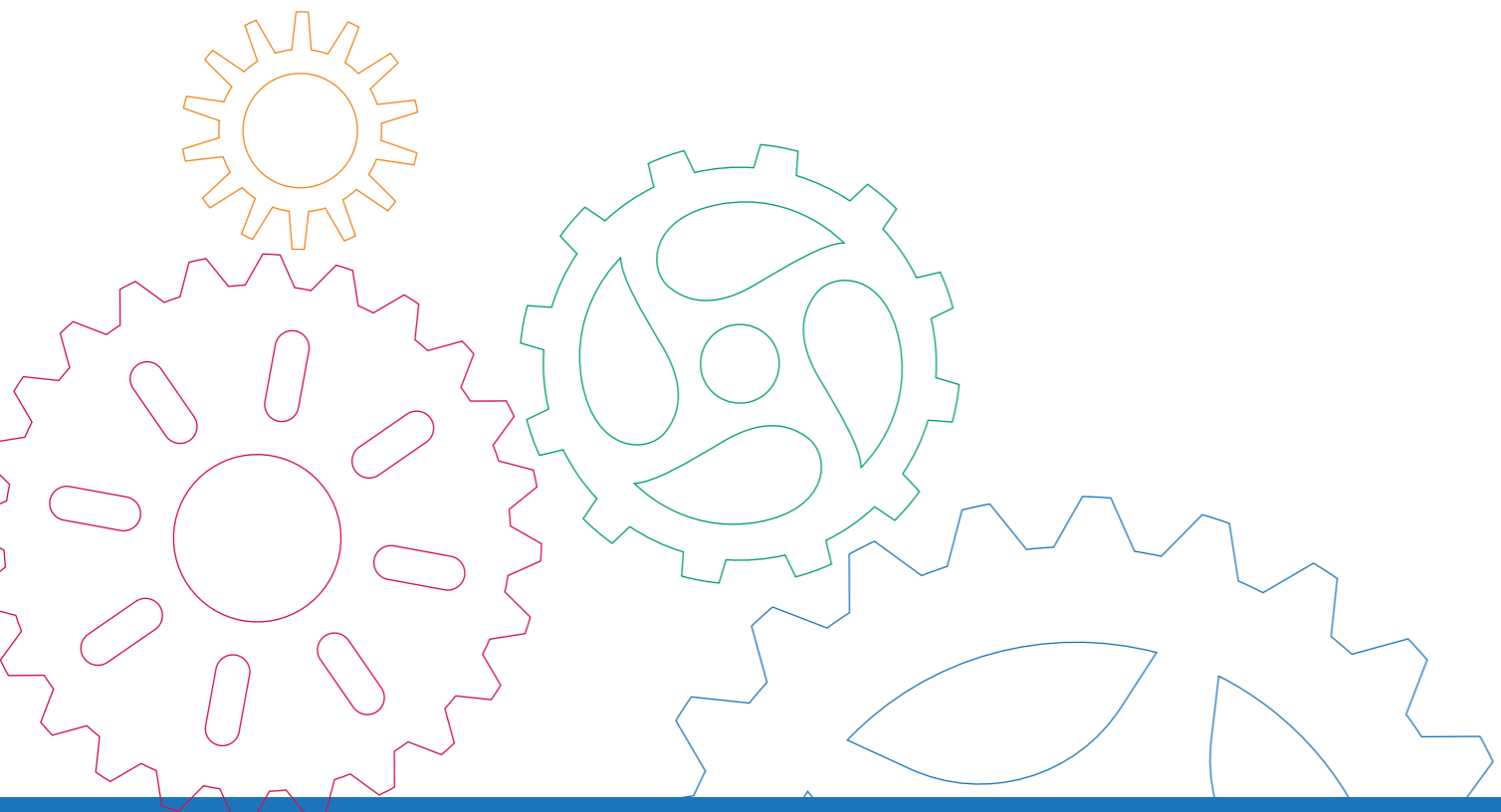
It is becoming more and more important to be able to justify and demonstrate a law firm's sustainability commitments. The rapid rise of sustainability information being sought by law firm customers provides a significant challenge to internal systems that are not prepared to capture and report this information consistently, flexibly or efficiently. The sources of required information is spread across the functions of the firm which requires a greater emphasis on the importance of this information for planning and reporting processes.

In addition to the interest in this information, there is also growing attention being paid to the rigour of sustainability information. Organisations, their management and boards are being held to account by shareholders, investors and regulators with higher scrutiny being applied to both the accuracy of reporting and also the adequacy of reporting.

AusLSA's voluntary report is designed to allow a common approach to reporting that is appropriate to a wide range of different firm types and sizes. This approach sometimes constrains the level of detail and depth that can be provided across all the areas covered. AusLSA members should use this report as a basis for the expanded collection and reporting of information in the different sustainability programs and initiatives undertaken. This provides an additional depth of information that is tailored to the specific priorities of firms and their audiences.

Some firms already choose to do this by developing standalone Environmental Social Governance style reports, but increased information is also often incorporated throughout relevant sections of their own website.

AusLSA member law firms have increased the scope, depth and communication of their sustainability reporting through the AusLSA annual Sustainability Insight over the last four years. The AusLSA report is carefully compiled and designed to suit a diverse audience of stakeholders. However, only half of the member firms have taken advantage of this by publicly promoting sustainability commitments and performance. All firms have their own communications, including promotions on their websites or communications with customers or employees that would effectively raise the profile of their sustainability commitments. Celebrating this information in the public sphere will help reinforce the value of compiling their reports and increase the benefits of their public sustainability reporting.



SUSTAINABLE PROCUREMENT

Introduction

The production of all goods and services uses both human and natural resources. A significant portion of any organisation's sustainability impact is hidden in those goods and services used to produce the inputs to its business operations.

The sustainability aspects of a law firm's inputs are sometimes very visible and relatively simple to record, for example, electricity or paper use, but in other cases, these impacts are much less transparent, for example, illegal or unfair labour practices or the impacts of raw materials extraction.

Understanding the social and environmental impacts of the associated goods and services that law firms use to provide their own services helps to determine their true impacts. It also allows sourcing and purchasing considerations to be made that improve these impacts and signal to suppliers the need to drive changes in their own businesses.

At Work

A sustainable supply chain management program involves setting standards for procurement that improve the sustainability outcomes related to the products we use. Procurement Managers then actively seek information from new and existing suppliers to assess to what extent these standards are being met. Reducing the adverse impacts that result from procurement requires substituting better alternatives, for example, choosing renewable electricity, selecting organic fair-trade coffee, sourcing recycled paper or cleaning products without toxic ingredients and not tested on animals.

At Law Firms

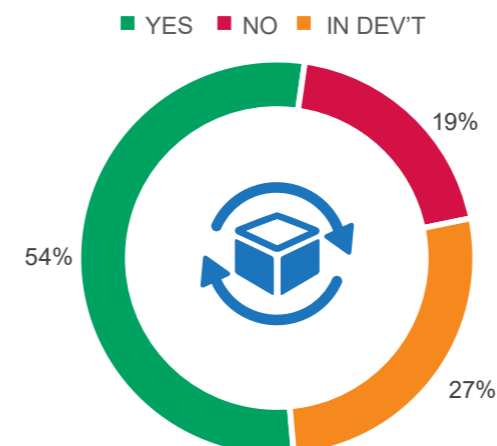
STANDARDS AND CERTIFICATIONS

In Australia, some information to address the impacts of our different procurement options is available through a series of standards and certifications in some product categories. Generally, these certifications are established and administered by self-governing industry groups or NGOs with representatives from a range of stakeholder groups. Many of these started as environmental certifications but have expanded to include other social and governance issues that also address the sustainability impacts of their products.

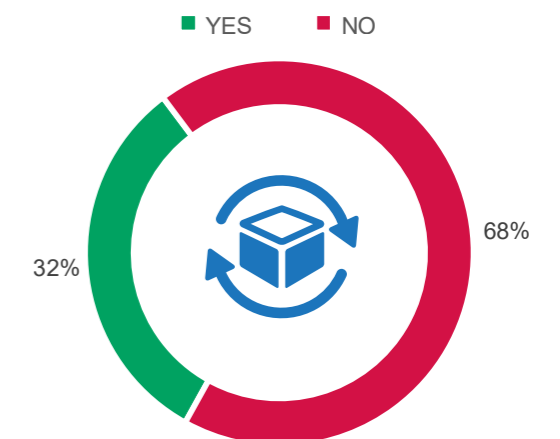
This role is increasingly being assisted by the emergence and improvement of the range of certifications and products. There are hundreds of Eco style certifications in Australia, most of which are listed [HERE](#). Examples that are relevant to law firms include:

- Forest Products certifications (paper)
- Renewable energy certification (electricity)
- Carbon offsets certifications (greenhouse mitigation)
- Food and drink certifications (catering and client floor services)
- Cleaning and building maintained products
- Energy efficiency certifications (fleet, ICT equipment office fit outs).

SSCM FORMAL PROGRAM



SUSTAINABILITY IMPACTS OF SERVICES CONSIDERED



SOCIAL ENTERPRISES AND AFFIRMATIVE PURCHASING

Social enterprise is a business with specific social objectives that serve its primary purpose and are becoming increasingly relevant in supply chains to law firms. Social enterprises seek to make profits while maximising benefits to society and the environment. Often their earnings can be used to fund associated social programs. Social enterprises also provide many existing products and services used by law firms. Catering services, stationery supplies, corporate gifts, artwork and coffee and fruit supplies are all available through social enterprises. These providers can supply goods and services that deliberately focus on providing social benefits as a planned associated benefit of their business.

Law firms can also seek to support groups such as indigenous businesses through their purchasing decisions. One example is [Supply Nation](#), a government-endorsed program providing information and a directory to assist organisations in locating indigenous service providers.

Information on sustainable procurement is also becoming more widely available, with the emergence of a range of resources and tools being compiled by NGOs and businesses.

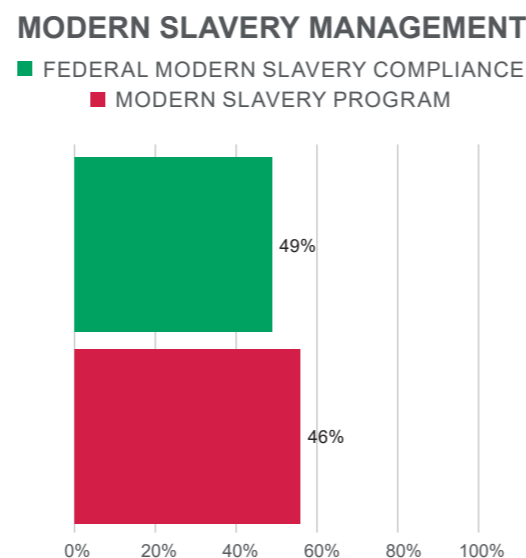
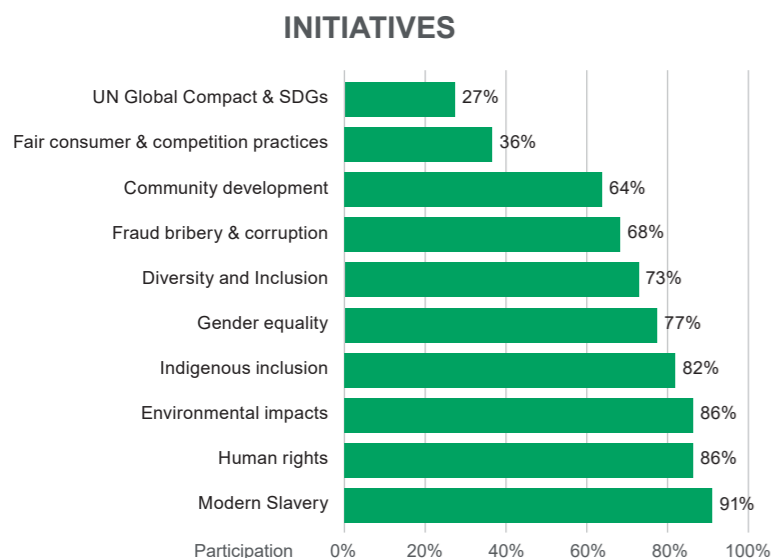
Modern Slavery

According to the [Global Modern Slavery Index](#) an estimated 40.3 million men, women, and children were victims of modern slavery on any given day in 2016. Of these, 24.9 million people were in forced labour, and 15.4 million people were living in a forced marriage. Women and girls are vastly over-represented, making up seventy-one per cent of victims. In the past five years, 89 million people experienced some form of modern slavery for periods of time and collectively, approximately US\$150 billion per year is generated in the global private economy from forced labour. Modern slavery is most prevalent in [Asia and the Pacific region](#). Sixty-two per cent of all people enslaved, or twenty-five million people in Asia-Pacific Region are 'enslaved', including 4,300 people in Australia.

Australia's new Modern Slavery Act 2018 Act was passed by parliament on 29 November 2018 and came into effect on 1 January 2019. The new legislation consolidates Australian law within the Modern Slavery Act. It introduces new corporate disclosures and reporting provisions, requiring public disclosure within six months after each organisation's financial reporting period ends.

The NSW Modern Slavery Act was passed and assented to legislation in June 2018, requiring commercial organisations with an annual turnover of \$50 million or more to produce a Modern Slavery Statement on the incidence of modern slavery in their supply chains. On 1 January 2022, 2021, the NSW Parliament passed the Modern Slavery Amendment Act 2021 (NSW). The result is that commercial organisations will no longer have to report under the NSW legislation (noting that the Commonwealth legislation may still apply for companies with annual consolidated revenue of greater than AUD\$100 million).

The Commonwealth Acts seek to ensure that companies have a publicly available modern slavery statement for customers and the public to scrutinise. This enables consumers and contractual counterparties to assess, make decisions and participate in a debate about ethical supply chains.



SUSTAINABLE PROCUREMENT

2022 AusLSA Member Performance

The uptake of sustainable supply chain management programs or policies that address the sustainability impacts resulting from the products and services procured by AusLSA members has grown significantly this year. Eighty-one per cent of firms had sustainable supply chain programs in place or in development. Ninety-three per cent of these firms have now applied these standards to their existing suppliers and when establishing new contracts.

Modern Slavery considerations were most popular among the firms with sustainable supply chain programs, with 91 per cent of firms considering them in their procurement decisions. The most popular elements were environmental issues which featured in 86 per cent of the firm's procurement choices. The inclusion of indigenous inclusion issues increased to 80 per cent, with 44 per cent of firms seeking goods and services from indigenous suppliers.

The most significant change to sustainable procurement has been the preparation for compliance with the Australian government's reporting requirements under their modern slavery legislation (which is next due on 31 March 2023 for most AusLSA members). Fifty-six per cent had commenced their programs to manage the risk of exposure to modern slavery.

Challenges and Opportunities

For sustainable supply chain management practices to be workable in the business sector, they must be operationally practical, financially viable, and ethically preferable.

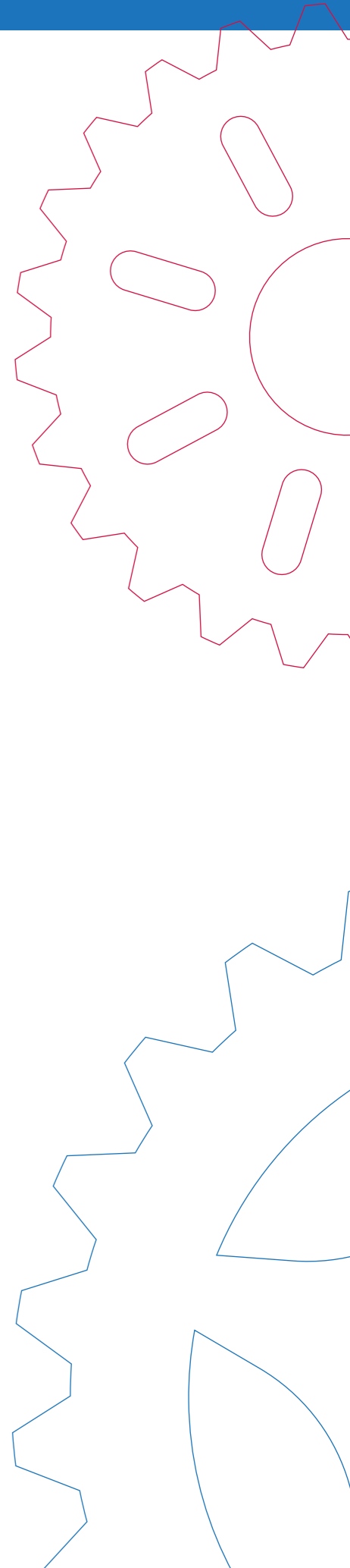
Making sustainable procurement a practical and low-risk commitment for law firms requires an investment in better information about current products and suppliers and more sustainable alternatives. Law firms can begin by researching and adopting the most applicable and beneficial sustainability certifications for their most significant products.

Sustainable supply chain management is still a relatively new practice in Australia, and information about the sustainability impacts of products and the options for more sustainable alternatives is incomplete and often challenging to find and interpret.

The Australian Government's recent Modern Slavery legislation and regulations will require most AusLSA members to develop new systems to research and understand and manage their supply chain for modern slavery risks. AusLSA will work with members to share resources and information and look at opportunities to develop tools to manage this process better. The development of these systems can ultimately be recalibrated to deal with different sustainability issues.

Future climate change commitments will also provide a likely driver for firms to understand and internalise the greenhouse gas emissions from priority products in their supply chain, both for their own purposes and for the needs of their customers.

Like other areas of sustainability, this process is a journey that requires commitment, leadership and innovation. It's a challenge made more accessible by customers like law firms working together and with suppliers to share information, systems and tools to collect and evaluate the sustainability of the products and services they use. This cooperation needn't be limited to the legal sector. Many of the products and services used by the legal sector are identical to those used more broadly in commerce and government.



RISK MANAGEMENT, BUSINESS CONTINUITY, ETHICS AND CODE OF CONDUCT

Good risk management and ethical behaviours, based on solid and visible organisational values, are key ingredients to a firm's long-term reputation and its ability to operate. The Australian Legal Sector Alliance assesses the following aspects of governance:

- codes of conduct,
- ethics and grievance mechanisms,
- risk management and
- business continuity planning.

Good organisational governance is something we often take for granted in Australia, but it is critical to delivering sustainability policies and commitments. Good governance is also necessary for compliance with regulatory, professional, industry and voluntary standards.

The flow of well publicised corporate and political scandals continued in the last twelve months in organisations where poor governance allowed breaches of the law and a loss of community trust and organisational reputation. Most of these issues have arisen where systemic governance failures have allowed behaviours and transactions to occur that were in conflict with otherwise documented public policies and values.

A law firm's code of conduct promotes a good social, ethical and professional culture by documenting how people are expected to act.

The process of assessing the behaviour of employees becomes more consistent when a code of conduct is used as a reference point. Regulatory requirements of the legal profession also reinforce codes of conduct for law firms.

Risk management not only considers a firm's significant regulatory, financial and reputational risk but also the risk of delivering their commitments and the objectives in their strategic plans. These are all elements that reflect on the overall sustainability of an organisation and ability to meet its social purpose and responsibility. Increasingly climate change creates both market and reputational risks for business advisors like law firms.

2022 AusLSA Member Performance

Ninety-three per cent of reporting firms have a specific code of conduct in place that deals with ethics, including bribery, corruption, fraud, workplace bullying and sexual harassment. The remaining seven per cent of firms were currently expanding their codes of conduct to include all these components. Ninety-five per cent had a documented complaints and grievance mechanism to address internal and external issues. All AusLSA members, except two, also provide specific training to partners and employees regarding their code. The remaining two were currently developing this training.

Ninety per cent of firms have developed and operate a formal risk management plan that is reviewed regularly by the leadership team. Eighty-eight per cent of reporting firms also have a documented Business Continuity Plan or Emergency Response Plan, which is regularly tested, with two firms developing one. Like the rest of the world, Australian businesses and law firms were caught by surprise by the level of disruption caused by the COVID pandemic and by subsequent economic activity and global security concerns. In the case of Australian law firms, however, their risk management and approach to continuity combined with their existing flexible working capacity and wellbeing initiatives worked well to mitigate the worst business and human impacts.

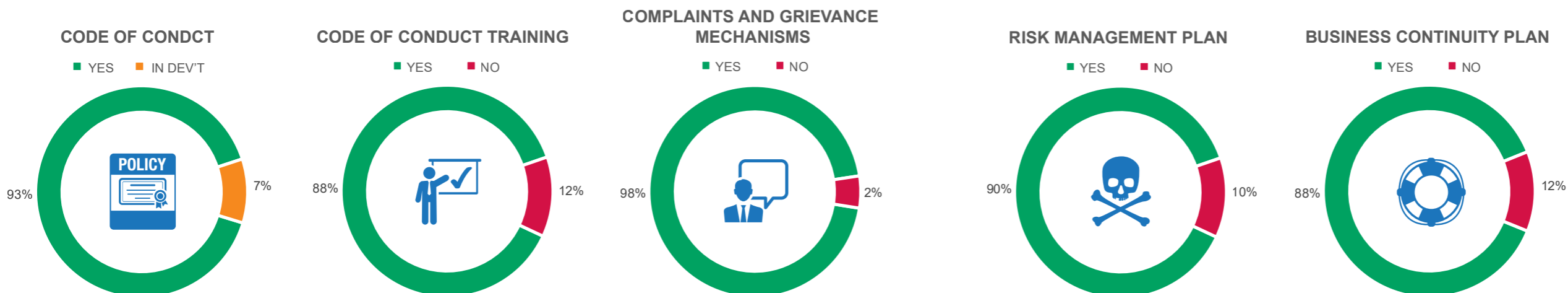
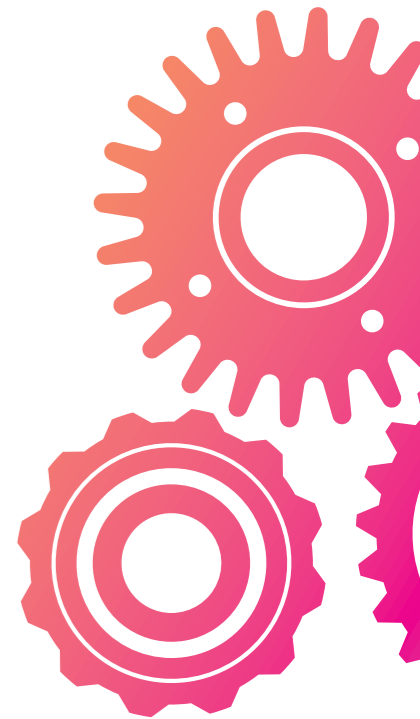
Challenges and Opportunities

In law firms, universal standards for managing risks, continuity, ethics and codes of conduct are guided by government regulation, state law societies, customer expectations and industry standards.

The ongoing effects of the COVID pandemic, economic conditions, global security, and the rapidly developing climate crisis have shown how high-impact scenarios can manifest quickly and relatively unexpectedly with profound and unexpected impacts and consequences.

While long understood amongst the health, economics and environmental specialties, these risks are now becoming mainstream risks to be understood and managed by both business and governments. This rapid change has shaken the belief that the constants that we have relied on will stay true in the medium term. This provides a valuable lesson and highlights the real benefit of exploring new scenarios for the economic, social and environmental impacts from issues such as human rights progress, climate change, and biodiversity loss. Risk management and continuity as well as governance systems need to take account of these risks, make adaptation plans, and address the strategic and ethical issues this raises for firms.

This report finds that all members have systems in place. However, from time to time, there are examples where organisational systems fail to identify, avoid or properly manage breaches. Actual ethical and professional conduct and the effectiveness of a firm's codes and procedures are significantly influenced by organisational culture and leadership. Where these are misaligned, it almost always creates cultural norms that can undermine policy codes and determine behaviours. Senior leadership's role is to ensure that an organisation's culture demonstrates its publicly projected values and that the leadership and behaviours they demonstrate and reward continue to strengthen these values.



EXECUTIVE MEMBER REPORTING

Legend

	<p>Policy – The firm has a policy in place which is ratified and monitored by the leadership team</p>
	<p>Public commitments – The firm's policy is readily available to stakeholders such as clients, staff, and the general public</p>
	<p>Targets – The firm has established targets to reach its objectives in; Gender Equality, Pro Bono hours, Environmental Performance and Greenhouse Gas Emissions</p>
	<p>Programs – Pro Bono, Giving, Volunteering and Climate Action</p>
	<p>Programs – Indigenous Reconciliation</p>
	<p>Programs – Firm partners and staff are encouraged to participate on non-profit boards. The firm organises and resources volunteering activities for staff</p>
	<p>Programs – Environmental Management Systems</p>

Legend

	<p>Programs – The firm identifies and reduces modern slavery exposure from procurement</p>
	<p>Programs – Firms identify and reduce adverse environmental and social impacts from procurement from new Suppliers or both new and existing suppliers</p>
	<p>Programs – Formal processes are in place for; Risk Management, Code of Conduct, Business Continuity and Complaints and Grievances</p>
	<p>Reporting – Additional sustainability reporting information collected and reported. AusLSA report published by the firm</p>
	<p>Reporting – Program participation measured and reported for non-legal volunteering and giving programs</p>
	<p>Reporting – Staff survey information is collected, shared and used in program development</p>
	<p>Results – The profile of women in; partner, legal and non-legal roles and annual senior promotions</p>
	<p>Results – Parental leave provided and rates of return from maternity leave</p>
	<p>Results – Greenhouse gas emissions from offices tenancy – Electricity, Gas and Refrigerants</p>
	<p>Results – Greenhouse gas emissions from travel; Private Car, Plane, and Taxi/Rideshare</p>
	<p>Results – Renewable electricity and voluntary carbon offsets purchased</p>
	<p>Results – Percentage of offices with recycling programs in place. Paper, Comingles, Organics and ICT Equipment</p>
	<p>Results – Paper use and recycled content</p>
	<p>Further public information – Firm shares information about its different ESG related programs and commitments</p>

2022 AusLSA SUSTAINABILITY PROFILE

CLAYTON UTZ

Clayton Utz
Headcount: 1,411 (FTE)
Floor Area: 34,697m²
Number of Offices: 6

Clayton Utz is a leader in legal services, bringing together teams of smart, committed and collaborative lawyers to guide our clients to the right solution and bring value to their businesses. We're known for our commercial approach, energetic culture and the way we embrace the complex and challenging.

We are much more than our commercial client work. We have a genuine and substantial commitment to environmental sustainability, community, diversity & inclusion, and pro bono. We are a founding member of AusLSA. We have been awarded in Australia's Top 40 Best Workplaces to Give Back for three years. We are a WGEA Employer of Choice for Gender Equality and we are now an Australian Workplace Equality Index Platinum Employer - the first law firm to reach this highest level - reflecting our long-term leadership in LGBTIQ inclusion.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Our values of trust, respect and co-operation underpin our workplace culture and our people strategy, comprising these key pillars:

Sustainable high performing workforce - this means being smart in how we use technology to design our future workforce and attract the best people to our firm. Engaging people, experience and culture - a key part of our Listening Strategy; regularly surveying our people to make sure we understand what we're doing well and where we could improve.

Talent and career management - we're continuously reviewing our talent management frameworks, to support our people's performance, development and growth, and recognising their contributions.

Developing our partners and employees - our learning and development focuses on learning that aligns with different career stages, leadership and mentoring programs, and self-initiated professional education.

Health and wellbeing - we have made a significant investment as a firm in programs and initiatives that support our people's physical, mental and emotional wellbeing, including becoming a founding member of the Corporate Mental Health Alliance Australia.

Diversity and inclusion - we have made great strides with our strategy, which covers gender, flexibility, LGBTIQ inclusion, cultural diversity and disability. We educate our leaders and encourage participation in internal interest groups.

GENDER EQUALITY

POLICY PUBLISHED

29% FEMALE PARTNERS | **53% FEMALE LEGAL STAFF** | **62% FEMALE NON-LEGAL STAFF** | **57% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality • Pay Equity Ambassador • Board Links Champion • LCA Diversity and Inclusion Charter
- Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment
- Internal D&I networks or committees • LNSW Charter - Advancement of Women • Equal pay controls • Showcasing gender diversity experiences • Women on Boards

INCLUSIVE WORKPLACE

POLICY PUBLISHED | **POLICY PUBLISHED**

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Membership - Aust Network On Disability • Staff Surveys - D&I • Managing Partners Diversity Forum

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • AWEI survey
- IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ networks or committees • Pro bono support • External LGBTQ programs hosting • Gender pronouns promotion • Pride March • Gender affirmation policy • InterFirm events • AWEI award

FLEXIBLE WORKPLACE

POLICY PUBLISHED

26 WEEKS PAID PARENTAL LEAVE | **26 WEEKS SECONDARY CARER** | **100% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Religious and ceremonial leave • Purchased leave • Career breaks • Phased retirement • Domestic abuse leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Minds Count -TJMF Guidelines • R U OK? program • Black Dog Institute program
- Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Resilience at Law • Training - Mental health awareness and management • Salary continuance • External mental health programs hosting • Domestic abuse strategy • Mental health office champion

PHYSICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Gym memberships • Team events • Massages • Wellness awareness and promotion • Subsidised health insurance • Onsite fruit and healthy catering • Life & TPD insurance • Ergonomics program - offsite • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Clayton Utz aims to minimise our use of resources, maximise re-use and recycle where possible; understanding our impacts, measuring these and developing systems and processes to minimise greenhouse gas emissions. We further commit to incorporating sustainability into our strategic decision making with respect to our premises, technology and office furnishings and fittings to ensure reductions in our carbon footprint.

We are carbon neutral and measure our emissions in line with the federal government's Climate Active Standard and fully offset our remaining emissions through the retirement of carbon offset units eligible under that standard. We further acknowledge that our consideration of environmental impacts extends to the products and services that we buy and we therefore seek to encourage our suppliers to adopt a sustainable approach when working with the firm.

In FY22 we sourced over 60% of our tenancy electricity from renewables, significantly reducing one of our largest emissions contributors.



CLIMATE ACTION

POLICY PUBLISHED | **ACTION PLAN PUBLISHED** | **GHG IMPROVEMENT TARGET**

INITIATIVES:

- Green Star rated buildings 4-6 star • Energy efficient refits undertaken
- Teleconferencing facilities and training • Earth Hour • Ride to Work Day
- End of trip facilities • NABERS Energy Rating • Efficient building and lighting automation • Renewable Electricity • Voluntary Carbon Offsets

GROSS EMISSIONS
1,458t - 1t per employee

BUILDINGS 51% 0.22% 1.2% 771t 53%

TRAVEL 0.09% 44% 2.8% 687t 47%

CARBON OFFSETS & RENEWABLES 63% 100%

NET EMISSIONS
0t - 0t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED | **AEMS CERTIFIED**

INITIATIVES:

- World Environment Day • Office green teams
- CitySwitch Green Office

RECYCLING OFFICES

83% 83% 83%
% office availability

PAPER USAGE

48,692 79%
recycled content

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification
- Follow me printing • Recycled paper purchase specification

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • NCOS Certified Carbon Neutral • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Pro bono work is fundamental to who we are as a firm, and part of all our lawyers' everyday practice. This year we celebrate 25 years of our pro bono practice. In FY22 we provided 51,998 pro bono hours, averaging more than 60 pro bono hours per lawyer, acting for 742 people and advising 504 more, along with 272 NFPs.

The firm continued our established community partnerships with over 20 charities across the county to connect our people and uses their resources, skills and enthusiasm. In FY22, through grants from the Clayton Utz Foundation and in office fundraising, we donated \$1,087,563 to 48 charities. Notably, the Clayton Utz Foundation granted the Health Justice Partnership Award to mark over \$1 million and 10 years of strategic philanthropy to establish Health Justice Partnerships in Australia.

We are working to develop First Nations cultural capability across our people and practice. The process is ongoing, and we are committed to cultural safety, removing barriers, and meeting the cultural needs of our people and workplace. This year the firm launched the First Nations Traineeship and procured over \$430,000 in goods and services from First Nations owned businesses.

INDIGENOUS RECONCILIATION

POLICY PUBLISHED | **RAP INNOVATE ACTION PLAN LEVEL**

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week
- National Reconciliation Week • Internships and employment • Affirmative ATSI procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Supply Nation Membership • CareerTrackers participation

NON LEGAL VOLUNTEERING

PROGRAM PUBLISHED | **NON-PROFIT BOARD SUPPORT** | **26% PARTICIPATION IN NON-LEGAL VOLUNTEERING**

INITIATIVES:

- NFP Boards • Organised staff volunteering • Paid volunteer time • Blood donations • Student tutoring and mentoring • Skilled volunteering program • Community volunteering

CHARITABLE GIVING

PROGRAM PUBLISHED | **36% PARTICIPATION IN CORP. GIVING**

INITIATIVES:

- Firm donation program • Charitable foundation • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals • Host external charity events

LEGAL PRO BONO

STRATEGY PUBLISHED | **PRO BONO CENTRE TARGET MET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

We have a robust governance structure to support our risk management approach, with a Finance Risk and Audit Committee sub-committee as part of our firm's Board, supported by a Risk Management Team and Office of General Counsel.

Our approach to risk and governance is set out in our Risk Appetite Statement and Risk Management Framework. Risk Appetite is embedded through our key policy documents. On-boarding training and regular risk management training are provided to all partners and employees to ensure they are familiar with key policies and expectations. These training sessions are supplemented by regular risk management email alerts and communications.

We have a Diversity Council led by our Chief Executive Partner, whose members include the Chair of the Clayton Utz Board. It is a strategic leadership body performing an oversight, advisory and advocacy role in achieving our diversity and inclusion agenda and priorities.

We also have a Cyber Security Board which oversees our approach to information security. This year, we achieved whole of firm ISO27001 certification as assessed by SAI Global for the seventh year. Clayton Utz has a mature crisis management, business continuity and disaster recovery approach, which is reviewed, updated and tested annually.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY PUBLISHED

INITIATIVES:

- Code of Conduct Training • Complaints & Grievance Mechanism • Risk Management Plan • ECP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY PUBLISHED

INITIATIVES:

- Both Current and New Suppliers • Modern Slavery Program • Federal Legislation Participation

SUPPLIER STANDARDS COVER:

- Human rights • Environmental impacts • Fair labour practices
- Community development • Indigenous inclusion • Gender equality
- Modern Slavery • Diversity and Inclusion • Fraud bribery & corruption

SUSTAINABILITY REPORTING

REPORT PUBLISHED | **AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED**

REPORTING COVERS:

- Website - ESG targets and performance information • Website - Environmental sustainability targets and performance information
- Website - ESG commitments information • Website - Environmental sustainability commitments information

2022 AusLSA SUSTAINABILITY PROFILE



DLAPiper
Headcount: 526 (FTE)
Floor Area: 14,751m²
Number of Offices: 4

At DLA Piper we are committed to providing an inclusive culture across our global firm, where everyone can bring their authentic self to work.

Our Diversity and Inclusion strategy is based on three pillars:

- Our People – building on our inclusive culture so everyone is engaged and feel they belong.
- Our Processes – levelling the playing field, enabling all our people to achieve their potential.
- Our Purpose – we collaborate with our clients, communities and suppliers to achieve D&I goals.

In Australia our key areas of focus are creating gender balance, increasing flexible working, hiring diverse talent and ensuring all communities, including LGBT+, people with disability, those from diverse cultural background and Aboriginal and Torres Strait Islanders feel a sense of belonging and inclusion.

We strive towards a culture of psychological safety through initiatives that provide support for people in times of need, and empower people to speak up.

Our employee networks play a key role in driving our culture of inclusion, and this is reflected through DLA Piper being recognised by the WGEA as an employer of choice for gender equality, and being AWEI Silver Award holders for LGBTI inclusion.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

As an organisation defined by our people, we recognise that equality and diversity are key to our global identity and integral in our aim to be a 'firm of choice' for our clients.

Managing equality and diversity to us means valuing and utilising the differences our people bring to the business

At all levels within the organisation, we support and practice equal employment opportunity, applying best practice approaches to our recruitment, performance management, promotion, talent identification and training and development processes to ensure that all employment decisions and activities are made solely on the basis of merit, taking into account all relevant skills and experience, without bias and prejudice.

We strive not only to comply with legislation but to take a progressive approach to create the mix of talent that is needed if we are to be successful as a business.

GENDER EQUALITY

POLICY PUBLISHED

28% FEMALE PARTNERS
63% FEMALE LEGAL STAFF
75% FEMALE NON-LEGAL STAFF
53% FEMALE SENIOR PROMOTIONS

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality
- Pay Equity Ambassador • Male Champion of Change • Board Links Champion
- Host or lead external programs and/or forums • Training - Gender awareness unconscious bias • Internal D&I networks or committees

INCLUSIVE WORKPLACE

POLICY PUBLISHED **POLICY PUBLISHED**

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Membership - DCA • Training - Awareness and unconscious bias

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ networks or committees • Pro bono support • External LGBTQ programs hosting • Training - LGBTQ awareness • Gender pronouns promotion • AWEI award

FLEXIBLE WORKPLACE

POLICY PUBLISHED

18 WEEKS PAID PARENTAL LEAVE PRIMARY CARER
3 WEEKS SECONDARY CARER
86% RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Religious and ceremonial leave • Purchased leave • Career breaks • Phased retirement • Adjusted KPIs after absences
- Sabbaticals • Bonus leave • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED **STAFF SURVEYS**

INITIATIVES:

- Minds Count -TJMF Guidelines • Beyond Blue program • R U OK? program
- Psychological support/EAP • Mental health first aid training and support
- Mental Health Awareness Week • Resilience at Law • Training - Mental health awareness and management • Salary continuance • External mental health programs hosting • Domestic abuse strategy • Mental health office champion

PHYSICAL WELLBEING

POLICY PUBLISHED **STAFF SURVEYS**

INITIATIVES:

- Ergonomics program • Flu vaccinations • Internal exercise sessions • Gym memberships • Team events • Wellness awareness and promotion • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

For DLA Piper, action on climate change is our biggest environmental priority. In August 2021 we set a science-based target for carbon reduction to reduce our Scope 1, 2 and 3 emissions by 50% by 2030. This target has been validated by the Science Based Targets initiative, and we have now gone further and set a net zero by 2040 target, which is currently in the process of validation by SBTi.

Our Board holds ultimate responsibility for our environmental performance. The role of Managing Director, Sustainability & Resilience, which sits on the Executive Committee, is responsible for coordinating and intensifying our actions across Sustainability & ESG and Responsible Business. The Managing Director is supported by various committees and working groups that drive forward our sustainability strategy and execute action plans.

We have several firm-wide policies around environmental sustainability, including Environmental Sustainability policy, Energy and Climate Change policy, Sustainable Procurement Policy, and Supplier Code of Conduct.

We are certified to ISO 14001 globally, and have plans for ISO 45001 and ISO 50001 certification. We are signatories of the UNGC and annually report our progress against the 10 principles via our Sustainability Report.

CLIMATE ACTION

POLICY PUBLISHED **ACTION PLAN PUBLISHED**

GHG SCI. BASED NET ZERO 2030
GHG IMPROVEMENT TARGET

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Teleconferencing facilities and training • Earth Hour • End of trip facilities • NABERS Energy Rating • Efficient building and lighting automation • Energy audits in previous two years

GROSS EMISSIONS
 1,134t - 2.2t per employee

BUILDINGS 73% 0.06t/m² 0.006% 0.75% 834t 74%

TRAVEL 0% 25% 1.4% 300t 26%

NET EMISSIONS
 1,134t - 2.2t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED **ISO**

INITIATIVES:

- Sustainability Advantage (NSW) • CitySwitch Green Office

RECYCLING OFFICES

100% 100% 100%
 % office availability

PAPER USAGE

10,654 35%
 tpa employee recycled content

INITIATIVES:

- Green accredited paper purchase specification • Follow me printing
- Recycled paper purchase specification

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • Other Certifications
- PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

DLA Piper is committed to actively participating in the wider community, as individuals and as a firm. We provide award-winning pro bono legal services to more than 100 Australian and international charities. Our lawyers have presented training programs for non-profit boards and management in areas such as risk management, insurance and governance. We also provide regular client updates on important current issues and provide advice and assistance with policy development, submissions to government and strategic business advice.

We have launched a new community engagement tool that will enable and empower our people to make a positive difference. We believe that as individuals we can all make a difference and that everyone should have the opportunity to develop their work related skills in a way that benefits the greater community. This community engagement tool is a one stop shop for all community engagement activities. It will help our people find out about internal and external volunteering opportunities, celebrate their colleagues, and enable us to recognise and reward the difference our people make through community engagement activities.

INDIGENOUS RECONCILIATION

POLICY PUBLISHED **RAP** STRETCH ACTION PLAN LEVEL

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week
- National Reconciliation Week • Internships and employment • Scholarships and student mentoring • Affirmative ATSI procurement • Pro bono support
- Supply Nation Membership • CareerTrackers participation

NON LEGAL VOLUNTEERING

PROGRAM **VOLUNTEERING** **NON-PROFIT BOARD SUPPORT**

INITIATIVES:

- NFP Boards • Organised staff volunteering • Paid volunteer time • Blood donations • Student tutoring and mentoring • Community volunteering
- Arts support

CHARITABLE GIVING

PROGRAM **CORP. GIVING** **4%** PARTICIPATION IN CORPORATE GIVING

INITIATIVES:

- Firm donation program • Workplace giving • Matched funding for employee donations • Internal appeals and collections

LEGAL PRO BONO

STRATEGY PUBLISHED **MET** PRO BONO CENTRE TARGET

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[www](#) Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

We're committed to fully integrating ESG considerations into our mainstream business risk management processes – with a special focus on our approach to client work.

This year we launched an environmental data management system which allows us to review our international environmental performance almost in real time. As we improve our processes for monthly data entry and quality checking, we'll soon be able to generate more insightful and accurate dashboards for internal stakeholders. We're also in the process of upgrading our HR and Finance systems, which will help us generate further insights and reporting on risks to key decision-makers. To ensure we can escalate supply chain ESG risks effectively, we've set up a new Procurement Assurance Committee (PAC), along with a forthcoming supplier management platform. The PAC reviews supply chain ESG risks monthly and has a reporting line to the Board Risk Committee. As we improve our data availability and quality, we're also reviewing our reporting lines, to ensure that data and insights about our ESG risks and performance is captured in core business decision-making processes, and discussed in Exec, Risk Committee and Board meetings.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY **CODE OF CONDUCT TRAINING** **COMPLAINTS & GRIEVANCE MECHANISM** **RISK MANAGEMENT PLAN** **BCP OR ERP**

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY **BOTH CURRENT AND NEW SUPPLIERS** **MODERN SLAVERY PROGRAM** **FEDERAL LEGISLATION PARTICIPATION**

SUPPLIER STANDARDS COVER:

- Human rights • Environmental impacts • Fair labour practices
- Fair consumer and competition practices • Community development
- Indigenous inclusion • Gender equality • Modern Slavery
- Diversity and Inclusion • Fraud bribery & corruption

SUSTAINABILITY REPORTING

REPORT

REPORTING COVERS:

- Standalone ESG/ sustainability report • Website - ESG targets and performance information • Website - Environmental sustainability targets and performance information • Website - ESG commitments information
- Website - Environmental sustainability commitments information • UN Global compact and SDGs • CDP Reporting

2022 AusLSA SUSTAINABILITY PROFILE



Gilbert + Tobin
Headcount: 825 (FTE)
Floor Area: 14,569m²
Number of Offices: 4

Gilbert + Tobin is a leading Australian corporate law firm, advising clients on their most significant transactions, regulatory matters and disputes. G+T provides commercial and innovative legal solutions for ASX leading companies, major international businesses, infrastructure and services providers as well as government and public authorities across Australia and around the world.

An international leader in M&A, private equity, capital markets, competition and regulation and technology and digital, G+T works on complex issues that define and direct the market.

Gilbert + Tobin is also committed to outstanding citizenship; its pro bono legal team are proud proponents of social justice and, since its inception, pro bono work has been an integral part of G+T's practice. G+T has a particular focus on Aboriginal and Torres Strait Islander people and organisations, people with disabilities, refugees and human rights matters. G+T has one of the highest proportions of women partners among major Australian law firms. G+T is the first corporate law firm to source 100% of its tenancy electricity from renewable sources and is proudly a long-term carbon neutral organisation.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Gilbert + Tobin is an egalitarian, open-minded meritocracy committed to the growth and development of our people. We embrace change with enthusiasm and are committed to absolute excellence in everything we do. We aim to create a positive and culturally aware workplace, where all people are treated with dignity and respect. Our commitment to diversity and inclusion has always been an integral part of our culture and the way we do business. We constantly strive to lead the legal industry in gender diversity, with 37% female partners. In aiming for at least 40% of each gender at partnership, 50%+ of internal partner promotions were women in the last few years. We substantially enhanced parental leave benefits including removing the primary/secondary categories and allowing it to be taken within 2 years of birth to encourage leave by both parents. Our flexibility arrangements are customised by group and role to enable true flexible working and we have continued to invest in systems to support this. Our commitment to inclusion starts at the top and we are proud that our managing partner, Danny Gilbert, is co-chair of the Cape York Partnership taking a leading role in promoting the Uluru Statement From The Heart.



GENDER EQUALITY POLICY

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality • LCA Diversity and Inclusion Charter • Equitable briefing pledge (e.g. CommBar/LCA)
- Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • LSNSW Charter - Advancement of Women • Equal pay controls • DCA major sponsor • Showcasing gender diversity experiences

INCLUSIVE WORKPLACE POLICY

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Membership - Aust Network On Disability • Staff Surveys - D&I

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • IDAHOBIT • Wear it Purple Day • Internal LGBTQ networks or committees • Pro bono support • Gender affirmation policy

FLEXIBLE WORKPLACE POLICY

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Purchased leave • Career breaks • Sabbaticals • Bonus leave • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING POLICY

INITIATIVES:

- Minds Count - TJMF Guidelines • R U OK? program • Psychological support/EAP • Mental health first aid training and support • Training - Mental health awareness and management • Salary continuance • Domestic abuse strategy • Mental health office champion

PHYSICAL WELLBEING POLICY

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Team events • Massages • Wellness awareness and promotion • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

G+T demonstrates outstanding corporate citizenship through its actions to mitigate the environmental impacts of its business.

G+T is Australia's first corporate law firm to source 100% of its tenancy electricity from renewable sources (GreenPower). G+T is also a Climate Active carbon neutral organisation and service. G+T focuses on continuous improvement in the areas where it has a material impact including business travel, paper usage, electricity consumption and waste management. G+T is a City Switch program signatory in Sydney, Melbourne and Perth and maintains 5-star NABERS Energy (Tenancy) ratings for its Sydney and Perth offices and a 5.5 star NABERS Energy (Tenancy) rating for its Melbourne office. G+T is committed to implementing a high standard of environmental management that enables it to continually improve its environmental performance and to confidently assert itself as a responsible contributor to its clients' supply chains.



CLIMATE ACTION POLICY

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • National Greenhouse and Energy Reporting (NGERs) compliant reporting • Specify energy efficient appliances
- Teleconferencing facilities and training • Earth Hour • End of trip facilities • Climate Active Program • NABERS Energy Rating • Climate Active - Carbon Neutral • Efficient building and lighting automation • Renewable Electricity • Voluntary Carbon Offsets

GROSS EMISSIONS

1,264t - 1.5t per employee

BUILDINGS	0% 0t/m ²	0.12%	0.51%	8t 0.64%
TRAVEL	0%	97% 1.5t/employee	2.2% 0.02t/employee	1,256t 99%
CARBON OFFSETS & RENEWABLES	100%	100%		

NET EMISSIONS
0t - 0t per employee

ENVIRONMENTAL MANAGEMENT POLICY

INITIATIVES:

- Office green teams • CitySwitch Green Office

RECYCLING OFFICES

100% 100% 100%
% office availability

PAPER USAGE

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification • Follow me printing

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • NCOS Certified Carbon Neutral

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

G+T's largest community contribution is through our national pro bono practice. Our work focuses on issues affecting First Nations peoples, refugees and asylum seekers, people with disabilities and human rights matters. In FY2022, we completed 32,150.4 hours of pro bono work - an average of 73.4 hours per lawyer, conservatively valued at over \$17million. We engage with First Nations communities through our Reconciliation Action Plan, which focuses on cadetships for First Nations law students, career development for First Nations lawyers, procurement from First Nations businesses and mentoring for First Nations students. We are public proponents of the Uluru Statement from the Heart and the campaign for an Indigenous Voice to Parliament. We support organisations that work to empower First Nations people, including the North Australian Aboriginal Justice Agency, Cape York Partnership, Ngak Min Health Service, Football United, Creating Chances, Women's Justice Network, Shine for Kids, Monterey Secondary College and Tribal Warrior. We are principal sponsor of the G+T Centre of Public Law at the University of NSW. The Centre plays an independent role in public debate on a range of issues vital to Australia's future including Charters of Rights, reconciliation, constitutional recognition and native title.



INDIGENOUS RECONCILIATION POLICY

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • Affirmative ATSI procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Indigenous Business Month • Supply Nation Membership

NON LEGAL VOLUNTEERING PROGRAM

INITIATIVES:

- NFP Boards • Organised staff volunteering • Paid volunteer time • Student tutoring and mentoring • Secondments to NFPs • Skilled volunteering program • CPD for community sector lawyers

CHARITABLE GIVING PROGRAM

INITIATIVES:

- Firm donation program • Charitable foundation • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals • Host external charity events

LEGAL PRO BONO STRATEGY

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

G+T has a board responsible for overall firm governance. The firm is committed to a board with a minimum of 30% women. The board meets monthly and all operational groups submit monthly reports. G+T has a Corporate Social Responsibility Committee, Pro Bono Committee, Risk Committee and People Leaders Group which govern their respective areas and report into the Board. G+T conducts quarterly operations compliance reviews to test and report on internal processes and activities.



CODE OF CONDUCT /RISK MANAGEMENT POLICY

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

2022 AusLSA SUSTAINABILITY PROFILE

LANDER & ROGERS

Lander & Rogers
Headcount: 602 (FTE)
Floor Area: 9,089m²
Number of Offices: 3

Lander & Rogers is a leading independent Australian law firm servicing the commercial legal needs of listed and unlisted foreign and domestic clients, and all levels of government. Comprising over 600 people including more than 80 partners, it has grown organically, resulting in a highly cohesive firm sharing a strong work and client service ethic. The firm believes legal services involve more than just the law - practical, commercial advice and exceptional client experience are equally important to the firm and its clients. Lander & Rogers is also the exclusive Australian member of the world's leading independent network of law firms, TerraLex, and is a leader in legal tech innovation through its LawTech Hub.

It's vision is to deliver the best Australian law firm experience. Consistent with its values and culture, Lander & Rogers is strongly committed to pro bono & community work, a diverse and inclusive workplace, and supporting efforts that improve the health of the environment. The firm takes a considered approach to the design and implementation of responsible business practices to minimise harm and maximise benefit to communities and the environment.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

We believe an inclusive workplace, where everyone feels valued and can reach their full potential, is fundamental to our success. We have a long history of commitment to health and wellbeing, with a long-established Wellness Committee (launched in 2008) and a MAX Committee (focused on fitness for the mind and body to support work-life balance), as well as an Employee Assistance Program. In 2020 and 2022 we were named an Employer of Choice for Gender Equality. The firm was recognised for a range of initiatives designed to promote gender equality through pay equity, flexible work practices and tools, gender neutral parental leave opportunities and the promotion of women to positions of leadership. As citation holders, we will continue to work hard to forge a more gender-balanced world, celebrating everyone's inclusion, raise awareness against bias, and always take action for equality. In response to the challenges of COVID-19, we increased our focus on providing a psychologically and physically safe workplace and enabling our people to feel connected during a time of rapid change and uncertainty. This included rolling out mental health first aid training, for which we have been recognised as a gold-level accredited workplace by Mental Health First Aid Australia.



GENDER EQUALITY POLICY

47% FEMALE PARTNERS **74% FEMALE LEGAL STAFF** **83% FEMALE NON-LEGAL STAFF** **65% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality • Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • LNSNSW Charter - Advancement of Women • Equal pay controls • Showcasing gender diversity experiences

INCLUSIVE WORKPLACE POLICY

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I

LGBTQ INITIATIVES:

- Wear it Purple Day • Internal LGBTQ networks or committees • Pro bono support • External LGBTQ programs hosting • Mardi Gras • Midsumma

FLEXIBLE WORKPLACE POLICY

26 WEEKS PAID PARENTAL LEAVE **8 WEEKS SECONDARY CARER** **97% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Religious and ceremonial leave • Purchased leave • Career breaks • Phased retirement • Adjusted KPIs after absences • Sabbaticals • Bonus leave • Domestic abuse leave • Family leave • School Holiday Programs

PSYCHOLOGICAL WELLBEING POLICY

INITIATIVES:

- Minds Count -TJMF Guidelines • R U OK? program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management • External mental health programs hosting • Domestic abuse strategy • Mental health office champion

PHYSICAL WELLBEING POLICY

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Team events • Massages • Wellness awareness and promotion • Subsidised health insurance • Onsite fruit and healthy catering • Life & TPD insurance • Ergonomics program - offsite • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Lander & Rogers recognises climate change is having a real and increasing impact on our people, clients and communities. In response, we're acting to preserve our environment for the benefit of future generations. We take our environmental responsibilities seriously. By investing in sustainable business practices that reduce our environmental footprint, we're changing the way we operate, but we also seek to positively influence further afield. We champion sustainability and promote innovative responses to climate change for the benefit of us all.



CLIMATE ACTION POLICY

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • National Greenhouse and Energy Reporting (NGERs) compliant reporting • Teleconferencing facilities and training • Policy on flight offsets • End of trip facilities • Climate Active Program • Climate Active - Carbon Neutral • Efficient building and lighting automation • Renewable Electricity • Voluntary Carbon Offsets



CARBON OFFSETS & RENEWABLES

100% 100%

NET EMISSIONS

0t - 0t per employee

ENVIRONMENTAL MANAGEMENT POLICY

INITIATIVES:

- World Environment Day • CitySwitch Green Office



PAPER USAGE

5,711 29% recycled content

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification • Follow me printing • Recycled paper purchase specification

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Our pro bono work is strategically focused and carefully targeted for maximum benefit. We respond to unmet legal need and deploy strategic responses that make a difference. We help overcome disadvantage by building meaningful connections with individuals and communities. Legal problems often worsen hardship among vulnerable Australians. As a leading Australian law firm, we consider it our responsibility to use our expertise in ways that improve legal outcomes whether by undertaking impactful case work or pursuing system change. Our focus includes: Aboriginal and Torres Strait Islander people and organisations, family violence, people forcibly displaced, Climate and just transitions. We're known for: building and sustaining meaningful, long-term relationships in the community, empowering our clients, developing legal capability among vulnerable Australians. We also build meaningful relationships within our community to empower young people and positively impact how they perceive themselves and their potential. Our community engagement seeks to: improve social inclusion for young people and create opportunities to empower people and communities. Whether through mentoring, volunteering, work experience programs or partnering with organisations who share our passion and commitment to forging real social change.



INDIGENOUS RECONCILIATION POLICY

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • Affirmative ATSI procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • CareerTrackers participation

NON LEGAL VOLUNTEERING PROGRAM

19% PARTICIPATION IN NON LEGAL VOLUNTEERING

INITIATIVES:

- NFP Boards • Organised staff volunteering • Paid volunteer time • Blood donations • Student tutoring and mentoring • Secondments to NFPs • Skilled volunteering program • Community volunteering • CPD for community sector lawyers

CHARITABLE GIVING PROGRAM

30% PARTICIPATION IN CORPORATE GIVING

INITIATIVES:

- Firm donation program • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals • Host external charity events

LEGAL PRO BONO POLICY

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Lander & Rogers is committed to creating a positive and lasting impact on its people, clients and the community.

We are committed to conducting business in an honest, fair and transparent manner. We regard this as part of our ethical duty. We also expect our contractors, consultants and suppliers to adopt the same high ethical compliance standards that we do, including in the following areas:

1. Anti-bribery and corruption;
2. Anti-money laundering;
3. Anti-modern slavery;
4. Data security;
5. Workplace behaviour; and
6. Social responsibility, including diversity, equality, respect and inclusion.

Our governance framework includes risk management policies and procedures to address key professional and business risks.

In terms of the environment, we focus our actions on the following key areas of efficiency:

1. Emissions reduction (electricity consumption and travel)
2. Waste minimisation following the principles of the waste hierarchy
3. Paper and consumables consumption
4. Water conservation

CODE OF CONDUCT /RISK MANAGEMENT POLICY

INITIATIVES:

- Code of Conduct Training • Complaints & Grievance Mechanism • Risk Management Plan • BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT POLICY

INITIATIVES:

- Federal Legislation Participation

SUSTAINABILITY REPORTING REPORT

REPORTING COVERS:

- Website - ESG targets and performance information • Website - Environmental sustainability targets and performance information • Website - ESG commitments information • Website - Environmental sustainability commitments information • UN Global compact and SDGs

2022 AusLSA SUSTAINABILITY PROFILE

Maddocks

Maddocks
Headcount: 627 (FTE)
Floor Area: 11,096m²
Number of Offices: 3

Maddocks is an independent Australian law firm that provides premium legal services to corporations, businesses and governments throughout Australia and internationally. With offices in Melbourne, Sydney and Canberra, we advise clients across a range of legal issues, with a particular focus on infrastructure, education, government, healthcare, and technology sectors, offering experts in over 30 areas of law. We also provide specialist expertise, including dispute resolution and litigation, mergers & acquisitions, equity capital markets, banking, employment and safety, financial services, franchising and insolvency. We are committed to our clients, building strong, sustainable relationships - our longest is now more than 100 years old. Our lawyers deliver consistently high standards of service, and we are accessible, responsive and transparent. Our service is based on a deep understanding of our clients' legal requirements in the context of their business objectives. We're highly regarded for exceptional, practical legal services that genuinely add value. Our culture is based on core values that are promoted across the firm. These values are Integrity, Stewardship, Collaboration and working together in promoting the interests of the firm, Commitment to doing things better through excellence, change and innovation and Respect for the value of the individual and diversity.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Maddocks has received the Employer of Choice for Gender Equality Citation from the Workplace Gender Equality Agency every year since 2004. Maddocks was also recognised as a Bronze Employer in the Australian Workplace Equality Index's 2022 LGBTQ Awards. Our Maddocks Women, Pride and CALD groups are an important part of our culture and this year worked together to launch March for Inclusion month where we focused our attention on gender, sexual orientation, culture and indigenous inclusion through the delivery of a wide range of events including International Women's Day and Harmony Day.

Maddocks is a member of the Diversity Council of Australia and Pride in Diversity, both memberships providing valuable information and support assisting us in our focus areas.

At Maddocks our learning programs focus on building the future skills and capabilities of our people.

In FY2022 we received the HRD Employer of Choice and HRD Innovative HR teams awards for our forward thinking programs Accelerate Career & Leadership, Partner Ready and our Upskilling on Tech for hybrid working. In addition, the transformation of our Induction program to digital first was highly commended by the Australian Institute of Training & Development (AIDT) and we received a Diamond LearnX award.

GENDER EQUALITY POLICY

38% FEMALE PARTNERS
59% FEMALE LEGAL STAFF
81% FEMALE NON-LEGAL STAFF
63% FEMALE SENIOR PROMOTIONS

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality
- Pay Equity Ambassador • Male Champion of Change • Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • Equal pay controls • Showcasing gender diversity experiences

INCLUSIVE WORKPLACE POLICY

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Membership - DCA • External D&I programs and/or forums hosting
- Training - Awareness and unconscious bias • Staff Surveys - D&I

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ networks or committees • Pro bono support • External LGBTQ programs hosting • Training - LGBTQ awareness • Gender pronouns promotion • Trans Awareness Week • Mardi Gras • Gender affirmation policy • InterFirm events • AWEI award

FLEXIBLE WORKPLACE POLICY

20 WEEKS PAID PARENTAL LEAVE
20 WEEKS SECONDARY CARER
68% RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Purchased leave • Career breaks • Phased retirement • Adjusted KPIs after absences • Sabbaticals • Bonus leave • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING POLICY

INITIATIVES:

- Minds Count -TJMF Guidelines • R U OK? program • Psychological support/EAP
- Mental health first aid training and support • Mental Health Awareness Week
- Training - Mental health awareness and management • Salary continuance

PHYSICAL WELLBEING POLICY

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations
- Internal exercise sessions • Team events • Wellness awareness and promotion
- Subsidised health insurance • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Maddocks seeks to lead by example through the adoption, implementation and continued monitoring of environmentally sustainable practices. During FY2022, we continued our journey to help our people keep sustainability front of mind - both in the workplace and at home. In order to progress as a sustainable organisation, we look for opportunities to:

- Optimise the use of natural resources in our operations to reduce carbon emissions through efficiency, reuse and waste reduction
- Maximise sustainable practices in the procurement of our supplies and services
- Encourage sustainable thinking in our people, clients and communities.

The firm has embarked on a 'Paper Lite' project with the aim of reducing paper consumption. The firm also undertook activities in connection with international Earth Day.



CLIMATE ACTION

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Teleconferencing facilities and training • Earth Hour • Ride to Work Day • End of trip facilities • Efficient building and lighting automation • Forced computer shutdown

GROSS EMISSIONS
723t - 1.2t per employee

BUILDINGS	89% 0.06t/m ²	0.09%	1.6%	659t 91%
TRAVEL	0.17%	7.9% 0.09t/employee	0.83% 0.01t/employee	64t 8.9%

NET EMISSIONS
723t - 1.2t per employee

ENVIRONMENTAL MANAGEMENT POLICY

INITIATIVES:

- World Environment Day

RECYCLING OFFICES

100% 100% 100%
% office availability

PAPER USAGE

INITIATIVES:

- Paperlite office program • Follow me printing

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • NCOS Certified Carbon Neutral • Other Certifications • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

We take our role seriously as a member of the communities in which we operate.

Across the Maddocks team, we aim to create social and economic benefits for these communities through our pro bono work, the Maddocks Foundation, the promotion of ethical procurement, support for various causes and through the volunteering of our employees' time and skills.

The focus for these programs is in the areas of homelessness, mental health, welfare, human rights and education / literacy.

In FY22 total pro bono hours reached 8,353, equating to 23.65 pro bono hours for every full time lawyer. Maddocks is also a signatory to the National Pro Bono Target.

In FY22, the Maddocks Small Grants Program, which provides grants up to \$2,000 to support initiatives of organisations undertaking socially responsible work in which staff of Maddocks are personally involved, allocated \$18,500 to fund 12 projects. We also provided \$125,000 to 7 charities through the Maddocks Foundation.



INDIGENOUS RECONCILIATION POLICY

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week
- National Reconciliation Week • Pro bono support
- Collaboration for reconciliation • Funding and donations

NON LEGAL VOLUNTEERING PROGRAM

INITIATIVES:

- NFP Boards • Organised staff volunteering • Paid volunteer time • Blood donations • Student tutoring and mentoring • Community volunteering • Arts support

CHARITABLE GIVING PROGRAM

INITIATIVES:

- Firm donation program • Charitable foundation • Internal appeals and collections
- External charity events and appeals

LEGAL PRO BONO STRATEGY

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Maddocks has a comprehensive suite of policies and procedures that provide clarity to staff and promote the adoption of effective decision making processes across the whole firm.

We have policies which fall into areas such as business services policies, client policies, finance policies, information technology policies and specific governance policies.

Critical amongst the governance policies are specific policies regarding ethical conduct, information security, anti-bribery, anti-modern slavery, conflict of interest policy, equitable briefing policy and delegated authority policies.

Ultimate responsibility for the management of the firm rests with the partnership. However, we have Committees, Service Group Directors and Practice Group Heads who report to the CEO. The CEO in turn reports to the Board.

CODE OF CONDUCT /RISK MANAGEMENT POLICY

INITIATIVES:

- Code of Conduct Training
- Complaints & Grievance Mechanism
- Risk Management Plan
- BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

INITIATIVES:

- Modern Slavery Program

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

2022 AusLSA SUSTAINABILITY PROFILE



Norton Rose Fulbright
Headcount: 872 (FTE)
Floor Area: 21,699m²
Number of Offices: 5

Norton Rose Fulbright provides the world's preeminent corporations and financial institutions with a full business law service.

We have more than 3,500 lawyers and other legal staff based in Europe, the United States, Canada, Latin America, Asia, Australia, the Middle East and Africa. Recognized for our industry focus, we are strong across all the key industry sectors: financial institutions; energy, infrastructure and resources; consumer markets; transport; technology; and life sciences and healthcare.

Through our global risk advisory group, we leverage our industry experience with our knowledge of legal, regulatory, compliance and governance issues to provide our clients with practical solutions to the legal and regulatory risks facing their businesses.

Wherever we are, we operate in accordance with our global business principles of quality, unity and integrity.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Norton Rose Fulbright values diversity, aiming to create a sense of belonging for all. Our Diversity, Equity and Inclusion strategy focuses on 5 pillars: cultural diversity, caring responsibilities, gender diversity, disability and LGBTIQ+ Inclusion. In 2022, women partners comprise 30% of our partnership with a strong female talent pipeline (60% female senior lawyers). Annually we are awarded the WGEA Employer of Choice for Gender Equality citation. We have been a silver employer in the Australian Workplace Equality Index (AWEI) for LGBTIQ+ inclusion since 2016. We have a range of initiatives to ensure we meet our 40:40:20 gender diversity target including a focus on unconscious bias, active inclusion, coaching for senior women, sponsorship and annual gender pay equity reviews. Our business principles of Quality, Unity and Integrity underpin our programs. We value each individuals' development at work and externally. Our well-established learning and development curriculum strives to enhance our peoples' careers. Global and local opportunities are available for making an impact on corporate social responsibility initiatives including charitable giving and volunteering, pro bono, environmental sustainability and reconciliation. We treat health and well-being with the utmost importance providing numerous avenues for assisting with mental health, resilience, and flexibility regardless of circumstances.

GENDER EQUALITY

POLICY PUBLISHED

30% FEMALE PARTNERS | **58% FEMALE LEGAL STAFF** | **75% FEMALE NON-LEGAL STAFF** | **63% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality
- Pay Equity Ambassador • Board Links Champion • Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums
- Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • LSNSW Charter - Advancement of Women
- Equal pay controls

INCLUSIVE WORKPLACE

POLICY PUBLISHED | **DIVERSITY PUBLISHED**

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Membership - DCA • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I • Managing Partners Diversity Forum

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • AWEI survey
- IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ networks or committees • Pro bono support • External LGBTQ programs hosting • Training - LGBTQ awareness • Gender pronouns promotion • Pride March • Mardi Gras • Midsumma • Gender affirmation policy • InterFirm events • AWEI award

FLEXIBLE WORKPLACE

POLICY PUBLISHED

18 WEEKS PAID PARENTAL LEAVE | **4 WEEKS SECONDARY CARER** | **94% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave
- Study leave • Religious and ceremonial leave • Purchased leave • Career breaks
- Phased retirement • Adjusted KPIs after absences • Domestic abuse leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED | **STAFF SURVEYS**

INITIATIVES:

- Minds Count -TJMF Guidelines • R U OK? program • Psychological support/EAP
- Mental health first aid training and support • Mental Health Awareness Week
- Resilience at Law • Training - Mental health awareness and management
- Salary continuance • External mental health programs hosting
- Mental health office champion

PHYSICAL WELLBEING

POLICY PUBLISHED | **STAFF SURVEYS**

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Wellness awareness and promotion • Onsite fruit and healthy catering

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

In Australia, Norton Rose Fulbright understands the positive effect that adopting sustainable practices has in preserving our world. We are committed to identifying and implementing market-leading, environmentally sustainable property and business management practices which reduce our impact on the environment. In seeking to improve our environmental performance, we focus specifically on reducing our paper consumption, electricity consumption, the amount of waste we send to landfill, and our carbon emissions.

Globally we are committed to operating sustainably and taking direct action to support United Nations Sustainable Development Goal 13: Action on Climate Change. Climate action is managed by a global Environmental Sustainability Committee, reporting directly to our Global Executive Committee and Chief Executive Officer.

We are committed to integrating sustainability best practice into our decision-making and business activities worldwide. We also recognize that our environmental performance is important to our people, our clients, our suppliers and other stakeholders.

We are measuring our carbon footprint across our global operations and based upon those findings, we will undertake a strategic review to develop a plan of action on climate change. Our key impacts arise from waste generation, energy use including travel, and resource consumption. We are seeking to minimize these impacts through continual improvement in our environmental performance.

CLIMATE ACTION

POLICY IN DEV'T

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Earth Hour • End of trip facilities • NABERSs Energy Rating • Efficient building and lighting automation • Forced computer shutdown

GROSS EMISSIONS
2,115t - 2.4t per employee

BUILDINGS	77% 0.08t/m ²	3.2%	0.14%	1,705t	81%
TRAVEL	0%	19.1% 0.48t/employee	0.31% 0.077t/employee	411t	19.4%

NET EMISSIONS
2,115t - 2.4t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED | **ENV. MANAGEMENT SYSTEM (EMS)**

INITIATIVES:

- World Environment Day • Office green teams

RECYCLING OFFICES

100% | **100%** | **100%**

% office availability

PAPER USAGE

17,042 | **58%**

INITIATIVES:

- Follow me printing • Recycled paper purchase specification

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Norton Rose Fulbright's Responsible Business program is built upon our global business principles of quality, unity and integrity.

Pro bono:

- We support our people to use their vast cross-disciplinary expertise to provide pro bono legal support to those in need in our community, to make a genuine social impact.
- We specialise in supporting pro bono clients and legal projects that deliver positive impacts in the following areas: environment and sustainability; mental health and disability; and international human rights, particularly through projects that support refugees, reduce modern slavery, help prevent financial abuse and promote human rights through sport.
- We also focus on legal activities which benefit First Nations communities, use strategic litigation and embrace legal innovation.

Social Impact (non-legal):

- We empower our people to support the causes and charities they care about, through fundraising, volunteering and awareness raising.
- We are committed to reconciliation and launched our Stretch level Reconciliation Action Plan in 2022.
- We participate in Norton Rose Fulbright's annual Global Charitable Initiative. In 2022 this initiative was 'Building Sustainable Communities' in partnership with Save the Children to improve living conditions for fishing communities on East Tonle Sap Lake, one of the most ecologically fragile areas of Cambodia.



INDIGENOUS RECONCILIATION

POLICY PUBLISHED | **RAP STRETCH ACTION PLAN LEVEL**

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week
- National Reconciliation Week • Internships and employment
- Affirmative ATSI procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations
- Supply Nation Membership • CareerTrackers participation

NON LEGAL VOLUNTEERING

NON-PROFIT BOARD SUPPORT

INITIATIVES:

- NFP Boards • Organised staff volunteering • Blood donations
- Community volunteering

CHARITABLE GIVING

PROGRAM CORP. GIVING

INITIATIVES:

- Firm donation program • Internal appeals and collections • External charity events and appeals

LEGAL PRO BONO

STRATEGY MET | **PRO BONO CENTRE TARGET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

WWW Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Norton Rose Fulbright's General Counsel and Compliance team is led by the Head of Risk & General Counsel. The team is responsible for all risk management matters, including our new client and new matter intake process (which includes conflict clearance and client due diligence), oversight of our policies and procedures which support our Global Practice Standards (which include anti-bribery and corruption, anti-discrimination and racism, compliance with sanctions and anti-money laundering), supply chain oversight and compliance with legal professional obligations. Our Head of Risk & General Counsel reports at least quarterly to our Australian Partnership Council (APC), and chairs our Risk Committee which meets quarterly to consider key risks facing the firm and to identify and implement risk mitigation measures. The Risk Committee is comprised of the Head of Risk & General Counsel, our Chief Executive Partner, our Chief Financial Officer, other Business Services Heads, our Sydney General Counsel and two members of our APC.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY PUBLISHED | **WWW**

CODE OF CONDUCT TRAINING | **COMPLAINTS & GRIEVANCE MECHANISM** | **RISK MANAGEMENT PLAN** | **BCP OR ERP**

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY PUBLISHED

BOTH CURRENT AND NEW SUPPLIERS | **MODERN SLAVERY PROGRAM** | **FEDERAL LEGISLATION PARTICIPATION**

SUPPLIER STANDARDS COVER:

- Human rights • Environmental impacts • Fair labour practices
- Indigenous inclusion • Gender equality • Modern Slavery

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

GENERAL MEMBER REPORTING

Legend

	Policy – The firm has a policy in place which is ratified and monitored by the leadership team
	Public commitments – The firm's policy is readily available to stakeholders such as clients, staff, and the general public
	Targets – The firm has established targets to reach its objectives in; Gender Equality, Pro Bono hours, Environmental Performance and Greenhouse Gas Emissions
	Programs – Pro Bono, Giving, Volunteering and Climate Action
	Programs – Indigenous Reconciliation
	Programs – Firm partners and staff are encouraged to participate on non-profit boards. The firm organises and resources volunteering activities for staff
	Programs – Environmental Management Systems

Legend

	Programs – The firm identifies and reduces modern slavery exposure from procurement
	Programs – Firms identify and reduce adverse environmental and social impacts from procurement from new Suppliers or both new and existing suppliers
	Programs – Formal processes are in place for; Risk Management, Code of Conduct, Business Continuity and Complaints and Grievances
	Reporting – Additional sustainability reporting information collected and reported. AusLSA report published by the firm
	Reporting – Program participation measured and reported for non-legal volunteering and giving programs
	Reporting – Staff survey information is collected, shared and used in program development
	Results – The profile of women in; partner, legal and non-legal roles and annual senior promotions
	Results – Parental leave provided and rates of return from maternity leave
	Results – Greenhouse gas emissions from offices tenancy – Electricity, Gas and Refrigerants
	Results – Greenhouse gas emissions from travel; Private Car, Plane, and Taxi/Rideshare
	Results – Renewable electricity and voluntary carbon offsets purchased
	Results – Percentage of offices with recycling programs in place. Paper, Comingles, Organics and ICT Equipment
	Results – Paper use and recycled content
	Further public information – Firm shares information about its different ESG related programs and commitments

2022 AusLSA SUSTAINABILITY PROFILE

ALLEN & OVERY

Allen & Overy
Headcount: 201 (FTE)
Floor Area: 4,492m²
Number of Offices: 2

Allen & Overy is an international legal practice with approximately 5,650 people, including some 580 partners, working in more than 40 offices worldwide. As one of the world's largest and most connected law firms, we are in an unrivalled position to influence change. We take this responsibility seriously. Across our international network, our Corporate Responsibility programmes focuses on four areas:

- Pro bono and community investment
- Diversity, equity and inclusion
- Environmental Sustainability
- Wider stakeholders

We set ourselves global objectives in these areas and deliver them through local programmes in each office. To meet them we work closely with our service partners, clients and external stakeholders. Most importantly, we do all we can to harness our employees' enthusiasm about making a difference to the world around them.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

At Allen & Overy we recognise that people are visibly different through age, gender, race and ethnicity and physical appearance, disability, and in underlying ways such as education, religion, nationality, social background and sexual orientation. We aim to recruit the most talented and ambitious people, irrespective of these differences. It does not matter where people have come from or what their background is: we look for their skills, experience and potential. In return, we provide an environment where people can achieve their full potential and make a valuable contribution. It is the diversity of our people that leads the culture of our firm and drives our continued financial success. Every day, we're working hard to create an environment where everyone feels that they can bring their authentic selves to work by being comfortable and confident in who they are in the workplace.



GENDER EQUALITY

POLICY PUBLISHED

10% FEMALE PARTNERS | **51% FEMALE LEGAL STAFF** | **84% FEMALE NON-LEGAL STAFF** | **55% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • Host or lead external programs and/or forums
- Female advancement, mentoring and coaching • Equitable briefing pledge (e.g. CommBar/LCA) • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • LSNSW Charter - Advancement of Women

INCLUSIVE WORKPLACE

POLICY PUBLISHED | **POLICY PUBLISHED**

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Membership - DCA • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • AWEI survey
- IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ networks or committees • Pro bono support • Training - LGBTQ awareness • Trans Awareness Week • Mardi Gras • InterFirm events • AWEI award • Stonewall top Global Employer

FLEXIBLE WORKPLACE

POLICY PUBLISHED

18 WEEKS PAID PARENTAL LEAVE | **18 WEEKS SECONDARY CARER** | **100% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Career breaks • Phased retirement • Adjusted KPIs after absences • Domestic abuse leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Beyond Blue program • R U OK? program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Salary continuance

PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Access to gym membership support • Wellness awareness and promotion • Access to discount on private health insurance • Onsite fruit and healthy catering

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Allen & Overy recognise that, as a global business, we need to rise to the challenges and opportunities of environmental sustainability by continually improving our environmental performance. We measure performance across our global network of offices and report this publically in our Annual Report. Continual improvement is achieved through the ISO14001 certified Environmental Management Systems that operates in our UK and Amsterdam offices and the ISO 50001 certified Energy Management System in Amsterdam. We are also members of the UK and Australian Legal Sustainability Alliances, a collective effort by law firms to take action to improve the environmental sustainability of their operations and activities.

CLIMATE ACTION

POLICY PUBLISHED | **GHG SCI. BASED 2030** | **GHG IMPROVEMENT TARGET**

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Teleconferencing facilities and training • ECO-Buy • Policy on flight offsets • Earth Hour
- End of trip facilities • NABERSs Energy Rating • Climate Active - Carbon Neutral • Efficient building and lighting automation • Forced computer shutdown • Renewable Electricity

GROSS EMISSIONS
1,360t - 6.8t per employee

BUILDINGS
25% 0.08t/m² | 0.003% | 0.07% | 340t 25%

TRAVEL
0% | 75% 5t/employee | 0.26% 0.02t/employee | 1,020t 75%

NET EMISSIONS
1,360t - 6.8t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED | **ENV. MANAGEMENT SYSTEM (EMS)** | **ISO 14001 EMS CERTIFICATION**

INITIATIVES:

RECYCLING OFFICES

100% | **100%** | **100%**

% office availability

PAPER USAGE

4,137 | **100%**

PAPER CERTIFICATION:

- PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Allen & Overy's pro bono and community programme uses the skills and time of our people to tackle pressing social issues. We organise our volunteering work around two major themes - access to justice and access to education and employment. We apply our resources and experience on both multi-jurisdictional projects and specific needs in local communities. We regularly assist on matters referred through this service Justice Connect. In WA, we oversee the Law access advisory committee clearing-house, a system designed to allocate pro bono legal assistance to people otherwise without access, and we also regularly assist on matters referred to us through Law Access. Our community and volunteering initiatives include supporting Wayside Chapel, The Salvation Army Beacon Centre (a support and accommodation facility for the homeless), Edmund Rice Camp for Kids WA (a non-profit community based organisation that serves the needs of 'at risk'/disadvantaged children) and the Kulbarri Aboriginal Centre at Murdoch University (supporting their aim to increase the Aboriginal and Torres Strait Islander participation in higher education). We also support the community through participation in the Australian Business and Community Network mentoring program and various other activities selected by staff.

INDIGENOUS RECONCILIATION

POLICY PUBLISHED | **RAP REFLECT ACTION PLAN LEVEL**

INITIATIVES:

- Reconciliation Action Plan • NAIDOC Week • National Reconciliation Week
- Internships and employment • Scholarships and student mentoring • Pro bono support • Volunteering and secondments • Collaboration for reconciliation
- Funding and donations • CareerTrackers participation

NON LEGAL VOLUNTEERING

PROGRAM VOLUNTEERING | **NON-PROFIT BOARD SUPPORT**

INITIATIVES:

- Organised staff volunteering • Student tutoring and mentoring • Secondments to NFPs • Community volunteering

CHARITABLE GIVING

PROGRAM CORP. GIVING

INITIATIVES:

- Firm donation program • Charitable foundation • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals

LEGAL PRO BONO

STRATEGY | **MET PRO BONO CENTRE TARGET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

www Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Allen & Overy is committed to the highest standards of internal governance within the legal profession. As an international law firm we have an extensive range of governance systems, policies and procedures that ensure that the firm operates effectively whilst meeting our legal, regulatory and ethical obligations within Australia and internationally.

Our governance priorities include:

1. Fostering a strong culture within the firm from the top down, of robust compliance with the law, professional rules and internal policies and procedures;
2. Leading thinking in the legal profession on risk management and regulatory questions;
3. Developing constructive working relationships with regulators, the profession and other third parties in relation to governance;
4. Ensuring that the firm's legal structures are efficient, compliant and effective; and
5. Maintaining one of the best professional indemnity claims records of any peer group firm.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY | **CODE OF CONDUCT TRAINING** | **COMPLAINTS & GRIEVANCE MECHANISM** | **RISK MANAGEMENT PLAN** | **BCP OR ERP**

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY | **BOTH CURRENT AND NEW SUPPLIERS** | **MODERN SLAVERY PROGRAM**

SUPPLIER STANDARDS COVER:

- Human rights • Environmental impacts • Fair labour practices • Fair consumer and competition practices • Indigenous inclusion • Gender equality • Modern Slavery • Diversity and Inclusion • Fraud bribery & corruption

SUSTAINABILITY REPORTING

REPORT

REPORTING COVERS:

- Standalone environmental sustainability report

2022 AusLSA SUSTAINABILITY PROFILE

Allens < Linklaters

Allens
Headcount: 1,459 (FTE)
Floor Area: 24,885m²
Number of Offices: 4

Allens is a leading international law firm with a long and proud heritage of shaping the future for our clients, our people and the communities in which we work. We are privileged to hold some of the world's longest ongoing client relationships, stretching back more than 170 years, and we're committed to bringing our talent, expertise and insights to continue solving their toughest problems and creating ways forward to help them thrive. From playing a pioneering role in the development of legislation and regulatory frameworks in the Asia region for 200 years, to acting on numerous 'firsts' across a range of industry sectors and community issues, it is in our DNA to make a difference and help shape what our world looks like. Allens was the first organisation in Australia to become a signatory to the United Nations Global Compact and we have a strong commitment to upholding the principles of the Compact, and to responsible corporate citizenship.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Allens has a long-held commitment to a diverse and inclusive workforce, where we see enormous strength in the unique backgrounds and life experiences our people bring to the firm. Our strategy focuses on driving inclusive behaviour, transforming practices and structures, and building 'hearts and minds' commitment across a range of pillars, including gender, parents and carers, LGBTQI+, cultural and social diversity, and flexible work. Our career model, policies and initiatives, including our approach to flexibility and parental leave transition coaching programs, have all been developed with an emphasis on the engagement, career and professional development and promotion of all our employees. Allens has four employee network groups who actively foster gender, LGBTQI+, cultural and linguistic, and Aboriginal and Torres Strait Islander inclusion. Allens has been recognised by WGEA as an Employer of Choice for Gender Equality for the past 18 years, and we have exceeded our target of at least 35% female partners by 2022. We have now set a 40:40:20 goal of at least 40% women, 40% men and 20% any gender (women, men or non-binary persons).



GENDER EQUALITY

POLICY PUBLISHED

36% FEMALE PARTNERS
58% FEMALE LEGAL STAFF
77% FEMALE NON-LEGAL STAFF
60% FEMALE SENIOR PROMOTIONS

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality • LCA Diversity and Inclusion Charter • Equitable briefing pledge (e.g. CommBar/LCA)
- Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • LSNSW Charter - Advancement of Women • Equal pay controls • Showcasing gender diversity experiences • Women on Boards • UN Womens' Empowerment Signatory

INCLUSIVE WORKPLACE

DIVERSITY POLICY PUBLISHED

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I • Managing Partners Diversity Forum

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • Internal LGBTQ networks or committees • Pro bono support • External LGBTQ programs hosting • Training - LGBTQ awareness • Gender pronouns promotion • Gender affirmation policy • InterFirm events • AWEI award

FLEXIBLE WORKPLACE

POLICY PUBLISHED

26 WEEKS PAID PARENTAL LEAVE
26 WEEKS RETURN TO WORK AFTER PARENTAL LEAVE
80%

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Religious and ceremonial leave • Purchased leave • Career breaks • Subsidised child care • Adjusted KPIs after absences • Sabbaticals • Domestic abuse leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Minds Count -TJMF Guidelines • R U OK? program • Psychological support/EAP • Resilience at Law • Training - Mental health awareness and management • Salary continuance • External mental health programs hosting • Domestic abuse strategy

PHYSICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Gym memberships • Team events • Wellness awareness and promotion • Subsidised health insurance • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Allens has a longstanding commitment to sustainability that is inspired and driven by a network of Sustainability Committees, made up of partners and staff. We have set a science-based target to reduce absolute scope 1, 2 and 3 greenhouse gas emissions by 50 per cent by FY2030, from a FY2019 base year. Our target has been assessed and approved by the Science Based Targets initiative. We also maintain carbon neutral certification as an organisation for our Australian offices through the Australian Government's Climate Active Carbon Neutral Program, and an environmental management system. Our continued efforts to reduce our energy use, greenhouse gas emissions and paper use have included the transition to 100 per cent GreenPower accredited energy for our Sydney and Melbourne offices, ongoing investment in virtual conferencing tools, and the promotion of digital working practices. Through our Sustainability Committees, we participate in events such as World Environment Day, National Plant-a-Tree Day and National Recycling Week, and organise campaigns to promote awareness of environmental issues and environmentally responsible practices.

CLIMATE ACTION

POLICY PUBLISHED **ACTION PLAN PUBLISHED**

GHG SCI. BASED 2030 **GHG IMPROVEMENT TARGET**

INITIATIVES:

- Telecommuting • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Earth Hour • Ride to Work Day • End of trip facilities • Climate Active Program • Climate Active - Carbon Neutral • Efficient building and lighting automation • Forced computer shutdown • Renewable Electricity • Voluntary Carbon Offsets

GROSS EMISSIONS
835t - 0.57t per employee

BUILDINGS
 31% 0.01t/m² 0.15% 2.3% 276t 33%

TRAVEL
 0% 64% 3.1% 559t 67%

CARBON OFFSETS & RENEWABLES
 81% 100%

NET EMISSIONS
0t - 0t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED

INITIATIVES:

- World Environment Day • Office green teams • CitySwitch Green Office

RECYCLING OFFICES

75% **75%** **100%**

% office availability

PAPER USAGE

30,097 **39%**

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification • Follow me printing • Recycled paper purchase specification

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • Other Certifications

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Allens' Community Engagement Program includes our pro bono practice, reconciliation commitments, sustainability work and philanthropy. Across our Program, our people contribute their time and expertise to work on pro bono matters and other community initiatives, with a particular focus on improving access to justice, alleviating disadvantage, advancing reconciliation and promoting sustainability. Our history of leadership in pro bono and community work has seen us lead the way on constitutional recognition, climate action and refugee rights. Our Program is overseen by a Community Engagement Board and managed by a dedicated team. Our pro bono practice is an integral part of Allens' legal work. We give free legal assistance to disadvantaged individuals and a range of NGOs to promote access to justice and protect human rights. We aim for an average of at least 50 hours pro bono work per lawyer each year. Allens funds charitable projects that make a real impact and encourages staff involvement with community including through our matched funding program and volunteering. We've had formal commitments to supporting reconciliation since we launched our first Reconciliation Action Plan in 2009. Through First Nations engagement initiatives, Allens creates employment opportunities, builds capacity through staff secondments and supports access to education.



INDIGENOUS RECONCILIATION

POLICY PUBLISHED

INITIATIVES:

- Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • Affirmative ATSI procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Indigenous Literacy Day • Supply Nation Membership

NON LEGAL VOLUNTEERING

PROGRAM VOLUNTEERING

INITIATIVES:

- Organised staff volunteering • Student tutoring and mentoring • Secondments to NFPs • Skilled volunteering program • Community volunteering

CHARITABLE GIVING

PROGRAM CORP. GIVING

INITIATIVES:

- Firm donation program • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals • Host external charity events

LEGAL PRO BONO

STRATEGY PUBLISHED **MET PRO BONO CENTRE TARGET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Allens maintains the highest ethical standards and takes a zero tolerance approach to discrimination, harassment and bullying in the workplace. Our Respect and fairness policy is supported by a Resolving issues policy and access to a free, independent and confidential counselling service for all staff and their immediate family members. The firm has an Ethics Code, an Anti-corruption policy and a Fraud prevention policy. The firm's Office of General Counsel also provides guidance and training to staff. When purchasing goods and services, Allens takes into account environmental, social and ethical considerations and encourages our suppliers to adopt practices to minimise their impacts. We promote supplier diversity and economic inclusion by identifying opportunities to support and work with suppliers owned by underrepresented groups and we have maintained our membership of Social Traders to build our procurement spend with social enterprises. Through our reconciliation commitments, and as a member of Supply Nation, Allens also supports and seeks to engage Indigenous businesses in our supply chain. The firm also has an Equal Opportunity Briefing Policy to encourage briefing practices that promote gender equality in the legal profession.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY PUBLISHED

CODE OF CONDUCT TRAINING **COMPLAINTS & GRIEVANCE MECHANISM** **RISK MANAGEMENT PLAN** **BCP OR ERP**

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY PUBLISHED

BOTH CURRENT AND NEW SUPPLIERS **MODERN SLAVERY PROGRAM** **FEDERAL LEGISLATION PARTICIPATION**

SUPPLIER STANDARDS COVER:

- Human rights • Environmental impacts • Fair labour practices • Fair consumer and competition practices • Community development • Indigenous inclusion • Gender equality • Modern Slavery • Diversity and Inclusion • Fraud bribery & corruption • UN Global compact and SDGs

SUSTAINABILITY REPORTING

REPORT

REPORTING COVERS:

- Website - ESG targets and performance information • Website - Environmental sustainability targets and performance information • Website - ESG commitments information • Website - Environmental sustainability commitments information • UN Global compact and SDGs • CDP Reporting

2022 AusLSA SUSTAINABILITY PROFILE



Ashurst
Headcount: 1,671 (FTE)
Floor Area: 25,851m²
Number of Offices: 6

Ashurst is a leading global law firm with a rich history spanning 200 years.

We have 30 offices in 20 countries and a number of referral relationships that enable us to offer the reach and insight of a global network, combined with the knowledge and understanding of local markets.

Ashurst is committed to creating a world leading pro bono practice and aims to do this by developing leading local pro bono programmes in each office in Ashurst's network and by developing cross-border pro bono projects which enable Ashurst's offices to work together to tackle global and regional social justice issues.

Ashurst is also committed to being a sustainable global law firm which delivers positive impacts for its employees, clients, profession, environment and the communities in which it is based.

The global Social Impact programme helps Ashurst to fulfil this commitment.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Our people are our greatest asset and we bring together lawyers of the highest calibre with the technical knowledge, industry experience and regional know-how to provide the incisive advice clients need, supported by exceptional business services teams. As a global firm, Ashurst is committed to being an outstanding employer of choice for all of our people and being the best advisor to our clients. We aim to provide diverse and inclusive workplaces supporting talent development, wellbeing, innovation, and flexibility. We are focused on developing a high performance culture and a distinctive people and client experience to attract, develop and retain the best talent in our industry. Emerging from the COVID-19 environment, we have adapted to hybrid ways of working and see this to be a sustained way of working into the future to support our people, our clients and the communities that we operate in.



GENDER EQUALITY

POLICY PUBLISHED

40% FEMALE PARTNERS | **58% FEMALE LEGAL STAFF** | **68% FEMALE NON-LEGAL STAFF** | **31% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • Pay Equity Ambassador • Male Champion of Change • LCA Diversity and Inclusion Charter • Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees

INCLUSIVE WORKPLACE

POLICY PUBLISHED | **POLICY PUBLISHED**

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • World Aids Day • Membership - Out for Australia • Internal LGBTQ networks or committees • Pro bono support • External LGBTQ programs hosting • Training - LGBTQ awareness • Gender pronouns promotion • Trans Awareness Week • Pride March • Mardi Gras • Midsumma • Gender affirmation policy • InterFirm events • AWEI award

FLEXIBLE WORKPLACE

POLICY PUBLISHED

26 WEEKS PAID PARENTAL LEAVE | **26 WEEKS RETURN TO WORK AFTER PARENTAL LEAVE** | **91%**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Religious and ceremonial leave • Purchased leave • Career breaks • Subsidised child care • Adjusted KPIs after absences • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Minds Count -TJM Guidelines • Beyond Blue program • R U OK? program • Black Dog Institute program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Resilience at Law • Training - Mental health awareness and management • Salary continuance • External mental health programs hosting • Domestic abuse strategy • Mental health office champion

PHYSICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Gym memberships • Team events • Wellness awareness and promotion • Subsidised health insurance • Life & TPD insurance

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Ashurst has been carbon neutral certified since 2020 and is taking active steps to reduce absolute emissions. In 2021, Ashurst launched their initial global sustainability reduction goals, aiming by 2023 (off a 2019 baseline) to have achieved a 20% reduction in CO₂ emissions from travel; 30% reduction in paper usage; and 20% improvement in water, utility and energy usage efficiencies. Ashurst is proactively transitioning all office electricity to renewable sources, with 100% of our Australian managed offices sourced from renewable energy. The firm has also recently launched a Conscious Travel campaign, providing transparent reports to business leaders on how they are tracking to our travel carbon reduction target. We proactively seek to reducing our reliance on paper through our Way We Work campaign, championing the uptake and use of digital work tools. Ashurst also is taking steps to build consensus and understanding about our role in reducing Climate change, as evidenced by our ESG Matters Podcasts. In November, the firm launched our inaugural COP Academy, to bring insight on climate change and inspire action within our firm spearheaded by our Global ESG Taskforce. As a Global firm, we participate in various ESG benchmarking surveys including CDP and EcoVadis.



CLIMATE ACTION

POLICY PUBLISHED | **GHG IMPROVEMENT TARGET**

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Policy on flight offsets • Earth Hour • End of trip facilities • NABERSs Energy Rating • Efficient building and lighting automation • Forced computer shutdown • Renewable Electricity • Voluntary Carbon Offsets

GROSS EMISSIONS
1,204t - 0.72t per employee

BUILDINGS 44% 0.83% 0.81% 555t 46%

TRAVEL 0% 51% 2.4% 649t 54%

CARBON OFFSETS & RENEWABLES 57% 100%

NET EMISSIONS
0t - 0t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED | **ENV. MANAGEMENT SYSTEM (EMS)**

INITIATIVES:

- World Environment Day • Office green teams

RECYCLING OFFICES

% office availability

PAPER USAGE

27,792 | **0%**

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification • Follow me printing • Recycled paper purchase specification

PAPER CERTIFICATION:

- NCOS Certified Carbon Neutral • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

We recognise our role, as a global law firm and member of the business community, in helping achieve positive social impacts in our broader communities. Through our Social Impact programme, we provide our people and clients with opportunities to share their time and professional skills to support community partners. We also recognise our role in driving forward important social justice conversations; and our ability to advocate for positive social change. Our Social Impact programme is separate from, but complementary to, our global pro bono legal practice, our Inclusion, Diversity and Belonging programme, and our Sustainability programme. We also understand the law as a profession that comes with ethical obligations, including that of ensuring the law is available to all. Our global pro bono practice provides opportunity for our lawyers to fulfil this obligation and meaningfully contribute to communities. The global practice has four priority areas which include: Citizenship & Displacement; Gender Rights & Diversity; Modern Slavery; and Racial Justice. In FY21/22, our pro bono practice recorded over 51,500+ pro bono hours globally.

INDIGENOUS RECONCILIATION

POLICY PUBLISHED | **RAP ACTION PLAN LEVEL**

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • Affirmative ATSI procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Indigenous Business Month • Indigenous Literacy Day • Supply Nation Membership • CareerTrackers participation

NON LEGAL VOLUNTEERING

PROGRAM PUBLISHED | **10%**

INITIATIVES:

- NFP Boards • Organised staff volunteering • Student tutoring and mentoring • Skilled volunteering program • Community volunteering

CHARITABLE GIVING

PROGRAM PUBLISHED | **CORP. GIVING**

INITIATIVES:

- Firm donation program • Workplace giving • Internal appeals and collections • External charity events and appeals

LEGAL PRO BONO

STRATEGY PUBLISHED | **PRO BONO CENTRE TARGET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

www Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Ashurst aims to show leadership in the legal sector by working with clients and suppliers to positively influence their mutual social, ethical and environmental performance. Governance is a fundamental priority for legal service providers, and is core to all of the firm's activities. It is important to Ashurst in its goal to be the most progressive law firm and to ensure we meet client expectations. This approach is not only embedded in our day to day operations, but also in the conduct of each of our legal practitioners and wider personnel. Furthermore, the legal profession has specific obligations and regulatory requirements to manage governance, professional standards and ethical behaviour.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY PUBLISHED

INITIATIVES:

- Code of Conduct Training • Complaints & Grievance Mechanism • Risk Management Plan • BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

MODERN SLAVERY PROGRAM | **FEDERAL LEGISLATION PARTICIPATION**

SUSTAINABILITY REPORTING

REPORT

REPORTING COVERS:

- CDP Reporting

2022 AusLSA SUSTAINABILITY PROFILE



Baker McKenzie
Headcount: 505 (FTE)
Floor Area: 11,900m²
Number of Offices: 3

Global in our outlook from the beginning, for 10 consecutive years we have been named as the world's strongest law firm brand by Acritas, underlining our dedication to being the best. We are also dedicated to creating a diverse and flexible workplace. Since 2010, the Firm is proud to have received an Employer of Choice for Gender Equality by the Federal Workplace Gender Equality Agency (WGEA). Our global community is made up of many, creeds, colors, ethnicities, religions, sexual orientation, gender identity or expression, people with disabilities, and other range of human differences.

With more than 50 years of experience in the local market, we are the go-to firm for Australian companies, multinationals and financial institutions. The strength of our team of 300+ local lawyers is the ability to collaborate across practice groups and our Firm's international network to provide clients the guidance and solutions they need to succeed in an increasingly complex global market. No matter the business or legal issue, we are committed to helping clients achieve their greatest ambitions.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Baker McKenzie is committed to providing a diverse and inclusive culture for all its employees, with equal opportunity for all to progress and have a meaningful career with our Firm. Our mission is to foster an environment where individuals of every ethnicity, culture, gender, sexual orientation, gender identity and expression, religion, age, disability, and parental status may succeed professionally and fully contribute to the goals of the Firm.

We believe that diversity within the firm makes us stronger, and that an inclusive workplace will enable our talented workforce to achieve their potential. Our clients expect a diverse and inclusive workforce, and we want to reflect the organisations and communities within which we all live and work.

Established in 2010 and comprised of Partners and senior firm leaders, the Baker McKenzie Inclusion & Diversity Committee is the leadership group responsible for progressing and implementing the goals of the Firm's Diversity and Flexibility Strategy. Our I&D Committee Members are responsible for leading these award winning diversity initiatives and programs:

- Baker Women
- Baker Balance
- Baker Pride & Allies
- Baker DNA
- Baker Indigenous Engagement
- Baker Wellbeing

GENDER EQUALITY POLICY PUBLISHED ✓

27% FEMALE PARTNERS | **50% FEMALE LEGAL STAFF** | **75% FEMALE NON-LEGAL STAFF** | **47% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality • Pay Equity Ambassador • Male Champion of Change • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • Equal pay controls • Showcasing gender diversity experiences • Women on Boards

INCLUSIVE WORKPLACE

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Membership - Aust Network On Disability • Staff Surveys - D&I • Managing Partners Diversity Forum

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • Internal LGBTQ networks or committees • External LGBTQ programs hosting • Training - LGBTQ awareness • Gender pronouns promotion • Gender affirmation policy • AWEI award

FLEXIBLE WORKPLACE

26 WEEKS PAID PARENTAL LEAVE | **26 WEEKS RETURN TO WORK AFTER PARENTAL LEAVE** | **84%**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Religious and ceremonial leave • Purchased leave • Career breaks • Adjusted KPIs after absences • Sabbaticals • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Minds Count -TJMF Guidelines • Beyond Blue program • R U OK? program • Black Dog Institute program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management • Salary continuance • External mental health programs hosting • Domestic abuse strategy

PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Team events • Wellness awareness and promotion • Subsidised health insurance • Onsite fruit and healthy catering • Life & TPD insurance • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

We believe business must take a central role in fostering and championing sustainability. Baker McKenzie's goal is to embed sustainability and environmental consciousness in local work practices and staff attitudes by:

- devising and deploying effective sustainability programs and initiatives;
- encouraging staff participation in both the development and implementation of environmental initiatives;
- measuring, monitoring, reporting and improving environmental performance; and
- providing ongoing training to encourage employees to reduce their environmental impact.

Baker & McKenzie is a signatory to the United Nations Global Compact. The Ten Principles of the Compact align with our Firm's values and are reflected in our strategy, culture and day to day operations. Baker & McKenzie is committed to reducing our environmental impact. Air travel emissions are 100% offset each year and GoldPower is purchased to supplement our electricity emissions.

CLIMATE ACTION POLICY PUBLISHED ✓

GHG IMPROVEMENT TARGET (SCI. BASED 2030)

INITIATIVES:

- Green Star rated buildings 4-6 star • Energy efficient refits undertaken • National Greenhouse and Energy Reporting (NGERs) compliant reporting • Specify energy efficient appliances • Teleconferencing facilities and training • ECO-Buy • Earth Hour • End of trip facilities • NABERSs Energy Rating • Efficient building and lighting automation • Voluntary Carbon Offsets • Energy audits in previous two years

GROSS EMISSIONS 500t - 0.99t per employee

BUILDINGS 19.5% (0.008t/m²) | 0.02% | 0.38% | 100t 19.9%

TRAVEL 0% | 79% (0.28t/employee) | 1.5% (0.01t/employee) | 400t 80%

CARBON OFFSETS & RENEWABLES 85% | 100%

NET EMISSIONS 1.1t - 0.002t per employee

ENVIRONMENTAL MANAGEMENT POLICY PUBLISHED ✓

INITIATIVES:

- World Environment Day • CitySwitch Green Office

RECYCLING OFFICES

100% | 100% | 100% | 100%

% office availability

PAPER USAGE

INITIATIVES:

- Green accredited paper purchase specification • Follow me printing • Recycled paper purchase specification

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • NCOS Certified Carbon Neutral • PEFC Australian Forestry standard

9,316 kg/employee | 1.3% recycled content

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

As a Firm we support the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption, which are aligned with our values and reflected in our business strategy, culture and day-to-day operations.

Pro Bono Legal Work

Our lawyers are actively encouraged to undertake pro bono work. The Firm is a signatory to the National Pro Bono Aspirational Target of at least 35 hours of pro bono legal work per lawyer per year. We also have our own Firm target of at least 50 pro bono legal hours per lawyer per year. In FY22 we recorded an average of more than 47 pro bono hours per lawyer and provided more than 12,188 hours of pro bono legal services to individual and not-for-profit organisations.

Non Legal Volunteering

Our Australian partners and staff have opportunities to participate in community service initiatives including opportunities to

- organise and participate in awareness and fundraising initiatives for the Australian offices' charities - Tuberosus Sclerosis Australia (TSA), Refugee Advice and Casework Service (RACS) and LeaderLife.
- participate in a range of volunteering opportunities including (when COVID circumstances permit) a primary school reading program and meal preparation sessions for disadvantaged children.

INDIGENOUS RECONCILIATION POLICY PUBLISHED ✓

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Scholarships and student mentoring • Affirmative ATSI procurement • Collaboration for reconciliation • Funding and donations • CareerTrackers participation

NON LEGAL VOLUNTEERING PROGRAM

13% PARTICIPATION IN NON LEGAL VOLUNTEERING

INITIATIVES:

- Organised staff volunteering • Student tutoring and mentoring

CHARITABLE GIVING PROGRAM

3% PARTICIPATION IN CORPORATE GIVING

INITIATIVES:

- Workplace giving • Internal appeals and collections • External charity events and appeals • Host external charity events

LEGAL PRO BONO STRATEGY MET

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Baker McKenzie is an Australian partnership, which (as with other Baker McKenzie entities) is a member of a Swiss Verein. Global management consists of a global Policy Committee on which all offices are represented, an Executive Committee of 8 elected partners and regional councils. Designated practice and industry groups operate at the global, regional and office levels. The Policy Committee guides the overall strategy of the Firm. The Executive Committee has primary responsibility for global management. A subcommittee of the Policy Committee is the Professional Responsibility and Practice Committee, responsible for overseeing ethical and practice standards globally. Regional Councils develop regional strategy and policy and implement global Firm initiatives. Each practice group is responsible for the advancement of that group's business plan, quality assurance, professional development, and service delivery. The Australian partnership has a full time Managing Partner, a partner who acts as Chair of an elected Management Committee, a Risk & Quality Committee, a Conflicts Committee and a Flexibility and Diversity Committee. This comprehensive structure demonstrates the Firm's commitment to effective governance at all level and allows the Firm's priorities to be implemented.

CODE OF CONDUCT /RISK MANAGEMENT POLICY

INITIATIVES:

- CODE OF CONDUCT TRAINING • COMPLAINTS & GRIEVANCE MECHANISM • RISK MANAGEMENT PLAN • BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT POLICY

SUPPLIER STANDARDS COVER:

- Human rights • Environmental impacts • Fair labour practices • Community development • Indigenous inclusion • Gender equality • Modern Slavery • Diversity and Inclusion • Fraud bribery & corruption • UN Global compact and SDGs

SUSTAINABILITY REPORTING REPORT

REPORTING COVERS:

- UN Global compact and SDGs • CDP Reporting

2022 AusLSA SUSTAINABILITY PROFILE



Barry Nilsson Lawyers
Headcount: 180 (FTE)
Floor Area: 6,259m²
Number of Offices: 6

Barry Nilsson (BN) is a national law firm specialising in Insurance & Health and Family & Estate Planning. As a firm, and individually, we recognise our obligation to contribute positively to the communities in which we live and conduct our business, and our national growth has provided the opportunity to expand our positive social impact. We live our values of trustworthiness, dedication, excellence and loyalty through all that we do, and view socially responsible behaviour as good business practice and an enlightened way to live and work. We seek to foster an environment that values and encourages diversity, respects social and cultural differences and provides everyone with equal opportunity to achieve their full potential. We are proud of our pro bono practice and responsible business program, The Impact Project, which encourages and facilitates a firm-wide culture of making a positive difference through our chosen partnerships. We do this through four streams: pro bono; community giving; environment & sustainability; and reconciliation.

BN recognises these initiatives as a vital aspect of the firm's social responsibility, culture and identity.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

BN continually strives to provide a workplace which is supportive of its people, where individuals are happy to come to work and which enables everyone to reach their full potential. We aim to foster the development of our people through structured mentoring, continued education and defined career paths. We also promote a culture in which we're respectful, everyone is approachable, teamwork is encouraged and contributions are valued. Our efforts have resulted in the firm having a low staff turnover and the creation of an environment which our staff describe as 'professional, friendly and energetic'. Looking at the last 12 months the firm has embraced a more flexible approach to work giving staff the ability to work remotely and also have flexibility in relation to their working hours. The firm has also continued its D&I efforts through our BNcluded program which is focused on building a more diverse work environment and inclusive culture. We have also continued to concentrate on the health and wellbeing of our staff through various BNWell initiatives including offering COVID specific support.

GENDER EQUALITY

30% FEMALE PARTNERS
60% FEMALE LEGAL STAFF
88% FEMALE NON-LEGAL STAFF
50% FEMALE SENIOR PROMOTIONS

INITIATIVES:

- International Women's Day • LCA Diversity and Inclusion Charter • Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Internal D&I networks or committees • LNSW Charter - Advancement of Women • Equal pay controls • Women on Boards

INCLUSIVE WORKPLACE

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • IDAHOBIT • Wear it Purple Day • Internal LGBTQ networks or committees • Pro bono support • Training - LGBTQ awareness

FLEXIBLE WORKPLACE

18 WEEKS PAID PARENTAL LEAVE
18 WEEKS SECONDARY CARER
100% RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Purchased leave • Career breaks • Phased retirement • Adjusted KPIs after absences • Sabbaticals • Bonus leave • Domestic abuse leave

PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Minds Count -TJMF Guidelines • R U OK? program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management • Domestic abuse strategy

PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Team events • Wellness awareness and promotion • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

We believe that every organisation must play its role to reduce its impact on the environment and we strive for more sustainable work practices. BN aims to minimise our environmental impact and reduce the carbon footprint of our business through a range of environmental initiatives and the ongoing development of our sustainability program framework. Our offices currently address these impacts through: double-sided printing, paper-lite programs, energy efficient lights, sensor lighting, recycling of IT waste including computers and toner cartridges, recycling boxes throughout the office, green waste and recycling bins. As a national firm with six offices throughout Australia, we further minimise our carbon footprint through increasing use of video and teleconferencing technologies, while opening up and improving communications between offices. BN is committed to making the environment a bigger part of the conversation by encouraging staff to share ideas about what further steps can be taken at a national and office level to develop and encourage adherence to our sustainability objectives.

CLIMATE ACTION

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Specify energy efficient appliances • Teleconferencing facilities and training • ECO-Buy • Policy on flight offsets • Earth Hour • Ride to Work Day • End of trip facilities • Forced computer shutdown

GROSS EMISSIONS
 346t - 1.9t per employee

BUILDINGS
 74% 0% 0.5% 257t 74%

TRAVEL
 1.2% 23% 1% 89t 26%

NET EMISSIONS
 346t - 1.9t per employee

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- World Environment Day • Office green teams • CitySwitch Green Office

RECYCLING OFFICES

100% 100% 100%
 % office availability

PAPER USAGE

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification • Follow me printing • Recycled paper purchase specification

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • NCOS Certified Carbon Neutral • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

BN actively promotes a firm-wide culture of making a positive difference to the communities in which we live and conduct our business. We demonstrate this through our dedicated pro bono practice and responsible business program, the Impact Project. The Impact Project comprises interconnected initiatives centred around four key streams: pro bono, environment and sustainability, reconciliation, and community giving.

The Impact Project's three-year strategy focusses on initiatives that make a significant impact for women and children, and First Nations peoples. The strategy centres on a significant firm wide commitment to making a difference through staff led initiatives for change, measurable impact and recognition.

Pro bono work is a part of BN's core business and our lawyers are committed to providing high quality legal assistance in areas of unmet legal need, with an emphasis on work that will have a long-term impact and address systemic legal problems affecting disadvantaged, marginalised or vulnerable people. As a signatory to the National Pro Bono Target, our lawyers and graduates aim to contribute 35+ hours of pro bono legal work annually. Further our staff actively participate in charitable fundraising and volunteering initiatives for numerous community organisations.



INDIGENOUS RECONCILIATION

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • CareerTrackers participation

NON LEGAL VOLUNTEERING

INITIATIVES:

- NFP Boards • Organised staff volunteering • Blood donations • Secondments to NFPs • Community volunteering • CPD for community sector lawyers

CHARITABLE GIVING

INITIATIVES:

- Firm donation program • Charitable foundation • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals

LEGAL PRO BONO

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

BN's Board of Management meet on a monthly basis and are responsible for reviewing performance and overseeing the general operations, strategy, compliance, risk and audit and risk governance of the firm, with the support of an Audit and Risk committee.

The firm maintains professional indemnity insurance above the required minimum as well as business continuance, directors and officers' liability and cyber insurances. We have an emergency management, disaster recovery and business continuity plan, and undertake regular testing of the disaster recovery contact list. BN has robust technology platforms which are regularly penetration tested with full risk assessments conducted. Staff also receive regular cyber awareness updates and training. To promote and maintain professional standards, the firm conducts regular CLE sessions for all staff. The firm also has clearly defined and documented policies and procedures, with new staff undergoing an extensive induction program which outlines firm values, culture, policies and protocols. As part of our ongoing commitment to the health and wellbeing of all staff, we have an Employee Assistance Program available.

CODE OF CONDUCT /RISK MANAGEMENT

INITIATIVES:

- Code of Conduct Training • Complaints & Grievance Mechanism • Risk Management Plan • BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:

- Human rights • Environmental impacts • Community development • Indigenous inclusion • Gender equality • Modern Slavery • Diversity and Inclusion

SUSTAINABILITY REPORTING

REPORTING COVERS:

- Standalone ESG/ sustainability report

2022 AusLSA SUSTAINABILITY PROFILE



Bartier Perry Lawyers
Headcount: 186 (FTE)
Floor Area: 2,951m²
Number of Offices: 1

Bartier Perry provide highest quality legal services across a wide range of industries including property, construction, financial services, private clients, education, insurance, health and government. The success of clients and the wellbeing of our people is underpinned by clearly articulated values of collaboration, performance, diversity & inclusion, down to earth, innovation, quality and trust. Focusing firmly on providing ethical, highest quality legal services delivered in a genuinely personalised manner, we place clients at the centre of all that we do, consistently communicating clearly and demonstrating strategic, creative thinking. We are committed to driving our firm strategy which includes remaining dedicated to our community and to our social responsibility. Established in 1942 and incorporated in 2007, Bartier Perry is a privately-owned Australian commercial law firm based in Sydney. Supported by a network of trusted firms in major Australian centres and internationally, Bartier Perry's 186-strong team includes 113 legal staff from partners to paralegals and 73 management and support staff.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Bartier Perry is committed to fostering a diverse, positive and inclusive work culture that allows everyone to reach their potential and thrive. We have a formal D&I Strategy that outlines the firm's commitment to inclusion. We provide opportunities to excel, be equal in the workplace and to have career progression at a pace that suits different life situations. We promote the holistic wellbeing of our people and their families via our new Wellbeing Policy and program. We are an Employer of Choice. We have a gender neutral parental leave policy with no distinction between primary & secondary carers. We provide 20 weeks paid parental leave with superannuation. Our annual engagement survey invites staff feedback and the results, which are shared across the firm, show continuous high levels of staff satisfaction, commitment and engagement. We know our most important asset is our people and we actively nurture their wellbeing through initiatives including:

- Providing a Flex for All approach allowing staff to access our flexible work options.
- Opportunities to provide pro bono legal services.
- Providing clear career pathways through individually tailored learning and development goals.
- Holding regular social events.
- Raising social awareness by regular participation in community fundraisers.



GENDER EQUALITY POLICY

PUBLISHED

21% FEMALE PARTNERS **55% FEMALE LEGAL STAFF** **72% FEMALE NON-LEGAL STAFF** **60% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • Pay Equity Ambassador • Male Champion of Change • Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums • Female advancement, mentoring and coaching
- Gender sensitive promotion and recruitment • Internal D&I networks or committees • Equal pay controls • DCA major sponsor • Women on Boards

INCLUSIVE WORKPLACE POLICY

PUBLISHED

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • Training - Awareness and unconscious bias • Membership - Aust Network On Disability • Staff Surveys - D&I

LGBTQ INITIATIVES:

- Wear it Purple Day • Gender pronouns promotion

FLEXIBLE WORKPLACE POLICY

PUBLISHED

20 WEEKS PAID PARENTAL LEAVE PRIMARY CARER **20 WEEKS SECONDARY CARER** **100% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Purchased leave • Career breaks • Phased retirement • Adjusted KPIs after absences • Bonus leave • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING POLICY

PUBLISHED

INITIATIVES:

- R U OK? program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management • Domestic abuse strategy

PHYSICAL WELLBEING POLICY

PUBLISHED

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Team events • Wellness awareness and promotion • Onsite fruit and healthy catering • Ergonomics program - offsite • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Bartier Perry is committed to reducing our impact on the environment through our interactions with our people, our suppliers and our clients. We believe this is part of good business practice. Sustainable practices are built into our decision making at every level. From analysing and making decisions relating to our own supply chain through to decisions relating to technology investment to reduce the need to print. We actively work to imbed sustainability considerations throughout our business. We have recycled waste programs and initiatives, including for paper, cardboard, plastic & electronic waste. Examples include:

- Our Paper Lite Policy which has resulted in the transition from hardcopy documentation to electronic documentation for the majority of Bartier Perry's records.
- Using more efficient technology.
- Providing easily accessible paper recycling bins for all paper waste other than confidential material.

Sustainability is a major factor in our purchasing decisions. We examine our own supply chain and look to purchase from suppliers who align with our own sustainability commitments.

CLIMATE ACTION

INITIATIVES:

- Telecommuting • Specify energy efficient appliances • Teleconferencing facilities and training • Earth Hour • End of trip facilities • NABERS Energy Rating • Efficient building and lighting automation • Energy audits in previous two years

GROSS EMISSIONS
189t - 1t per employee

BUILDINGS 89% (0.06t/m²) 0% 0.98% 171t 90%

TRAVEL 0.16% 9.2% (0.09t/employee) 0.34% (0.003t/employee) 18.3t 9.7%

NET EMISSIONS
189t - 1t per employee

ENVIRONMENTAL MANAGEMENT POLICY

INITIATIVES:

RECYCLING OFFICES

100% **100%** **100%**

% office availability

PAPER USAGE

3,842 **39%**

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification

PAPER CERTIFICATION:

- NCOS Certified Carbon Neutral • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Everyone at Bartier Perry is provided with the chance to make a difference in our workplace and community. All our people are supported to get involved at many levels to champion or be part of important initiatives. From supporting rural and regional indigenous health organisations through to providing help for women escaping domestic violence, our community initiatives include:

- Improving access to justice for people in need by working within the community providing compassionate pro bono legal services as a signatory to the Australian Pro Bono Centre's target.
- Supporting The Haven - Nepean Women's Shelter, a not-for-profit organisation focused on supporting women experiencing domestic violence and homelessness. Our Bartier Perry Partner, Sharon Levy, is both founder and Chair.
- Aiding the vulnerable in our community through our support of Indigenous Literacy Foundation and the Aboriginal Legal Service.
- Raising social awareness by participation in community fundraisers.
- Promoting International Women's Day through storytelling by women and men who understand and have lived the barriers contributing to inequality.
- Supporting regional and rural businesses by revising our procurement practices.
- Planning for cultural awareness training for all staff as part of the development of our Reconciliation Action Plan.

INDIGENOUS RECONCILIATION POLICY

PUBLISHED

INITIATIVES:

- Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • Affirmative ATSI procurement • Pro bono support • Collaboration for reconciliation • Funding and donations • Indigenous Literacy Day • CareerTrackers participation

NON LEGAL VOLUNTEERING PROGRAM

INITIATIVES:

- NFP Boards • Organised staff volunteering • Paid volunteer time • Student tutoring and mentoring • Secondments to NFPs • Community volunteering • CPD for community sector lawyers

CHARITABLE GIVING PROGRAM

INITIATIVES:

- Firm donation program • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals

LEGAL PRO BONO STRATEGY

PUBLISHED **DATE SET** **PRO BONO CENTRE TARGET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[www](#) Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Delivering outstanding legal services while working to the highest ethical standards is intrinsic to how we do business at Bartier Perry. Our commitment to service excellence is evidenced by our strong association with key industry bodies and our Environmental Social Governance (ESG) program. Our management structure is transparent. Our firm is led by its Shareholders, Partners, the Board and our CEO. Supporting our management is a comprehensive committee structure and a suite of policies, procedures and guidelines that are clearly communicated to our people and available to all via our intranet. Areas addressed include sustainable supply chain management, risk management, ethics and conduct. We build robust systems and processes to ensure transparent and ethical delivery of our commitments. We aim to surpass universal standards for the management of risks, business continuity, ethics and the codes of conduct set by government regulations, the Law Society of NSW, industry standards and client expectations.

CODE OF CONDUCT /RISK MANAGEMENT

COMPLAINTS & GRIEVANCE MECHANISM **RISK MANAGEMENT PLAN** **BCP OR ERP**

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

MODERN SLAVERY PROGRAM **FEDERAL LEGISLATION PARTICIPATION**

SUSTAINABILITY REPORTING REPORT

REPORTING COVERS:

- Website - ESG commitments information

2022 AusLSA SUSTAINABILITY PROFILE



Carroll & O'Dea Lawyers
Headcount: 224 (FTE)
Floor Area: 4,408m²
Number of Offices: 6

For decades, Carroll & O'Dea Lawyers have been at the forefront of change. Over the years our work has helped give access to justice to ordinary and marginalised Australians. Carroll & O'Dea Lawyers work for individuals and large and small companies across many industries. Whether we assist you with a workplace dispute, property transaction, commercial advice, or a compensation claim, we'll complete your work to the highest standard.

Our purpose, as a firm, is to make an important difference to our clients, to our people and to our community through a positive and supportive environment.

We do this by:

- providing access to justice
- solving complex legal problems
- being responsive and innovative when faced with challenges
- providing a satisfying and rewarding workplace for all
- making a contribution to the community,

As a firm, we bring together the firm's experts, with their experience and knowledge, and the firm's resources to benefit our clients and our people.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

As a firm Carroll & O'Dea promotes equality and wellbeing in the work place. Initiatives are in place to ensure staff can easily communicate with one another on both a workplace and social level. The firm holds regular Linkers Zoom Meetings, where staff are invited to come together and voice any concerns or practical suggestions for improvements that could be advantageous to the firm as a whole. The firm also conducts a staff survey to identify any particular areas that may require improvement. The results of the staff survey are communicated across the firm. Carroll & O'Dea facilitates personal counselling when necessary through AccessEAP, a private and confidential service to support and assist staff. The diverse capability of our workforce is what positions Carroll & O'Dea to deliver high quality, tailored services to our diverse range of Clients. We recruit people from all background. We believe that diversity encompasses different ethnicity, gender, language, age, religion, socio-economic background, physical and mental ability, experience and education. We offer regular internal & external leaning opportunities and mentoring programs. The firm provides a calendar of training sessions that run throughout the year for our support staff to further develop and improve their skills.

GENDER EQUALITY

POLICY PUBLISHED

GENDER PROFILE

- 33% FEMALE PARTNERS
- 62% FEMALE LEGAL STAFF
- 84% FEMALE NON-LEGAL STAFF
- 62% FEMALE SENIOR PROMOTIONS

INITIATIVES:

- International Women's Day
- Employer of Choice for Gender Equality
- Pay Equity Ambassador
- Host or lead external programs and/or forums
- Female advancement, mentoring and coaching
- Gender sensitive promotion and recruitment
- Women on Boards

INCLUSIVE WORKPLACE

POLICY PUBLISHED

D&I INITIATIVES:

- Internal D&I networks or committees
- Training - Awareness and unconscious bias
- Managing Partners Diversity Forum

FLEXIBLE WORKPLACE

POLICY PUBLISHED

90% RETURN TO WORK AFTER PARENTAL LEAVE

WEEKS PAID PARENTAL LEAVE: PRIMARY CARER, SECONDARY CARER

INITIATIVES:

- Flexible work hours
- Part time options
- Job sharing
- Remote working tools and systems
- Support for flexible working
- Time in lieu
- Unpaid leave
- Carer's leave
- Study leave
- Volunteering leave
- Phased retirement
- Bonus leave
- Family leave

PSYCHOLOGICAL WELLBEING

INITIATIVES:

- R U OK? program
- Psychological support/EAP
- Salary continuance
- External mental health programs hosting

PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics program
- Flu vaccinations
- Wellness awareness and promotion

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

We are committed to reducing our environmental impact and promoting sustainable practices across our offices. Through the implementation of our sustainability policy, we have created a framework for understanding and managing our impact on the environment, including by conducting green audits, to evaluate adherence to our sustainability policy. Energy saving mode is set on all photocopiers and printers, and we have installed meters on photocopiers which discourage wasteful photocopying. Our air conditioning shuts down after 6:00 pm on business days and remains switched off over the weekend. Office lights are automatically switched off after 8:00 pm on business days and operate on a timed manual system after 8:00 pm and over the weekend. As well, motion activated sensor lighting is installed in our bathrooms. We encourage our staff to reduce their use of office consumables and to recycle. Each staff member is provided with a recycling bin at their work area and we have placed large communal recycling bins throughout our offices, including in our kitchens. We encourage all our staff to adopt sustainable practices in the workplace and to share their ideas with others.

CLIMATE ACTION

INITIATIVES:

- Specify energy efficient appliances
- Earth Hour
- Efficient building and lighting automation

GROSS EMISSIONS
370t - 1.7t per employee

BUILDINGS

- 98% 0.08t/m²
- 0%
- 0.42%
- 363t 98%

TRAVEL

- 0.47%
- 1.2% 0.02t/employee
- 0.1%
- 7t 1.9%

NET EMISSIONS
370t - 1.7t per employee

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

POLICY PUBLISHED

RECYCLING OFFICES

100% % office availability

PAPER USAGE

21,500 39% recycled content

INITIATIVES:

- Paperlite office program

PAPER CERTIFICATION:

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

At Carroll & O'Dea Lawyers we have a proud and long tradition of helping and assisting others in the community. Our solicitors do voluntary work in a range of community legal centres and regularly take on pro-bono matters referred by the Public Interest Law Clearing House. We are involved in the MOSAIC Mentoring Program, which provides free face-to-face legal assistance to asylum seekers and refugees. We support The Shed at Plumpton Mount Druitt, which provides free legal advice and representation to people who are homeless or at risk of homelessness. The firm is also involved in the Clemente Australia Program, a university education program that helps individuals from disadvantaged backgrounds get a university education. From our founding partners 118 years ago to our team today, at Carroll & O'Dea Lawyers we are guided by the simple principle of giving back to the community. So much so that our most recent staff survey found that it was one of the most attractive things about working at Carroll & O'Dea Lawyers.

INDIGENOUS RECONCILIATION

INITIATIVES:

- Cultural awareness training

NON LEGAL VOLUNTEERING

PROGRAM

INITIATIVES:

- NFP Boards
- Paid volunteer time
- Community volunteering

CHARITABLE GIVING

PROGRAM

INITIATIVES:

- Charitable foundation

LEGAL PRO BONO

STRATEGY

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[www](#) Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Carroll & O'Dea has a formal Principle Partner Committee (meets monthly), All Partners forum (meets monthly), Finance Committee (meeting quarterly), Remuneration Committee, Risk Management Committee, Sustainability Committee & Diversity Committee. All have terms of reference.

CODE OF CONDUCT /RISK MANAGEMENT

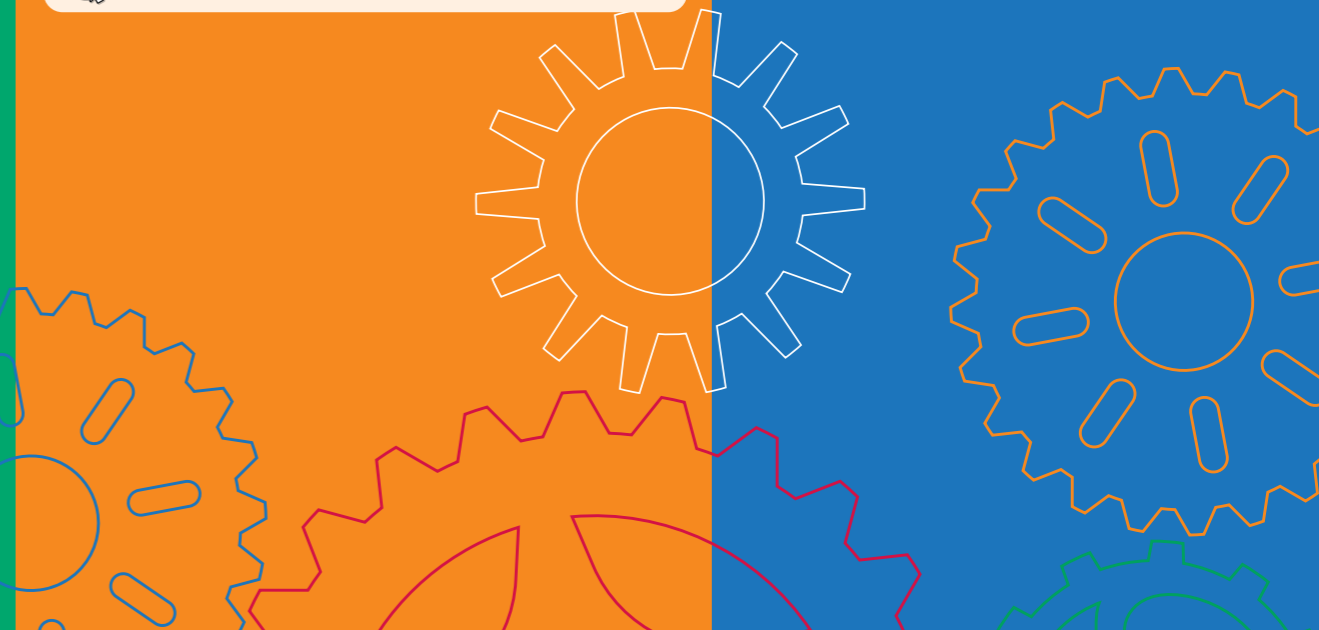
POLICY PUBLISHED

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP



2022 AusLSA SUSTAINABILITY PROFILE



Clyde & Co
Headcount: 458 (FTE)
Floor Area: 8,048m²
Number of Offices: 4

Clyde & Co is a leading global law firm, specialising in the sectors that underpin global trade and commercial activity, namely: insurance, transport, infrastructure, energy, and trade and commodities. It is globally integrated, offering a comprehensive range of contentious and non-contentious legal services and commercially-minded legal advice to businesses operating across developed and developing markets. Clyde & Co is committed to operating in a responsible way. This means progressing towards a diverse and inclusive workforce that reflects the diversity of its communities and clients, using its legal skills to support its communities through pro bono work, volunteering and charitable partnerships, and minimising the impact it has on the environment. The firm has 480 partners, 2400 lawyers, 3200 legal professionals and 5000 staff in over 60 offices and associated offices worldwide.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

The key priorities for the Australian business are constantly evolving to meet the needs of our people and clients. We continue to meet the needs of our clients and deliver key programs within our business to ensure the best working environment for our high performing teams. We are in a period of high growth and with that comes challenges of recruitment which is a key priority for us as is retaining our high performers. Through strategic development programs we continue to invest in our top talent and this will remain into 2023. Our purpose, to create a better working environment for all means that Diversity & Inclusion is a crucial focus for us as is building our Employee Value Proposition. We are focused on maintaining an environment where everyone can bring their whole selves to work and feel valued and included within our company culture.

GENDER EQUALITY POLICY

30% FEMALE PARTNERS **61% FEMALE LEGAL STAFF** **80% FEMALE NON-LEGAL STAFF** **56% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • LCA Diversity and Inclusion Charter • Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Internal D&I networks or committees • LSNSW Charter - Advancement of Women • Equal pay controls

INCLUSIVE WORKPLACE POLICY

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ networks or committees • Pro bono support • External LGBTQ programs hosting • Training - LGBTQ awareness • Gender pronouns promotion • Trans Awareness Week • Mardi Gras • InterFirm events

FLEXIBLE WORKPLACE POLICY

18 WEEKS PAID PARENTAL LEAVE **2 WEEKS SECONDARY CAREER** **93% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Purchased leave • Career breaks • Sabbaticals • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING POLICY

STAFF SURVEYS

INITIATIVES:

- Minds Count -TJMF Guidelines • R U OK? program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management • Salary continuance • Domestic abuse strategy • Mental health office champion

PHYSICAL WELLBEING POLICY

STAFF SURVEYS

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Gym memberships • Team events • Wellness awareness and promotion • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

As an international law firm, we recognise our responsibility to protect the environment and mitigate any impact our activities may have both locally and internationally. This includes the impact of our working practices; the purchasing and consumption of energy and resources, the creation and disposal of our waste, and the use of transportation. Our Global Environment policy statement covers all environmental aspects over which we have influence or are able to directly control. Our Commitment focusses on: • monitoring and reducing our energy consumption, and promoting efficient energy use within our premises; • monitoring and reducing our travel; • reducing our use of resources such as paper and water; • reducing our overall waste; • using, storing and disposing of hazardous waste in line with best environmental practices; • seeking to source sustainable products and assessing the environmental impact of our supply chain.



CLIMATE ACTION POLICY

IN DEVT **GHG INETZER2030** **GHG IMPROVEMENT TARGET**

INITIATIVES:

- Telecommuting • Teleconferencing facilities and training • Earth Hour

GROSS EMISSIONS
737t - 1.6t per employee

BUILDINGS	39% 0.04t/mt	0%	0.14%	287t
TRAVEL	0%	60% 0.27t/employee	0.83% 0.01t/employee	450t
NET EMISSIONS	737t - 1.6t per employee			

ENVIRONMENTAL MANAGEMENT POLICY

PUBLISHED **ENV. MANAGEMENT SYSTEM (EMS) IN DEVT**

INITIATIVES:

RECYCLING OFFICES

100% **50%** **100%**

% office availability

PAPER USAGE

6,803 **119%**

INITIATIVES:

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • NCOS Certified Carbon Neutral • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Clyde & Co is committed to operating in a responsible way. This means progressing towards a diverse and inclusive workforce that reflects the diversity of our communities and clients, using our legal skills to support our communities through pro bono work, volunteering and charitable partnerships in the areas where we live and work, and managing our environmental impact. Our people are our business and we are committed to valuing them all as individuals and to helping them flourish within our business. In 2018 we became signatories of the UN Global Compact, demonstrating our support for its 10 principles in the areas of human rights, labour, the environment, and anti-bribery and corruption. We are committed to integrating these principles into our day-to-day operations. Our people around the globe are encouraged to get involved in our corporate responsibility programmes. For example, our 'Responsible 60' policy which allows all lawyers to support our various D&I and CSR and pro bono programmes with up to 60 hours of contributions counting towards their billable hours target. Our Business Services teams will also be encouraged to take part, with up 24 hours' time given back towards different activities.



INDIGENOUS RECONCILIATION POLICY

IN DEVT

INITIATIVES:

- NAIDOC Week • National Reconciliation Week • Pro bono support • Funding and donations

NON LEGAL VOLUNTEERING

INITIATIVES:

- Organised staff volunteering

CHARITABLE GIVING

INITIATIVES:

- Firm donation program • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals

LEGAL PRO BONO

STRATEGY **PRO BONO CENTRE TARGET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Clyde & Co is committed to complying with all regulatory and statutory obligations through the identification and management of risk and by demonstrating the highest ethical and professional standards. As a leading law firm, Clyde & Co has systems and processes in place to ensure all staff comply with all relevant Australian Government Acts and legislation. Clyde & Co takes risk and compliance management and reporting very seriously. Reporting to the Management Board, the Risk Committee is a focal point for managing risk and compliance. The remit of the Risk Committee includes identifying and prioritising operational and regulatory risks within the firm (both strategic risks and specific day-to-day risks) and taking steps to put appropriate controls and responses in place. The Risk Committee is also responsible for implementing and improving the firm's policies and procedures, as well as maintaining global best practice systems for risk and compliance management. The committee keeps all aspects under review, acting to manage and mitigate risks as necessary.

CODE OF CONDUCT /RISK MANAGEMENT POLICY

CODE OF CONDUCT TRAINING **COMPLAINTS & GRIEVANCE MECHANISM** **RISK MANAGEMENT PLAN** **BCP OR ERP**

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

MODERN SLAVERY PROGRAM **FEDERAL LEGISLATION PARTICIPATION**

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

2022 AusLSA SUSTAINABILITY PROFILE

COLEMAN GREIG LAWYERS

Coleman Greig Lawyers
Headcount: 135 (FTE)
Floor Area: 2,597m²
Number of Offices: 4

Coleman Greig Lawyers are committed to corporate social responsibility and sustainable business practices. We understand that being a leading law firm means much more than providing expert legal advice and representation. Therefore we see it as our responsibility to give back to the community in the best way possible, actively supporting social, educational and environmental initiatives within our region. It's important we work to integrate social and environmental concerns into our business activities.

Coleman Greig is proud of our history and excited about the future of our clients.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Coleman Greig's core values of people, purpose, vision and community provide the foundation for all that we do.

Recent achievements include:
 • Ranked 22 in the Top 50 Best Places to Work in Australia
 • Employer of Choice HR Daily Award Winner
 • Winner of the Lawyers Weekly Australian Law Awards for Wellness Initiative of the Year

We pride ourselves on an employee centric approach which means that we continue to put our people at the core of everything we do - it is a driving force in all of our initiatives; from our policies and procedures, such as: flexible working, paid parental leave, community leave, recognition and reward, continuous professional development, paid study leave and financial assistance. To encouraging work life balance through our health and wellness initiatives, as well as community engagement through fundraiser events, donations and pro bono work.

The firm also offers a legal cadetship program for full-time, first year law students providing a unique 'on-the-job' opportunity for the duration of their law degree. In 2021, as part of our Aboriginal Action Plan, we created a cadetship opportunity for Aboriginal or Torres Strait Islander people, identifying students who may not have followed a traditional study path.

GENDER EQUALITY

POLICY IN DEV'T

GENDER PROFILE

38% FEMALE PARTNERS	67% FEMALE LEGAL STAFF	93% FEMALE NON-LEGAL STAFF	84% FEMALE SENIOR PROMOTIONS
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INITIATIVES:
 • International Women's Day • Employer of Choice for Gender Equality • Host or lead external programs and/or forums • Gender sensitive promotion and recruitment • Internal D&I networks or committees • Equal pay controls • Women on Boards

INCLUSIVE WORKPLACE

POLICY DIVERSITY **POLICY**

D&I INITIATIVES:
 • Recruitment and promotion for D&I • Internal D&I networks or committees • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I

LGBTQ INITIATIVES:
 • Training - LGBTQ awareness • Internal LGBTQ networks or committees • Pro bono support • Training - LGBTQ awareness • Gender pronouns promotion

FLEXIBLE WORKPLACE

POLICY

12 WEEKS PAID PARENTAL LEAVE PRIMARY CARER
2 WEEKS SECONDARY CARER
100% RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:
 • Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Purchased leave • Phased retirement • Adjusted KPIs after absences • Sabbaticals • Bonus leave • Domestic abuse leave

PSYCHOLOGICAL WELLBEING **POLICY**

INITIATIVES:
 • R U OK? program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management • Salary continuance • Domestic abuse strategy • Mental health office champion

PHYSICAL WELLBEING **POLICY**

INITIATIVES:
 • Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Gym memberships • Team events • Wellness awareness and promotion • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Coleman Greig Lawyers is an active member of AusLSA and has achieved Silver Accreditation in the NSW Government Office of Environment and Heritage's Sustainability Advantage program. The firm's ONE SOURCE project has ensured that teams have moved away from a hard copy source file to an electronic source file where possible. The ONE SOURCE project has allowed files to be completely stored in the firm's Document Management System. It has also allowed for improved use of the firm's technology investments and take up of more mobile applications. Similarly, our IT department have set up a system forcing any computers still switched on at night to automatically shut down, with the aim of saving on electricity use and costs.

CLIMATE ACTION

INITIATIVES:
 • Telecommuting • Green Star rated buildings 4-6 star • Specify energy efficient appliances • Earth Hour • End of trip facilities • NABERSs Energy Rating • Efficient building and lighting automation

GROSS EMISSIONS
 99t - 0.74t per employee

BUILDINGS	98% (0.04t/emp)	0%	0.51%	98t	99%
TRAVEL	0.06%	0.9% (0.007t/employee)	0.3%	1.3t	1.3%

NET EMISSIONS
 99t - 0.74t per employee

ENVIRONMENTAL MANAGEMENT **POLICY**

INITIATIVES:
 • Sustainability Advantage (NSW)

RECYCLING OFFICES

75% **25%** **100%**

% office availability

PAPER USAGE

4,601 **0%**

Jobs completed Recycled content

INITIATIVES:
 • Paperlite office program • Green accredited paper purchase specification • Follow me printing

PAPER CERTIFICATION:
 • Forestry Stewardship Council (FSC) certified • NCOS Certified Carbon Neutral

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Giving back to the community in which we operate is very important to all employees, and the notion of corporate responsibility is firmly entrenched within our culture. We embrace our core value of "community" in many ways, undertaking numerous activities every year in support of a range of charities and worthwhile causes.

Our regular events including the Women in Business Forum, briefings, seminars and webinars provide professionals from around NSW with opportunities for professional development and networking. We also provide pro-bono legal services.

Many of our events also provide multiple fundraising opportunities - Women in Business has donated over \$300,000 to the local community since 2007, while the Challenge has raised over \$1,225,000 since 2013.



INDIGENOUS RECONCILIATION **POLICY**

RAP REFLECT ACTION PLAN LEVEL

INITIATIVES:
 • Reconciliation Action Plan • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • Pro bono support • Volunteering and secondments • Indigenous Business Month

NON LEGAL VOLUNTEERING

2%

INITIATIVES:
 • NFP Boards • Organised staff volunteering • Paid volunteer time • Student tutoring and mentoring • Community volunteering • Arts support

CHARITABLE GIVING **PROGRAM**

CORP. GIVING

INITIATIVES:
 • Firm donation program • Workplace giving • Internal appeals and collections • External charity events and appeals • Host external charity events

LEGAL PRO BONO **STRATEGY**

DATE SET PRO BONO CENTRE TARGET

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Coleman Greig has been established as an incorporated entity for over 10 years. The Board provides strategic direction for the firm and is made up of Directors and Non-Executive Directors. The Board is committed to improving the overall performance of the practice whilst achieving our client service targets, growth ambitions whilst actively managing business risk.

At Coleman Greig, we believe in reinforcing our words with action. This means being accountable, transparent and fair in our dealings and initiatives with our employees, clients and the wider community. Integrity is a cornerstone of our offerings and to this end, we have implemented a number of policies and procedures to ensure that we maintain the high standards we have set out ourselves.

These have been put in place around: Anti-Money Laundering; Data Security; Workplace behaviour; Social responsibility; Modern Slavery, Bribery and Corruption; and our Suppliers.

Furthermore, a commitment to ISO best practice has ensured Coleman Greig's commitment to incremental innovation & continuous improvement has remained at the forefront of operations across all office sites. Key teams advising the Board include the Risk Management Committee and the Remuneration Committee.

CODE OF CONDUCT /RISK MANAGEMENT **POLICY**

COMPLAINTS & GRIEVANCE MECHANISM **RISK MANAGEMENT PLAN** **BCP OR ERP**

SUSTAINABLE SUPPLY CHAIN MANAGEMENT **POLICY**

NEW SUPPLIERS ONLY

SUPPLIER STANDARDS COVER:
 • Human rights • Fair labour practices • Modern Slavery • Fraud bribery & corruption

SUSTAINABILITY REPORTING **POLICY**

REPORTING COVERS:

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED ✓

2022 AusLSA SUSTAINABILITY PROFILE

COLIN BIGGERS & PAISLEY LAWYERS

Colin Biggers & Paisley
Headcount: 520 (FTE)
Floor Area: 9,311m²
Number of Offices: 3

Colin Biggers & Paisley has a century-long history of genuine expertise in transactions, projects, governance and dispute resolution. We're particularly known for our insurance, property and construction experience, and have an established reputation in a range of other sectors. We have both the capacity and the expertise to deliver on complex national and multinational projects.

Our purpose is to work collectively to build and secure the future of our clients, colleagues and community.

For our clients, that means we're invested and we're loyal. To do our best by them, we invest in people with the right combination of legal, business, interpersonal and critical thinking skills, as well as in the right technology to enable them.

For each other, that means we value our collegiality, we respect and support one another, and we celebrate diverse contributions.

For our communities, that means we take a socially minded approach to provide active support and service where they are needed most. We launched the Colin Biggers & Paisley Foundation in 2015, with a core focus on promoting and protecting the rights of women and children in Australia and abroad through an innovative mix of pro bono legal services, volunteering and charitable contributions.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Every person at Colin Biggers & Paisley is proud of what we do – the work we do for our clients, the careers we build for our people, and the contribution we make to our communities. We also enjoy working together, respecting and supporting each other, and celebrating our diverse contributions.

Our values of balance, respect, loyalty and integrity underpin everything we do. We believe in a workplace that inspires our people to be creative, passionate and innovative.

We're a diverse group of people who are passionate about the law, down to earth and motivated to make a difference. We believe in equality and provide all employees with opportunities to build and advance their careers in a way that is meaningful and fair.

We offer a range of benefits including a comprehensive Wellbeing program, which was expanded during the pandemic to ensure our people had access to support as they navigated the challenges of covid and lockdown/s. Our financial benefits include paid parental leave; emergency childcare; purchased leave; Gender Affirmation leave; study assistance; recruitment referral rewards; and insurances. Families@CBP supports our people returning from parental leave and reinforces our inclusive culture where open communication about balancing family life is encouraged.

GENDER EQUALITY

POLICY PUBLISHED

24% FEMALE PARTNERS | **43% FEMALE LEGAL STAFF** | **77% FEMALE NON-LEGAL STAFF** | **45% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day
- Pay Equity Ambassador
- LCA Diversity and Inclusion Charter
- Internal D&I networks or committees
- LSNSW Charter - Advancement of Women
- Equal pay controls
- Showcasing gender diversity experiences

INCLUSIVE WORKPLACE

POLICY PUBLISHED | **DIVERSITY PUBLISHED**

D&I INITIATIVES:

- Recruitment and promotion for D&I
- Internal D&I networks or committees
- Membership - DCA
- LCA Diversity and Inclusion Charter
- Membership - Aust Network On Disability
- Staff Surveys - D&I
- Managing Partners Diversity Forum

LGBTQ INITIATIVES:

- Membership - Pride in Diversity
- Training - LGBTQ awareness
- AWEI survey
- IDAHOBIT
- Wear it Purple Day
- World Aids Day
- Internal LGBTQ networks or committees
- Pro bono support
- External LGBTQ programs hosting
- Training - LGBTQ awareness
- Mardi Gras
- Gender affirmation policy
- AWEI award

FLEXIBLE WORKPLACE

POLICY PUBLISHED

16 WEEKS PAID PARENTAL LEAVE | **3 WEEKS SECONDARY CARER** | **71% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours
- Part time options
- Job sharing
- Remote working tools and systems
- Support for flexible working
- Time in lieu
- Unpaid leave
- Carer's leave
- Study leave
- Volunteering leave
- Religious and ceremonial leave
- Purchased leave
- Career breaks
- Adjusted KPIs after absences
- Sabbaticals
- Domestic abuse leave
- Family leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- R U OK? program
- Black Dog Institute program
- Psychological support/EAP
- Mental health first aid training and support
- Mental Health Awareness Week
- Training - Mental health awareness and management
- External mental health programs hosting
- Domestic abuse strategy

PHYSICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Ergonomics program
- Proactive health checks
- Flu vaccinations
- Gym memberships
- Team events
- Massages
- Wellness awareness and promotion
- Onsite fruit and healthy catering
- Life & TPD insurance
- Ergonomics program - offsite

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

We manage our own impact on the environment through a range of sustainability initiatives. Throughout all our offices we have reduced our packaging and waste by decreasing our printed matter. We always send our publications electronically and when documents do need to be printed, we only use PEFC certified and carbon neutral paper. We use double sided printing as the default setting on all printers and always recycle toner cartridges. We encourage all employees to use the recycling facilities wherever possible and have colour coded bins for this purpose, with a large percentage of all waste being recycled. We only purchase environmentally sustainable appliances and IT equipment and ensure that all of our old IT equipment is donated to schools or charities. For our commercial clients, an important aspect of our work is providing legal advice relating to environmental best practice and climate change adaptation.

CLIMATE ACTION

POLICY IN DEV'T

INITIATIVES:

- Green Star rated buildings 4-6 star
- Teleconferencing facilities and training
- Earth Hour
- End of trip facilities
- Efficient building and lighting automation

GROSS EMISSIONS
693t - 1.3t per employee

BUILDINGS

- 88% 0.07t/emp
- 0%
- 1.3%
- 621t 90%

TRAVEL

- 0.25%
- 9% 0.12t/employee
- 0.92%
- 72t 10.3%

NET EMISSIONS
693t - 1.3t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED

INITIATIVES:

- World Environment Day

RECYCLING OFFICES

100% | 100% | 67% | 100%

% office availability

PAPER USAGE

16,736 | 0%

INITIATIVES:

- Follow me printing

PAPER CERTIFICATION:

- PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

The Colin Biggers & Paisley Foundation brings together our entire community offering and is comprised of three streams - pro bono legal services, volunteering and charitable contributions. The Foundation's core strategy is to promote and protect the rights of women, children and Aboriginal and Torres Strait Islander peoples in Australia and abroad. It works with individuals and not-for-profit organisations that work on behalf of low income or disadvantaged members of the community.

INDIGENOUS RECONCILIATION

POLICY PUBLISHED | **RAP REFLECT ACTION PLAN LEVEL**

INITIATIVES:

- Reconciliation Action Plan
- Cultural awareness training
- NAIDOC Week
- National Reconciliation Week
- Internships and employment
- Scholarships and student mentoring
- Pro bono support
- Volunteering and secondments
- Collaboration for reconciliation
- Funding and donations
- CareerTrackers participation

NON LEGAL VOLUNTEERING

PROGRAM | **NON-PROFIT BOARD SUPPORT** | **41% PARTICIPATION IN NON LEGAL VOLUNTEERING**

INITIATIVES:

- NFP Boards
- Organised staff volunteering
- Paid volunteer time
- Student tutoring and mentoring
- Secondments to NFPs
- Community volunteering
- CPD for community sector lawyers

CHARITABLE GIVING

PROGRAM | **CORP. GIVING** | **34% PARTICIPATION IN CORPORATE GIVING**

INITIATIVES:

- Firm donation program
- Charitable foundation
- Workplace giving
- Matched funding for employee donations
- Internal appeals and collections
- External charity events and appeals
- Host external charity events

LEGAL PRO BONO

STRATEGY | **PRO BONO CENTRE TARGET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

At Colin Biggers & Paisley ultimate responsibility for the management of the practice rests with the Managing Partner, with guidance from, and authority and responsibility disseminated through, legal practice Group Heads and Shared Services Leaders. Our culture and values are embedded in the way we do business and underpinned by a suite of policies and procedures, with coverage including operational requirements, risk management, acceptable conduct, authorities and responsibilities. We maintain and reinforce, through scheduled testing, our business resilience and disaster recovery plans, supported by technology systems protected by best of breed platforms.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY PUBLISHED

INITIATIVES:

- Code of Conduct Training
- Complaints & Grievance Mechanism
- Risk Management Plan
- BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY PUBLISHED

INITIATIVES:

- Both Current and New Suppliers
- Modern Slavery Program
- Federal Legislation Participation

SUPPLIER STANDARDS COVER:

- Environmental impacts
- Fair labour practices
- Indigenous inclusion
- Modern Slavery
- Diversity and Inclusion
- Fraud bribery & corruption

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

2022 AusLSA SUSTAINABILITY PROFILE

CORRS CHAMBERS WESTGARTH

Corrs Chambers Westgarth
Headcount: 1,276 (FTE)
Floor Area: 27,184m²
Number of Offices: 4

Corrs Chambers Westgarth is Australia's leading independent law firm. We provide exceptional legal services across the full spectrum of matters, including major transactions, projects and significant disputes, offering strategic advice on our clients' most challenging issues. With more than 175 years of history and a talented and diverse team of over 1000 people, we pride ourselves on our client-focused approach and commitment to excellence. Our fundamental ambition is the success of our clients, and this is reflected in everything we do. We advise on the most significant global matters and connect with the best lawyers internationally to provide our clients with the right team for every engagement. We are also at the forefront of some of the most high-profile public international law matters in our region, assisting governments and corporations with the resolution of highly complex cross-border disputes. We are the firm of choice for many of the world's leading organisations, with our people consistently recognised for providing outstanding client service and delivering exceptional results. We work to identify, prevent and mitigate adverse environmental and human rights impacts, and contribute to a better, more sustainable future.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

As Australia's leading independent law firm, we provide our people with exceptional opportunities to succeed in their career. We offer challenging and rewarding work in a supportive and inclusive environment, so our people have every opportunity to achieve personal and professional growth. Our culture is built on excellence, collaboration, commitment and respect. These principles guide how we partner with clients and allow us to attract the best people, help them realise their potential and to build positive and engaged teams. Our high-quality learning curriculum equips our people with the skills they need to succeed, while our reward framework recognises our people's contributions to our success. We encourage flexible working and provide a range of benefits including five weeks of annual leave, a generous bonus scheme, paid super during parental leave, 26 weeks of paid parental leave, access to international secondments and more. We recognise the importance of health and wellbeing and are committed to providing a safe and healthy workplace. We provide support, coaching and access to confidential counselling across a wide range of areas, including coaching for people returning from parental leave, general wellbeing, holistic support and manager-specific support.



GENDER EQUALITY POLICY

24% FEMALE PARTNERS **56% FEMALE LEGAL STAFF** **81% FEMALE NON-LEGAL STAFF** **53% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality • Pay Equity Ambassador • LCA Diversity and Inclusion Charter • Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • LSNSW Charter - Advancement of Women • Equal pay controls • Showcasing gender diversity experiences

INCLUSIVE WORKPLACE POLICY

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Membership - Aust Network On Disability • Staff Surveys - D&I • Managing Partners Diversity Forum

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • Membership - Out for Australia • Internal LGBTQ networks or committees • Pro bono support • External LGBTQ programs hosting • Gender pronouns promotion • Pride March • Midsumma • Gender affirmation policy • InterFirm events

FLEXIBLE WORKPLACE POLICY

26 WEEKS PAID PARENTAL LEAVE **26 WEEKS RETURN TO WORK AFTER PARENTAL LEAVE** **94%**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Religious and ceremonial leave • Purchased leave • Carer breaks • Phased retirement • Adjusted KPIs after absences • Sabbaticals • Bonus leave • Family violence leave • Family leave • School Holiday Programs

PSYCHOLOGICAL WELLBEING POLICY

INITIATIVES:

- Beyond Blue program • R U OK? program • Black Dog Institute program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Resilience at Law • Training - Mental health awareness and management • External mental health programs hosting • Family violence strategy

PHYSICAL WELLBEING POLICY

INITIATIVES:

- Ergonomics program • Flu vaccinations • Internal exercise sessions • Team events • Wellness awareness and promotion • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

We are continuing to march along our journey to reduce greenhouse gas emissions and Corrs' carbon footprint as part of our commitment to carbon neutral. All of our offices are energy rated 5-star or above by the National Australian Built Environment Rating System (NABERS) and the Green Building Council of Australia. We continue to target energy consumption across all of our offices and look for innovative ways to reduce our emissions. We are in the process of moving all of our electricity to renewable energy and we have implemented a number of innovative technologies such as smart lighting and carbon neutral data centres. We are certified as Carbon Neutral by Climate Active, are a supporter of Earth Hour and World Environment Day, and we require our suppliers to have sustainable, environmentally-friendly business practices.



CLIMATE ACTION POLICY

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • ECO-Buy • Earth Hour • End of trip facilities • Climate Active Program • NABERS Energy Rating • Climate Active - Carbon Neutral • Efficient building and lighting automation • Renewable Electricity • Voluntary Carbon Offsets

GROSS EMISSIONS
1,524t - 1.2t per employee

BUILDINGS
40% 0.17% 1.8% 641t 42%

TRAVEL
0% 56% 1.9% 882t 58%

CARBON OFFSETS & RENEWABLES
56% 100%

NET EMISSIONS
0t - 0t per employee - (in Australia)

ENVIRONMENTAL MANAGEMENT POLICY

INITIATIVES:

- World Environment Day • Office green teams • CitySwitch Green Office

RECYCLING OFFICES

100% 100% 100%
% office availability

PAPER USAGE

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification • Follow me printing

PAPER CERTIFICATION:

- NCOS Certified Carbon Neutral • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

We have a long and proud history of helping those in need. Our people are committed, and actively encouraged, to support disadvantaged and marginalised individuals and groups, charities and not-for-profit organisations through pro bono legal work, volunteering and workplace giving, all of which form part of our dedicated pro bono and community program. Our program plays an important role in delivering on our purpose: imagine, inspire and together create a better future. We do this by: enhancing access to justice, strengthening civil society and building a sustainable future for all. We support meaningful reconciliation with the indigenous peoples of Australia, and have formalised this commitment through our Innovate Reconciliation Action Plan (RAP). We have committed to support the Uluru Statement of the Heart. We are a principal legal partner for the United Nations Refugee Agency in Australia, and other organisations we work with and support as part of our pro bono and community program include Hagar Australia, Justice Connect, The Big Issue, Very Special Kids, Oxfam and more. We are a signatory to the National Pro Bono Aspirational Targets. In the last year alone, our people performed more than 26,351.30 hours of pro bono amounting to over 41.4 hours per lawyer across the firm.



INDIGENOUS RECONCILIATION POLICY

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • Affirmative ATSI procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Indigenous Literacy Day • Supply Nation Membership • CareerTrackers participation

NON LEGAL VOLUNTEERING PROGRAM

INITIATIVES:

- NFP Boards • Organised staff volunteering • Paid volunteer time • Blood donations • Student tutoring and mentoring • Secondments to NFPs • Community volunteering

CHARITABLE GIVING PROGRAM

INITIATIVES:

- Firm donation program • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals

LEGAL PRO BONO STRATEGY

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

In all the work we do, we are committed to achieving the highest standards of ethical conduct. We take active steps to ensure that our people, and any who may provide services on our behalf, comply with all applicable laws of the countries in which we operate and conduct business ethically and responsibly. This includes complying with all laws, both domestic and international, relating to anti-bribery and anti-corruption. We work to identify, prevent and mitigate adverse environmental and human rights impacts, and contribute to a better, more resilient and sustainable future. As a member of the United Nations Global Compact we are committed to promoting and respecting human rights, supporting the Compact's Ten Principles on human rights, labour, environment and anti-corruption, and the United Nations' Sustainable Development Goals. We believe in a holistic approach to sustainability. By actively working to identify, prevent and mitigate environmental, climate, social and human rights risks in our own business and with our clients, we can contribute to a better, more sustainable future. We pride ourselves on working together with our people, our clients and our communities to promote human rights, well beyond regulatory compliance.

CODE OF CONDUCT /RISK MANAGEMENT POLICY

INITIATIVES:

- Code of Conduct Training • Complaints & Grievance Mechanism • Risk Management Plan • ECP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT POLICY

SUPPLIER STANDARDS COVER:

- Human rights • Environmental impacts • Fair labour practices • Community development • Indigenous inclusion • Gender equality • Modern Slavery • Diversity and Inclusion • Fraud bribery & corruption • UN Global compact and SDGs

SUSTAINABILITY REPORTING REPORT

REPORTING COVERS:

- Website - ESG commitments information • Website - Environmental sustainability commitments information • UN Global compact and SDGs

2022 AusLSA SUSTAINABILITY PROFILE



Davies Collison Cave
Headcount: 212 (FTE)
Floor Area: 6,383m²
Number of Offices: 4

Davies Collison Cave and Davies Collison Cave Law (collectively DCC) are one of the largest, most-respected IP firms servicing local and international clients with all their IP needs.

With offices in Australia, New Zealand, Singapore and Hong Kong and with filing capabilities in many countries throughout the region, we assist in the creation, protection and commercialisation of all facets of IP, as well as advising in general corporate and commercial law issues.

Our values of excellence through collegiality and engaging leadership have allowed us to attract the finest minds to provide commercially focussed advice and excellent service while becoming world leaders in our respective fields.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

DCC is committed to maintaining a healthy, engaged, and inclusive workplace through the delivery of company-wide initiatives with a particular focus on Diversity, Inclusion and Belonging.

Working with senior management, our representative committee takes ownership of our BE strategy and its vision 'To celebrate our differences and connect us as a community where everybody feels they belong'.

Now in its second year, the BE strategy has enabled us to commence programs to improve our approach to gender equity, LGBTQI inclusion, well-being and respect in the workplace.

DCC are members of Diversity Council Australia. More broadly we have engaged staff through our firm newsletter 'The Penniform' and a fortnightly virtual town hall, named the 'Huddle' and a series of pulse surveys.

GENDER EQUALITY

POLICY PUBLISHED

GENDER PROFILE

- 16% FEMALE PARTNERS
- 43% FEMALE LEGAL STAFF
- 86% FEMALE NON-LEGAL STAFF
- 84% FEMALE SENIOR PROMOTIONS

INITIATIVES:

- International Women's Day
- LCA Diversity and Inclusion Charter
- Host or lead external programs and/or forums

INCLUSIVE WORKPLACE

POLICY PUBLISHED **DIVERSITY PUBLISHED**

D&I INITIATIVES:

- Internal D&I networks or committees
- Membership - DCA
- Staff Surveys - D&I

LGBTQ INITIATIVES:

- IDAHOBIT
- Wear it Purple Day
- Gender pronouns promotion
- Trans Awareness Week
- Gender affirmation policy

FLEXIBLE WORKPLACE

POLICY PUBLISHED

PAID PARENTAL LEAVE

- 12 WEEKS PRIMARY CARER
- 2 WEEKS SECONDARY CARER
- 87% RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Flexible work hours
- Part time options
- Job sharing
- Remote working tools and systems
- Support for flexible working
- Time in lieu
- Unpaid leave
- Carer's leave
- Study leave
- Religious and ceremonial leave
- Purchased leave
- Sabbaticals
- Domestic abuse leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED **STAFF SURVEYS**

INITIATIVES:

- R U OK? program
- Mental health first aid training and support
- Mental health office champion

PHYSICAL WELLBEING

POLICY PUBLISHED **STAFF SURVEYS**

INITIATIVES:

- Ergonomics program
- Flu vaccinations
- Massages
- Wellness awareness and promotion
- Onsite fruit and healthy catering
- Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

DCC understands the importance of promoting sustainability within the workplace.

We have available areas for recycling to encourage good environmental behaviours. We have been looking into more sustainability lighting and understand replacing our current lights with LED fittings will improve this and meet sustainability standards and reduce our power consumption dramatically. We have enquired into government grants to assist us in upgrading our office lighting, including sensor lights.

We are in the process of developing a clearer plan for our workplaces sustainability including a recycling program to engage and educate staff as paper usage is high within our industry.

DCC offers and promotes remote working for work life balance and in turn reduces commuter travel fuel emissions. We have looked into office plants to boost air quality, absorb pollutants and release oxygen back into the air. Our paper products are 100% recyclable throughout our offices, and are looking to change our office product suppliers to more ethical companies with sustainable products and delivery packaging options.

Our Business Support Services team will be at the forefront of developing, promoting and managing this initiative, with the support of our company leaders. This will be promoted via company huddles, intranet, and staff.

CLIMATE ACTION

INITIATIVES:

- Green Star rated buildings 4-6 star
- National Greenhouse and Energy Reporting (NGERs) compliant reporting
- Earth Hour

GROSS EMISSIONS

663t - 3.1t per employee

BUILDINGS

- 79% 0.08t/mt
- 0%
- 0.27%
- 527t 79%

TRAVEL

- 0%
- 20% 0.04t/employee
- 0%
- 136t 21%

NET EMISSIONS

663t - 3.1t per employee

ENVIRONMENTAL MANAGEMENT

POLICY IN DEV'T **ENV. MANAGEMENT SYSTEM (EMS) IN DEV'T**

INITIATIVES:

- World Environment Day

RECYCLING OFFICES

100% **100%** **100%**

% office availability

PAPER USAGE

1,622 **50%**

INITIATIVES:

PAPER CERTIFICATION:

- PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

DCC is proud of the charity and community work undertaken as a company and by our employees.

Our Management Committee oversees opportunities for access to our specialist areas of our legal expertise. A task force within our Diversity Inclusion Belonging Committee is working to formalise non-legal volunteering as a reflection of our intrinsic values. Our pro-bono engagement seeks a proactive role in providing legal assistance to those organisations that provide services to the community including Assistance Dogs Australia, Guide Dogs Australia and Starlight Children's Foundation.

Many of our lawyers hold voluntary roles in organisations that are proactively engaged in supporting, educating and otherwise contributing on behalf of the profession, including INTA, IPTA, LESANZ, IPSANZ, AIPPI, FIPCI, Marques and APAA. Educational opportunities are provided at several tertiary institutions, foundations and research centres within the scientific and medical diagnostic areas.

DCC provides significant value to the Australian start-up community by providing educational seminars and mentoring to start-up communities and University-based incubator programs. DCC also makes these contributions internationally as part of its engagement with overseas institutions, particularly WIPO. Through our volunteer engagement, we show our commitment to bettering our community both in our specialised services and by demonstrating our sense of citizenship.

INDIGENOUS RECONCILIATION

POLICY IN DEV'T

INITIATIVES:

- Reconciliation Action Plan
- Cultural awareness training
- NAIDOC Week
- National Reconciliation Week

NON LEGAL VOLUNTEERING

INITIATIVES:

- NFP Boards
- Student tutoring and mentoring
- Skilled volunteering program
- Community volunteering

CHARITABLE GIVING

INITIATIVES:

- Matched funding for employee donations
- Internal appeals and collections
- External charity events and appeals
- Host external charity events

LEGAL PRO BONO

STRATEGY **PRO BONO CENTRE TARGET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

DCC is a subsidiary of QANTM Intellectual Property (QIP) and reports to the QIP Board and is subject to Governance policies that apply group-wide. The oversight for Davies Collison Cave is provided through the 3 Directors and a National Management Committee which comprises the Group Managing Principal (who is also the Managing Director).

The Managing Principals of each business group (who are each Directors) and Principal representation from each of our offices. This management group meets on a fortnightly basis and reports outcomes to the Principal stakeholders.

All Principals and Senior Managers (of finance, P&C and marketing) also attend a quarterly meeting to enable a holistic understanding of activities occurring within the firm. Senior Managers within the business also meet with the Group Managing Principal on a regular basis.

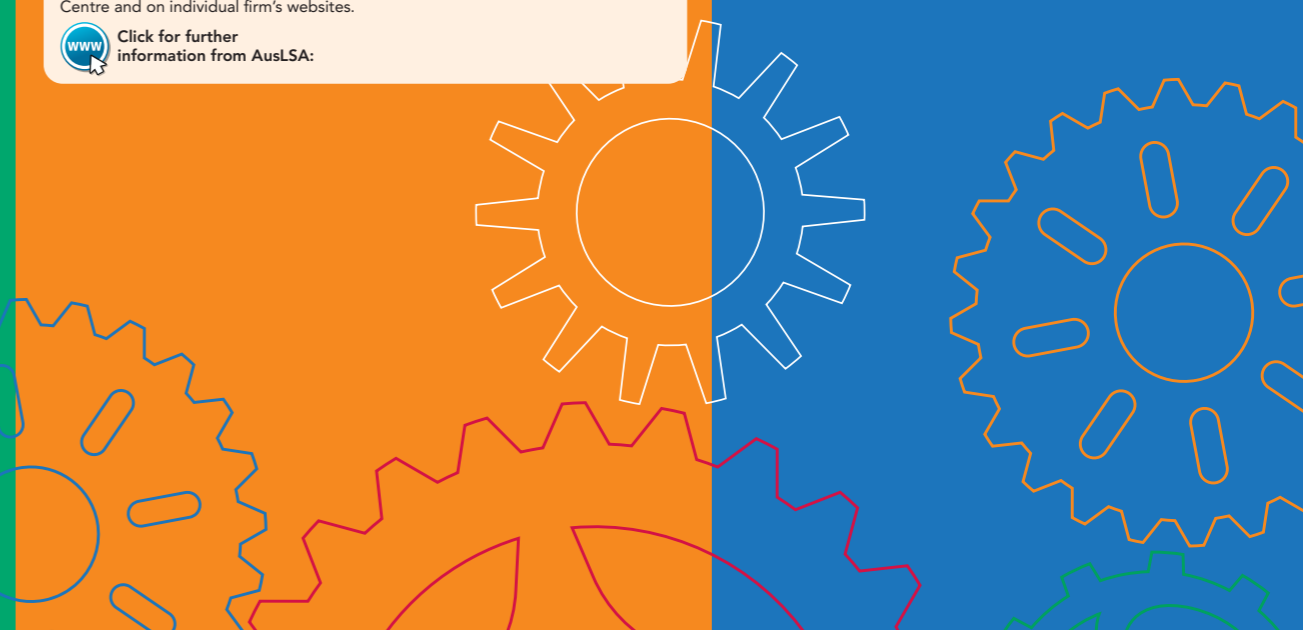
CODE OF CONDUCT /RISK MANAGEMENT

POLICY

- CODE OF CONDUCT TRAINING
- COMPLAINTS & GRIEVANCE MECHANISM
- RISK MANAGEMENT PLAN
- BCP OR ERP

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED



2022 AusLSA SUSTAINABILITY PROFILE

大成 DENTONS

Dentons Australia Limited
Headcount: 540 (FTE)
Floor Area: 10,600m²
Number of Offices: 5

Dentons is the world's largest law firm, connecting top-tier talent to the world's challenges and opportunities with 20,000 professionals including 12,000 lawyers, in more than 200 locations, in more than 80 countries. Dentons' polycentric and purpose driven approach, commitment to inclusion and diversity, and award-winning client service challenge the status quo to advance client interests. At Dentons Australia, we have more than 80 partners and over 500 employees. Offices in Sydney, Perth, Brisbane, Melbourne and Adelaide. Our lawyers are repeatedly recognised as leading legal service providers in Chambers Global, Chambers Asia Pacific, The legal 500 Asia Pacific, Best Lawyers and IFLR 1000. Known for our service excellence and innovative legal solutions, Dentons has built enduring relationships with some of Australia's largest companies across financial services, real estate, infrastructure, energy and resources, and intellectual property and technology.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Dentons is designed to be different. We have no single headquarters or dominant national culture. This unique polycentric approach sets us apart. Being the world's largest and fastest growing law firm, we have a unique breadth, depth and diversity of talent to whom we provide career paths with unprecedented opportunity.

Our vision to be the law firm of the future, right now, sees us working to reinvent the business of law. We capitalise on new technologies, combining them with fresh talent management approaches to ensure we create high performing teams at the forefront of serving our clients and the communities we work within. The flexibility of our people experience ensures our people thrive in an ever changing world with a holistic framework focused strategically on embedding purpose.

Our purpose is central to the direction, success and strength of the firm, prioritising inclusion to drive innovation and enhance everyone's experience. Key to our award winning success is the development of our people and leadership, we harness the strength of our diversity, making no secret of our willingness to challenge the traditional or expected.

“We redefine what is possible and shape the future. Together. Everywhere”

GENDER EQUALITY

POLICY PUBLISHED ✓

GENDER PROFILE

- 32% FEMALE PARTNERS
- 64% FEMALE LEGAL STAFF
- 60% FEMALE NON-LEGAL STAFF
- 71% FEMALE SENIOR PROMOTIONS

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality
- Pay Equity Ambassador • Board Links Champion • Internal D&I networks or committees • Showcasing gender diversity experiences

INCLUSIVE WORKPLACE

POLICY PUBLISHED ✓

D&I INITIATIVES:

- Internal D&I networks or committees

LGBTQ INITIATIVES:

- Training - LGBTQ awareness • IDAHOBIT • Wear it Purple Day • Internal LGBTQ networks or committees • Pro bono support • Gender pronouns promotion • Trans Awareness Week • Gender affirmation policy • Stonewall top Global Employer

FLEXIBLE WORKPLACE

POLICY PUBLISHED ✓

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Religious and ceremonial leave • Purchased leave • Career breaks • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED ✓

INITIATIVES:

- Minds Count -TJMF Guidelines • R U OK? program • Black Dog Institute program • Psychological support/EAP • Mental health first aid training and support • External mental health programs hosting • Domestic abuse strategy • Mental health office champion

PHYSICAL WELLBEING

POLICY PUBLISHED ✓

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Gym memberships • Team events • Wellness awareness and promotion • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Dentons' ISO 14001 aligned Environmental Management System (EMS) is maturing. This system formalises our commitment to and impact on our environment by setting targets and objectives that are monitored and reported into an Environment Committee. Our identified areas of environmental impact include the generation of office waste, in particular paper and e-waste, and the amount of greenhouse gas emissions generated through our consumption of energy and travel. We proactively manage our environmental impact by: - adopting the principle of 'avoid, reduce, re-use, recycle and dispose' - promotion of environmentally sensitive behaviour - raising awareness with our staff of various environmental issues, and - sourcing products that are environmentally sustainable and dealing with suppliers who have made their own commitment to sound environmental management.

CLIMATE ACTION

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • Teleconferencing facilities and training • Earth Hour • End of trip facilities • Efficient building and lighting automation

GROSS EMISSIONS
389t - 0.72t per employee

BUILDINGS

- 37% 0.01t/MP
- 0%
- 1.9%
- 151t 39%

TRAVEL

- 0%
- 60% 0.43t/employee
- 1.1%
- 238t 61%

NET EMISSIONS
389t - 0.72t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED ✓

INITIATIVES:

- World Environment Day • CitySwitch Green Office

RECYCLING OFFICES

100% 100% 100%

% office availability

PAPER USAGE

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification • Follow me printing

PAPER CERTIFICATION:

- PEFC Australian Forestry standard

17,256 8%

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

At Dentons, we know that as legal service providers, we are in and of the community. We strive to make a positive impact in our communities, and use our skills and resources to do so. We believe in the power of partnerships and are actively committed to building long-lasting collaborations with non-profit organizations, NGOs and social entrepreneurs to tackle some of today's most pressing issues. We understand that social ills are the result of not one but a number of underlying causes. We work with our community partners to provide needs-based support through volunteering, financial sponsorship, pro bono legal assistance, targeted organisational advice or other means, so they can most effectively achieve their mission. Dentons community partnership engagement focus areas include: health, socio economic, indigenous, refugees, the Arts, and the environment. An example of our long term commitment is demonstrated by the Watarrka Foundation and CareerTrackers

INDIGENOUS RECONCILIATION

POLICY PUBLISHED ✓

INITIATIVES:

- Reconciliation Action Plan • NAIDOC Week • National Reconciliation Week • Internships and employment • Pro bono support • Volunteering and secondments • CareerTrackers participation

NON LEGAL VOLUNTEERING

PROGRAM VOLUNTEERING

INITIATIVES:

- Organised staff volunteering • Blood donations • Community volunteering • Arts support

CHARITABLE GIVING

PROGRAM CORP. GIVING

INITIATIVES:

- Charitable foundation • Matched funding for employee donations • External charity events and appeals

LEGAL PRO BONO

STRATEGY PRO BONO CENTRE TARGET

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Dentons is committed to effective governance to ensure accountability, transparency, integrity, stewardship, profitability and leadership. Our governance mechanisms include Board Constitution, Shareholder Agreement, Administration Manual and Shareholder Agreement, Risk Management and Compliance Framework.

The framework sets out the risk identification and management processes for Dentons operations and consists of 6 pillars including: - Operational Risk (aligned to ISO 31000, ISO 27001 and Australian Privacy Principles) - Governance and Ethics - Workplace Health and Safety (aligned to AS 4801) - Quality (aligned to ISO 9001) - Social Impact including Diversity and Inclusion (Diversity Council member) and Corporate Social Responsibility (EMS aligned to ISO 14001 and UNGC) - Business Continuity Management (aligned to Prudential Standard CPS 232 and ISO 22301). Dentons also ensures compliance with all relevant statutory and regulatory requirements are reported monthly to our Board.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY PUBLISHED ✓

INITIATIVES:

- Code of Conduct Training • Complaints & Grievance Mechanism • Risk Management Plan • BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY PUBLISHED ✓

SUPPLIER STANDARDS COVER:

- Human rights • Environmental impacts • Fair labour practices • Fair consumer and competition practices • Community development • Indigenous inclusion • Gender equality • Modern Slavery • Diversity and Inclusion • Fraud bribery & corruption • UN Global compact and SDGs

2022 AusLSA SUSTAINABILITY PROFILE

FB RICE



FB Rice
Headcount: 166 (FTE)
Floor Area: 2,919m²
Number of Offices: 4

FB Rice is Australia's most trusted intellectual property firm with offices across the country and an established presence across New Zealand and South-East Asia. Our founder, Frederick Bernhard Rice was inspired by our nation's scientists and innovators and passionate about supporting them to protect their discoveries which remains the mission that drives us forward today.

We work with a diverse range of domestic and international clients including manufacturers, software companies, universities, hospitals, co-operative research centres and research institutes.

Our approach combines unparalleled technical expertise with integrity and a determination to help clients achieve their goals. That has seen us win nine Australian Client Choice Awards, including being named Best Specialist IP Firm five years running and Best Client Experience Firm for Specialist IP in 2021 and 2022.

At FB Rice, we champion innovation and create value. We cultivate an inclusive environment that extends from our employees to our clients. We do this by recruiting the best people; that is technical experts with excellent communication skills. The result is a superior service, with thoughtful, reliable and responsive professionals who optimise IP strategies for our clients. FB Rice is wholly owned by the partners of the firm.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

The partners of FB Rice are committed to seeing the business remain wholly owned by the partners of the firm. Our key areas of focus are our culture in that FB Rice continues to be a great place to work providing the best patent and trade mark services in Australia to our clients. Both of these goals are unimpeded by the expectations and demands of external shareholders.

FB Rice's CHAT values underpin everything we do.

- Continuously grow: empower, inspire and develop
- Helpful: help others to achieve
- Approachable: friendly with a positive attitude
- Teamwork: come together as one team with one purpose

FB Rice is committed to fostering a workplace environment in which people with diverse values, backgrounds, and experiences are not only accepted, but also empowered and celebrated. FB Rice engaged with the Workplace Gender Equity Agency to improve our initiatives and actions around gender equity.

Our staff are the key to our success, we give rigorous training and are committed to providing continuous professional development and ensure our staff are supported with their mental and physical health in a truly hybrid working environment.

GENDER EQUALITY

POLICY PUBLISHED ✓

25% FEMALE PARTNERS
55% FEMALE LEGAL STAFF
75% FEMALE NON-LEGAL STAFF
50% FEMALE SENIOR PROMOTIONS

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • Equal pay controls • DCA major sponsor • Showcasing gender diversity experiences

INCLUSIVE WORKPLACE

POLICY PUBLISHED ✓

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I

LGBTQ INITIATIVES:

- Wear it Purple Day • Gender pronouns promotion

FLEXIBLE WORKPLACE

POLICY PUBLISHED ✓

30 WEEKS PAID PARENTAL LEAVE PRIMARY CARER
7 WEEKS SECONDARY CARER
100% RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Religious and ceremonial leave • Purchased leave • Phased retirement • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED ✓

INITIATIVES:

- R U OK? program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management • Salary continuance • Domestic abuse strategy • Mental health office champion

PHYSICAL WELLBEING

POLICY PUBLISHED ✓

INITIATIVES:

- Ergonomics program • Flu vaccinations • Internal exercise sessions • Team events • Wellness awareness and promotion • Onsite fruit and healthy catering • Ergonomics program - offsite • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

FB Rice has for some years measured its environmental footprint. Measurement includes working with our partner, Pangolin Associates, to determine the greenhouse gas (GHG) emissions and other impacts from our business operations, including cooling and heating our offices, business travel and electricity used for our computers. FB Rice has moved to E-files rather than paper based files which has led to a dramatic reduction in paper usage. FB Rice offsets its carbon footprint.

CLIMATE ACTION

POLICY PUBLISHED ✓

INITIATIVES:

- Green Star rated buildings 4-6 star • Earth Hour • Ride to Work Day • End of trip facilities • Efficient building and lighting automation • Voluntary Carbon Offsets

GROSS EMISSIONS
2021 - 1.2t per employee

BUILDINGS

- 65% 0.05t/emp
- 0%
- 0.77%

TRAVEL

- 0.02%
- 33% 0.41t/employee
- 1.3%

CARBON OFFSETS & RENEWABLES

- 0%
- 100%

NET EMISSIONS
0t - 0t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED ✓

INITIATIVES:

- World Environment Day

RECYCLING OFFICES

100% 100% 100%

% office availability

PAPER USAGE

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification • Follow me printing

PAPER CERTIFICATION:

- PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

FB Rice is in the process of implementing an online portal to manage the various staff requests to support local charities received each year. This portal will also assist with coordinating FB Rice's pro bono and charitable giving programmes that are growing year on year. The firm has a calendar of community days which are recognised through staff events and by the Partners matching staff financial donations. Examples include The Biggest Morning Tea and NAIDOC Week.

FB Rice staff and their families are involved in community volunteering programs and the staff have one day per year of paid community volunteering leave. One recent example is the So They Can annual dinner volunteering opportunity which was advertised on our intranet. So They Can have received financial support from FB Rice for a number of years and they spoke about their work at a whole firm event in 2021.

INDIGENOUS RECONCILIATION

POLICY PUBLISHED ✓

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week

NON LEGAL VOLUNTEERING

INITIATIVES:

- NFP Boards • Organised staff volunteering • Paid volunteer time • Student tutoring and mentoring • Skilled volunteering program • Community volunteering

CHARITABLE GIVING

PROGRAM CORP. GIVING

INITIATIVES:

- Firm donation program • Workplace giving • Matched funding for employee donations • Internal appeals and collections

LEGAL PRO BONO

STRATEGY

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[www](#) Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

The FB Rice group is formally governed by the Executive Board consisting of the Managing Partner and three other elected Partners operating under formally delegated authority. As part of their induction, all new employees are taken through the values and code of conduct for FB Rice. This is further instilled through the formal Continuing Professional Education program.

CODE OF CONDUCT /RISK MANAGEMENT

RISK MANAGEMENT PLAN

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED ✓

2022 AusLSA SUSTAINABILITY PROFILE



FPA Patent Attorneys
Headcount: 67 (FTE)
Floor Area: 1,393m²
Number of Offices: 2

FPA Patent Attorneys (FPA) is an independent, top-tier, Australian based, private incorporated registered attorney firm that is wholly owned by QANTM Intellectual Property Limited (QANTM IP), an Australian Securities Exchange listed company.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

This last year, FPA continues to focus on supporting the physical, mental and psychological well-being of our people. A further 12 leaders trained as Mental Health First Aid Officers bringing the firm's total to 24 trained employees (36% of our firm). In addition to Special Pandemic Leave, we offer staff FPA Birthday Leave which is very popular. Our Reimagining Work team has introduced trials of compressed working fortnights as well as time saving initiatives around meeting free days/ times to optimise energy levels. We have established a Mental Health First Aid Committee under the umbrella of our WH&S Group as well as a new Diversity Equity & Inclusion Committee. Both are focussed on promoting healthy working for all staff in an inclusive environment. We have strong representation of staff across the firm and are proactively abreast of current issues. We have embedded our hybrid working model where staff can choose their place of work 60% of the time. We provide a remote working and wellbeing allowance to help fund working from home expenses and equipment. Engagement and pulse surveys inform future initiatives and our L&D programs include specific training to reflect our core Values of Care, Collaboration, Excellence and Trust.

GENDER EQUALITY POLICY PUBLISHED ✓

INITIATIVES:

- International Women's Day • Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • Equal pay controls

GENDER PROFILE

- 33% FEMALE PARTNERS
- 48% FEMALE LEGAL STAFF
- 90% FEMALE NON-LEGAL STAFF
- 77% FEMALE SENIOR PROMOTIONS

INCLUSIVE WORKPLACE POLICY PUBLISHED ✓

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Membership - DCA • Training - Awareness and unconscious bias • Staff Surveys - D&I

LGBTQ INITIATIVES:

- Training - LGBTQ awareness • Wear it Purple Day • Internal LGBTQ networks or committees • Training - LGBTQ awareness • Gender pronouns promotion

FLEXIBLE WORKPLACE POLICY PUBLISHED ✓

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave
- Study leave • Volunteering leave • Religious and ceremonial leave • Purchased leave • Career breaks • Subsidised child care • Phased retirement • Adjusted KPIs after absences • Sabbaticals • Bonus leave • Domestic abuse leave • Family leave

PAID PARENTAL LEAVE 18 WEEKS PRIMARY CARER, 18 WEEKS SECONDARY CARER, 100% RETURN TO WORK AFTER PARENTAL LEAVE

PSYCHOLOGICAL WELLBEING POLICY PUBLISHED ✓

INITIATIVES:

- R U OK? program • Black Dog Institute program • Psychological support/EAP
- Mental health first aid training and support • Mental Health Awareness Week
- Training - Mental health awareness and management • Domestic abuse strategy • Mental health office champion

PHYSICAL WELLBEING POLICY PUBLISHED ✓

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Gym memberships • Team events • Wellness awareness and promotion • Onsite fruit and healthy catering • Ergonomics program - offsite
- Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

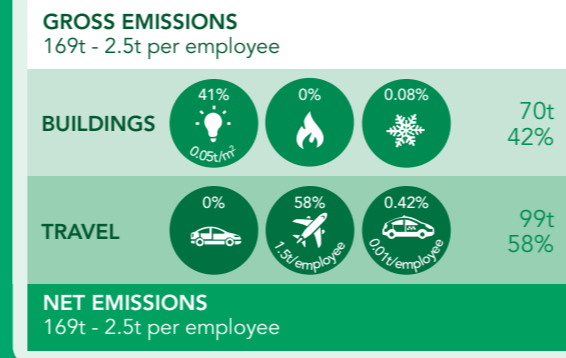
This year, FPA Melbourne was preparing to vacate the office due to end of lease and move to a new location. All related activities were considered through an environmental lens. This included identifying specific organisations to manage eWaste and ensure it was disposed of responsibly and, where possible, re-used. We also worked with Green Collect to manage the responsible disposal of all office materials such as stationery, kitchen supplies and some furniture that was sorted and either reused, recycled or upcycled. A top priority for our new office search was sustainability rating and as such we have chosen a building that has a 6 star Green Star Office, 5 star NABERS energy rating and 5 star NABERS water rating. We have also taken this opportunity to significantly reduce our footprint by nearly 50% for a positive environmental impact and to support our people with a hybrid working model. Our Green Team will be focused on sourcing suppliers who have demonstrated a strong environmental awareness with requisite ratings. We also had a very successful year with Building Overview reports indicating that there was an appropriate use of available recycling options provided for waste materials, including paper, cardboard, comingling and food.



CLIMATE ACTION POLICY IN DEV'T

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star
- Teleconferencing facilities and training • Earth Hour • Ride to Work Day
- End of trip facilities • NABERSs Energy Rating • Efficient building and lighting automation



ENVIRONMENTAL MANAGEMENT POLICY IN DEV'T

INITIATIVES:

- Office green teams



PAPER USAGE POLICY PUBLISHED ✓

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification
- Follow me printing

PAPER CERTIFICATION:

- NCOS Certified Carbon Neutral • PEFC Australian Forestry standard

40% 9% (2022 employees) (2022 collected)

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

FPA has been proud to recently launch Indigenous Awareness Training for our people. It offers a self paced online learning program that builds cultural competency about the traditions and living cultures of the Aboriginal and Torres Strait Islander people. The program will be available over the coming year to allow time for all staff to have access to fully complete the training. As part of our Reconciliation plan, we have a strong focus on sourcing supplies and materials from indigenous providers. An on-site silent auction was key to our relocation activities, with all proceeds going to an outreach program for disadvantaged homeless people in the community. This is a charity that FPA has been affiliated with for some years. Pleasingly, we also connected with a charity to support Afghan refugees and donated 17 securely wiped laptops, with webcams, to provide much needed assistance with job search activities. As the next stage of our community focus, we will be engaging with our staff by survey to understand top priority areas and identifying two primary charities that we will be supporting in the coming year. The precinct of our new Melbourne office also has a strong focus on community and connection to support and encourage participation of tenants and individuals.



INDIGENOUS RECONCILIATION POLICY PUBLISHED ✓

INITIATIVES:

- Cultural awareness training • NAIDOC Week • Internships and employment

NON LEGAL VOLUNTEERING PROGRAM VOLUNTEERING

INITIATIVES:

- Paid volunteer time • Student tutoring and mentoring • Community volunteering
- Arts support

CHARITABLE GIVING POLICY PUBLISHED ✓

INITIATIVES:

- Charitable foundation • Matched funding for employee donations • Internal appeals and collections

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

FPA is a subsidiary of QANTM Intellectual Property and reports to the QANTM IP Board regularly. The oversight of FPA is provided through the Managing Director who heads up the 2 Australian offices and the Singapore Office. There is accounting and IT oversight through our systems which are subject to all the usual compliance audits.

Senior Management meet with the Managing Director on a regular basis. The Corporate Governance Statement and governance policies are available on the QANTM IP website.

Management is committed to conducting the firm's business in an ethical manner and in accordance with the highest standards of corporate governance. This is underpinned by our policies covering Diversity and Inclusion, Code of Conduct, Human Rights Policy as well as our Whistleblower Protection Policy.

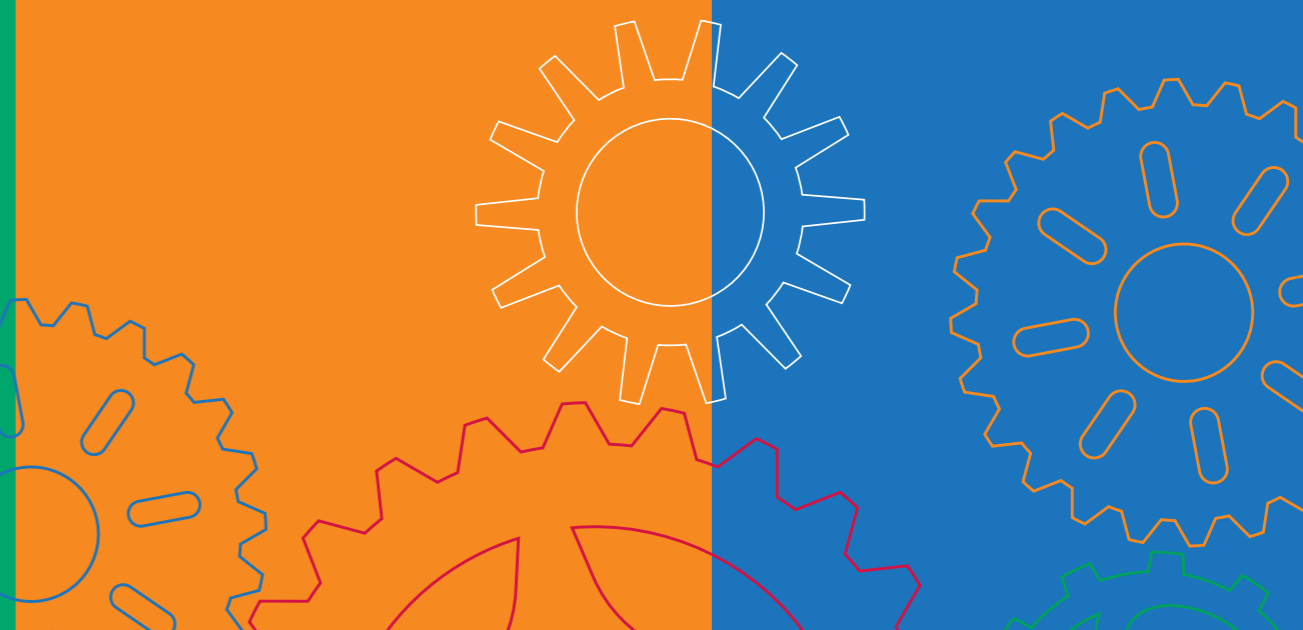


CODE OF CONDUCT /RISK MANAGEMENT POLICY PUBLISHED ✓

INITIATIVES:

- Code of Conduct Training
- Complaints & Grievance Mechanism
- Risk Management Plan
- BCP OR ERP

SUSTAINABILITY REPORTING AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED ✓



2022 AusLSA SUSTAINABILITY PROFILE



Gadens
Headcount: 581 (FTE)
Floor Area: 12,292m²
Number of Offices: 4

Gadens is a leading, independent Australian law firm with offices in Adelaide, Brisbane, Melbourne and Sydney. We have over 80 partners and 600 staff across Australia.

Our vision is to be recognised as a leading Australian law firm, and help people achieve their purpose in a complex world. Our culture includes our values, and our values reflect the essence of the firm - they underpin everything we do and guide our daily behaviour. We promote individuality and diversity while instilling pride in the firm and are committed to equality in the workplace.

Gadens recognises that our enduring success requires economic growth that both protects and promotes social equity and ecological sustainability. We strive to create a culture where the principles of sustainability and sound corporate responsibility are embraced and lived by our people every day. We seek to make a difference in the world by contributing to the development of the communities in which we live and work. We are committed to giving back, and our people participate in projects that make a difference. We recognise the importance of fostering sustainable communities, minimising our impact on the environment and taking responsibility for our environmental footprint.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Gadens' people programs align with our strategic intent of being an employer of choice. Priority areas are:

- Flexibility:** We recognise that our people need to achieve an effective balance between work and other commitments, and that a flexible workplace is essential to attracting and retaining high performing people. We have a number of policies and initiatives in support of this aim.
- Inclusion and diversity:** We engage with staff to create an environment that promotes individuality and diversity. Our Indigenous Intern Program has been operating for over 15 years, and we are part of the CareerTrackers program.
- Health and wellbeing:** Our wellbeing initiatives support a healthy and balanced lifestyle, providing opportunities for staff to mentally and physically unwind through a range of activities.
- Learning and development:** Our L&D Framework has been designed to deliver focused, career-long L&D to improve skills at all levels and support career progression. This covers technical and business skills training, and support for education assistance.
- Corporate social responsibility:** We maintain a culture of sustainability and sound corporate responsibility. We assist the communities in which we live and work, enhance access to the legal system and embrace social responsibility.

GENDER EQUALITY

POLICY

37% FEMALE PARTNERS **60% FEMALE LEGAL STAFF** **73% FEMALE NON-LEGAL STAFF** **68% FEMALE SENIOR PROMOTIONS**

INITIATIVES:
 • International Women's Day • Pay Equity Ambassador • LCA Diversity and Inclusion Charter • Equitable briefing pledge (e.g. CommBar/LCA) • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • Equal pay controls • DCA major sponsor

INCLUSIVE WORKPLACE

D&I INITIATIVES:
 • Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • Training - Awareness and unconscious bias • Staff Surveys - D&I

LGBTQ INITIATIVES:
 • IDAHOBIT • Wear it Purple Day • Pro bono support • Training - LGBTQ awareness

FLEXIBLE WORKPLACE

26 WEEKS PAID PARENTAL LEAVE **2 WEEKS SECONDARY CARER** **80% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:
 • Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Purchased leave • Career breaks • Phased retirement • Adjusted KPIs after absences • Sabbaticals • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING

INITIATIVES:
 • R U OK? program • Psychological support/EAP • Domestic abuse strategy • Mental health office champion

PHYSICAL WELLBEING

INITIATIVES:
 • Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Gym memberships • Team events • Wellness awareness and promotion • Onsite fruit and healthy catering • Life & TPD insurance • Ergonomics program - offsite • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Sustainability and Social Impact is one of the firm's key strategic pillars. Gadens has also adopted the United Nations Sustainable Development Goals framework and pledged to reach Net Zero by 2030.

Gadens aims to be recognised as an environmentally responsible business that respects the environment and communities in which it operates. We believe our commitment to managing our operations in an environmentally sustainable manner will maximise value for the firm and all our stakeholders.

We are committed to minimising adverse environmental impacts and reducing our environmental footprint by continually reviewing operations and improving the efficiency of our natural resource consumption.

Our initiatives are focused around:

- Achieving net zero emissions.
- Reducing our power consumption and minimising energy use.
- Reducing paper usage or only using carbon neutral, acid-free paper from farmed trees.
- Moving towards a more electronic way of working across the firm.
- Making environmentally sustainable procurement decisions and ensuring our key, discretionary suppliers are adopting sustainable business practices wherever possible.
- Improving our waste management and recycling practices, including recycling coffee cups and providing reusable kitchen items to staff.

CLIMATE ACTION

INITIATIVES:
 • Telecommuting • Green Star rated buildings 4-6 star • National Greenhouse and Energy Reporting (NGERs) compliant reporting • Teleconferencing facilities and training • Policy on flight offsets • Earth Hour • Ride to Work Day • End of trip facilities • Climate Active Program • NABERS Energy Rating • Climate Active - Carbon Neutral • Efficient building and lighting automation • Renewable Electricity • Energy audits in previous two years

GROSS EMISSIONS
 660t - 1.1t per employee

BUILDINGS 87% 0% 1.1% 583t 88%

TRAVEL 0.01% 11.2% 0.51% 77t 11.7%

CARBON OFFSETS & RENEWABLES 24% 100%

NET EMISSIONS
 0t - 0t per employee

ENVIRONMENTAL MANAGEMENT

INITIATIVES:
 • CitySwitch Green Office

RECYCLING OFFICES

% office availability

PAPER USAGE

INITIATIVES:
 • Paperlite office program • Green accredited paper purchase specification • Follow me printing • Recycled paper purchase specification

PAPER CERTIFICATION:
 • Forestry Stewardship Council (FSC) certified • NCOS Certified Carbon Neutral • Other Certifications

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

As a law firm, Gadens has a privileged and professional standing that confers a responsibility to contribute to the betterment of our community. This includes our professional and ethical responsibility to enhance access to the legal system, assisting disadvantaged and marginalised people and embracing the concept of corporate social responsibility.

Gadens is a signatory to the Australian Pro Bono Centre's National Pro Bono Target, which encourages lawyers to subscribe to a voluntary target of 35 hours of pro bono work per annum. We are committed to meeting or exceeding this target across the firm.

The five key priority areas that form the basis of our pro bono program are:

- Homelessness
- Indigenous Australians
- Refugees and asylum seekers
- Women and children in need
- Mental health

Current projects include:

- CareerTrackers Indigenous Internship Program
- Partnerships with various community legal centres including MVLs, MHLc and ASRC.



INDIGENOUS RECONCILIATION

INITIATIVES:
 • Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • Affirmative ATSI procurement • Pro bono support • Collaboration for reconciliation • Funding and donations • Indigenous Business Month • CareerTrackers participation

NON LEGAL VOLUNTEERING

INITIATIVES:
 • NFP Boards • Organised staff volunteering • Paid volunteer time • Blood donations • Skilled volunteering program • Community volunteering • Arts support • CPD for community sector lawyers

CHARITABLE GIVING

INITIATIVES:
 • Firm donation program • Charitable foundation • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals

LEGAL PRO BONO

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Gadens has an Operational Risk Management and Compliance Framework that is underpinned by our values and prescribes our approach to corporate governance, risk management and compliance with legal and regulatory requirements. The framework incorporates extensive business continuity and disaster recovery protocols.

Our interaction with clients, contractors and suppliers is guided by this framework. For each decision that is made, we undertake an analysis of the likelihood and impact that a particular risk or group of risks may have on the firm's operations, and ensure that mitigating controls and / or actions are put in place to minimise the likelihood of occurrence or impact. In support of our actions, we have policies and procedures in place that govern the firm and ensure our compliance with all relevant laws.

Our Operational Risk Management and Compliance Framework covers the following areas:

- Governance and Ethics,
- Workplace Health and Safety (WHS),
- Quality,
- Sustainability,
- Procurement, and
- Business Continuity.

Our Boards and Executive Management Teams operate within the above governance framework and are accountable for their respective areas of responsibility. Equity and other partner meetings are held as required.

CODE OF CONDUCT /RISK MANAGEMENT

INITIATIVES:
 • Code of Conduct Training • Complaints & Grievance Mechanism • Risk Management Plan • BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:
 • Human rights • Environmental impacts • Fair labour practices • Community development • Indigenous inclusion • Gender equality • Modern Slavery • Diversity and Inclusion • Fraud bribery & corruption

SUSTAINABILITY REPORTING

REPORTING COVERS:
 • Standalone environmental sustainability report



2022 AusLSA SUSTAINABILITY PROFILE

Listen. Engage. Solve.



Gilchrist Connell
Headcount: 198 (FTE)
Floor Area: 2,784m²
Number of Offices: 5

Gilchrist Connell is a leading Australian insurance sector law firm. We operate across Australia from our five offices and regularly assist clients with claims in New Zealand, Asia, Europe, US and the London market, as well as global insurers participating in multi-national insurance programs. We advise our insurer clients on complex coverage issues and we act in the defence of claims against insureds across all classes of general insurance. We also provide employment, WHS, restructuring and insolvency, corporate and commercial advice, and front-end solutions to businesses, including the insurance sector, at all stages of their life cycle.

Gilchrist Connell views ethical and socially responsible behaviour as a moral obligation, good business practice, and are committed to continuous reduction in our carbon footprint. Core to our approach are our everyday operating practices, such as:

- fair and equitable employment
- sound day-to-day financial management
- responsible and fair treatment of all employees, suppliers, clients, financiers, and stakeholders
- prudent governance, compliant with all legal and regulatory obligations
- consistent contribution to industry and professional bodies
- generous contribution of pro bono services to the community
- career development opportunities and solid support for talented young professionals
- enlightened management practice.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

At Gilchrist Connell we embrace diversity, difference and initiative as critical enablers to our strategic, business and cultural ambitions. We are dedicated to nurturing highly rewarding careers while valuing genuine work-life balance and an authentic, inclusive culture. Consistently recognised by Australasian Lawyer as an Employer of Choice, we invest in our people's growth and success in terms of both technical legal skills and personal development. Our Inclusion Program provides regular and mandatory inclusion training in unconscious bias and debiasing techniques, as well as respect in the workplace training, to reinforce an inclusive and safe workplace. We incorporate a gender parity review into our salary review process and have developed an improved and industry leading parental leave program designed to minimise the gender pay gap.

In 2022 we established a D&I Committee, became a member of the Diversity Council Australia, and engaged with our people in our first diversity survey. We will now progress bespoke initiatives in the First Nations, LGBTQI+, gender and disability space.

We have refined our reporting capability with a goal of becoming a WGEA Employer of Choice for Gender Equality and to meet Law Council of Australia's National Equitable Briefing policy requirements in the next year.

GENDER EQUALITY POLICY

40% FEMALE PARTNERS
58% FEMALE LEGAL STAFF
96% FEMALE NON-LEGAL STAFF
69% FEMALE SENIOR PROMOTIONS

INITIATIVES:

- International Women's Day
- Equitable briefing pledge (e.g. CommBar/LCA)
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias
- Gender sensitive promotion and recruitment
- Internal D&I networks or committees
- Equal pay controls

INCLUSIVE WORKPLACE POLICY

D&I INITIATIVES:

- Recruitment and promotion for D&I
- Internal D&I networks or committees
- Membership - DCA
- External D&I programs and/or forums hosting
- Training - Awareness and unconscious bias
- Staff Surveys - D&I

LGBTQ INITIATIVES:

- Training - LGBTQ awareness
- Wear it Purple Day
- Training - LGBTQ awareness
- Gender pronouns promotion

FLEXIBLE WORKPLACE POLICY

14 WEEKS PAID PARENTAL LEAVE
2 WEEKS RETURN TO WORK AFTER PARENTAL LEAVE
89%

INITIATIVES:

- Flexible work hours
- Part time options
- Job sharing
- Remote working tools and systems
- Support for flexible working
- Time in lieu
- Unpaid leave
- Carer's leave
- Study leave
- Volunteering leave
- Purchased leave
- Career breaks
- Domestic abuse leave
- Family leave

PSYCHOLOGICAL WELLBEING POLICY

INITIATIVES:

- R U OK? program
- Psychological support/EAP
- Salary continuance
- Domestic abuse strategy

PHYSICAL WELLBEING POLICY

INITIATIVES:

- Flu vaccinations
- Internal exercise sessions
- Team events
- Onsite fruit and healthy catering
- Life & TPD insurance
- Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

We have been committed to searching for some time for further ways and means to meaningfully improve our environmental footprint and are excited to partner with AusLSA in the ongoing development of our sustainability program.

We are committed to managing and reducing our impact on the environment when conducting business at Gilchrist Connell.

We have incorporated a number of environmentally responsible practices across our offices including appropriately recycling of all paper, cardboard, aluminium, steel, plastic and glass materials as well as toner and waste cartridges from our printers, use of recycled paper, defaulting to a paper-less document management system, investing in energy efficient technologies and monitoring and reducing water usage, wherever possible.

We are working to retain the environmental improvements gained during COVID by remodelling our thinking as to what is necessary travel and the sustainability benefits of a flexible workforce.

CLIMATE ACTION POLICY

INITIATIVES:

- Teleconferencing facilities and training
- End of trip facilities
- Efficient building and lighting automation
- Forced computer shutdown

GROSS EMISSIONS
 171t - 0.86t per employee

BUILDINGS

- 73% 0.04t/m²
- 0%
- 0.27%
- 125t 74%

TRAVEL

- 0.08%
- 25% 0.21t/employee
- 1.6%
- 45t 26%

NET EMISSIONS
 171t - 0.86t per employee

ENVIRONMENTAL MANAGEMENT POLICY

INITIATIVES:

RECYCLING OFFICES

40% 20% 40%

% office availability

PAPER USAGE

2,833 60%

INITIATIVES:

- Paperlite office program
- Follow me printing

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified
- PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Gilchrist Connell's community involvement includes meaningful support for and participation in local, national and international community groups and charities. We welcomed a Pro Bono Principal in 2022 to lead the strategic direction of our pro bono practice, aiming to address access to justice issues for communities facing disadvantage and marginalisation.

We are signatories to the National Pro Bono Target and are active members of the South Australian JusticeNet program. We are working in collaboration with legal Outreach Clinics in numerous capital cities. Our policies and approaches are based in ethics. Our Pro Bono Principal is also leading our work in First Nations with support from one of our First Nations employees.

We convert awareness days into weeklong events to engage our people in activities and conversation for: International Women's Day (gender), Wear It Purple (LGBTQI+), RUOK Day (mental health) and White Ribbon Day (domestic violence). We also welcomed a tremendous participation rate from our staff in Walk for Justice events across the country.

INDIGENOUS RECONCILIATION POLICY

INITIATIVES:

- Cultural awareness training
- National Reconciliation Week
- Pro bono support
- Funding and donations

NON LEGAL VOLUNTEERING PROGRAM

INITIATIVES:

- NFP Boards
- Organised staff volunteering
- Paid volunteer time
- Blood donations
- Community volunteering
- CPD for community sector lawyers

CHARITABLE GIVING

INITIATIVES:

- Firm donation program
- Internal appeals and collections
- External charity events and appeals

LEGAL PRO BONO STRATEGY

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Gilchrist Connell strictly complies with all relevant legislation, rules and corporate governance guidelines, and ensures ethical corporate behaviour in accordance with our code of conduct across all aspects of our business. Our code of business ethics means we will conduct every aspect of our business with honesty, integrity and openness, respecting human rights and the interests of our employees, clients and third parties.

We are currently working towards ISO 27001 accreditation to ensure the security of our information systems, have introduced a Risk Management framework in line with ISO 37001, and have formed a Modern Slavery Risk Committee to oversee our processes for the identification and management of Modern Slavery risks in our supply chain. As part of our continuous improvement model we have reviewed a number of our core firm policies and invested in people and systems to analyse and report on performance data.

CODE OF CONDUCT /RISK MANAGEMENT POLICY

INITIATIVES:

- CODE OF CONDUCT TRAINING
- COMPLAINTS & GRIEVANCE MECHANISM
- RISK MANAGEMENT PLAN
- BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT POLICY

SUPPLIER STANDARDS COVER:

- Human rights
- Fair labour practices
- Modern Slavery

2022 AusLSA SUSTAINABILITY PROFILE



Hall & Wilcox
Headcount: 759 (FTE)
Floor Area: 10,002m²
Number of Offices: 8

Hall & Wilcox is a leading independent Australian law firm. We are a firm of around 900+ people delivering outstanding legal services to corporate, public sector and private clients, both Australian-based and those offshore doing business in Australia. Our purpose is to enable our clients, our people and our communities to thrive. Our success depends upon the success of our clients, our people, and the communities in which we live.

We're renowned for our Smarter Law approach. Smarter Law means we look beyond the status quo to think differently and find solutions that are better, faster and cheaper. Smarter Law includes enabling technology, challenging business models, innovative pricing and creative resourcing. We work with clients across sectors who lead, challenge and reshape their own industries. We build strong and enduring client relationships.

Our collegial culture, shaped by our Hallmarks, guides the way everyone at Hall & Wilcox works every day.

Our commitment to contributing to our communities is embedded in our firm culture. We deliver this through a range of areas, including our substantial pro bono work, community initiatives and partnerships, sustainable environmental and supply chain practices and our Emerging Artists Program.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Hall & Wilcox is committed to creating a workplace that is welcoming, inclusive and supportive. Ongoing development of our people is a key priority. We are committed to building and supporting a learning culture which features structured learning and development programs aligned to the firm's strategy, creating a high performance learning culture. This includes supporting our people to work in a hybrid working environment to flexibly manage their professional, personal and family life, health and wellbeing. We advocate a holistic approach to wellbeing to support our people both in and outside the workplace. Our pro bono practice and our engagement with not-for-profit community groups, individuals and charities helps to support this approach. We run a coordinated pro bono practice that acknowledges the time spent by our people on pro bono matters. Recognising that there is a compelling unmet need for these legal services in our community, we encourage and give full credit for pro bono work to everyone at the firm.

GENDER EQUALITY

POLICY PUBLISHED

33% FEMALE PARTNERS
65% FEMALE LEGAL STAFF
82% FEMALE NON-LEGAL STAFF
76% FEMALE SENIOR PROMOTIONS

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality • Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • LNSW Charter - Advancement of Women • DCA major sponsor • Showcasing gender diversity experiences

INCLUSIVE WORKPLACE

POLICY PUBLISHED **POLICY PUBLISHED**

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I • Managing Partners Diversity Forum

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • Internal LGBTQ networks or committees • Pro bono support • External LGBTQ programs hosting • Gender pronouns promotion • Trans Awareness Week • Pride March • Mardi Gras • Midsumma • InterFirm events

FLEXIBLE WORKPLACE

POLICY PUBLISHED

26 WEEKS PAID PARENTAL LEAVE
8 WEEKS SECONDARY CAREER
91% RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Religious and ceremonial leave • Purchased leave • Career breaks • Phased retirement • Adjusted KPIs after absences • Sabbaticals • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Minds Count -TJMF Guidelines • Beyond Blue program • R U OK? program • Black Dog Institute program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Resilience at Law • Training - Mental health awareness and management • Salary continuance • External mental health programs hosting • Domestic abuse strategy • Mental health office champion

PHYSICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Gym memberships • Team events • Massages • Wellness awareness and promotion • Subsidised health insurance • Onsite fruit and healthy catering • Ergonomics program - offsite • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

We recognise the real and pressing environmental challenges that we all face, as well as our responsibility to reduce the impact of our business on the environment.

Our goal is to significantly reduce the production of greenhouse gases, the depletion of natural resources and the generation of non-recyclable waste from our business activities. We do this by making environmentally conscious decisions about the operation of our business - an approach that's monitored by our Environment and Sustainability Committee, our Managing Partner and our Board.

To achieve this goal, our Board has endorsed two new environmental performance targets, to achieve a Climate Active carbon neutral certification no later than 2025 and to complete certification of our Net Zero target and strategy against the Science Based Targets initiative corporate standard no later than 2025.



CLIMATE ACTION

POLICY PUBLISHED

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Earth Hour • Ride to Work Day • End of trip facilities • Efficient building and lighting automation • Renewable Electricity • Voluntary Carbon Offsets • Energy audits in previous two years

GROSS EMISSIONS
542t - 0.71t per employee

BUILDINGS
 44% 0% 2.2%
 0.02t/mt 0.02t/employee 0.02t/employee
 248t 46%

TRAVEL
 0.31% 52% 2.2%
 0.07t/employee 0.02t/employee 0.02t/employee
 294t 54%

CARBON OFFSETS & RENEWABLES
 51% 100%

NET EMISSIONS
0t - 0t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED

INITIATIVES:

- World Environment Day • Office green teams

RECYCLING OFFICES

100% 100% 63% 100%
 % office availability

PAPER USAGE

12,533 kg/employee 71% recycled content

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification • Follow me printing • Recycled paper purchase specification

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • NCOS Certified Carbon Neutral • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Our vision for our pro bono & community work is to enable our communities to thrive by working towards Reconciliation, and equality of opportunity, providing access to justice and protecting human rights. This directed by the firm's purpose, in particular, to enable our communities to thrive. We do this through using our skills as lawyers to provide access to justice via pro bono work, giving our people access to worthwhile volunteering experiences such as our longstanding relationship with the Australian Business and Community Network (ABCN), supporting charity partners financially through workplace giving; and contributing to reconciliation through our RAP and support of the Uluru Statement from the Heart. In FY22 we completed the most pro bono hours ever and achieved more than 40 hours per lawyers of pro bono work.

INDIGENOUS RECONCILIATION

POLICY PUBLISHED

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Affirmative ATSI procurement • Pro bono support • Funding and donations • Supply Nation Membership • CareerTrackers participation

NON LEGAL VOLUNTEERING

PROGRAM VOLUNTEERING

INITIATIVES:

- NFP Boards • Organised staff volunteering • Blood donations • Student tutoring and mentoring • Community volunteering • CPD for community sector lawyers

CHARITABLE GIVING

PROGRAM CORP. GIVING

5% PARTICIPATION IN CORPORATE GIVING

INITIATIVES:

- Firm donation program • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals • Host external charity events

LEGAL PRO BONO

STRATEGY MET

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[www](#) Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

The Hall & Wilcox Board of Partners (Board) is responsible for firm strategy, firm governance, firm clients, firm performance and risk management. The Board discharges its responsibility for risk management via the firm's Legal Excellence & Risk Committee as regards client/legal risks, and via the COO, the Managing Partner and the firm's Corporate Services managers as regards all other categories of risk. Responsibility for individual risks is allocated in accordance with the firm's Risk Register, which is maintained by the COO and the General Counsel. The Risk Register allocates responsibility for business continuity risk to the COO, as regards physical risks to building and equipment, and to the IT Manager, as regards technology risk. The firm's Executive Leadership Team (ELT) is responsible for collaborating in leading the firm and its practices. The ELT is responsible for managing firm operations. Responsibility for managing individual firm policies that govern the conduct of firm personnel is allocated primarily to the relevant Corporate Services manager. Each policy will be overseen by either the Board or the ELT, in conjunction with the relevant firm committee (if applicable), depending on the subject matter of the policy.

CODE OF CONDUCT /RISK MANAGEMENT

COMPLAINTS & GRIEVANCE MECHANISM **RISK MANAGEMENT PLAN** **BCP OR ERP**

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY PUBLISHED

BOTH CURRENT AND NEW SUPPLIERS **MODERN SLAVERY PROGRAM** **FEDERAL LEGISLATION PARTICIPATION**

SUPPLIER STANDARDS COVER:

- Human rights • Environmental impacts • Fair labour practices • Fair consumer and competition practices • Community development • Indigenous inclusion • Gender equality • Modern Slavery • Diversity and Inclusion • Fraud bribery & corruption • UN Global compact and SDGs

SUSTAINABILITY REPORTING

REPORT AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

REPORTING COVERS:

- Standalone environmental sustainability report • Website - ESG targets and performance information • Website - Environmental sustainability targets and performance information • Website - ESG commitments information • Website - Environmental sustainability commitments information • UN Global compact and SDGs

2022 AusLSA SUSTAINABILITY PROFILE



Holding Redlich
Headcount: 514 (FTE)
Floor Area: 14,948m²
Number of Offices: 10

Holding Redlich's reputation for delivering excellent results for our clients has developed over 60 years. We are a large commercial firm, having consistently grown and now recognised as one of Australia's top 20 law firms. We support our commitment to providing innovative commercial legal advice with the resources and expertise of more than 500 staff, including 200 lawyers and over 70 partners - across our offices in Melbourne, Canberra, Sydney, Brisbane and Cairns. Notwithstanding the growth of Holding Redlich, we have always played to our strengths and consider ourselves as a boutique specialist firm, with a particular focus in key areas of practice, each sector harnessing their own specialist team of trusted legal advisors and senior lawyers. With extensive experience in our key practice areas and legal project management, our clients can be confident that we know what works (and what doesn't) and have the systems in place to move quickly, reduce risk and provide value for money. We act for some of Australia's largest companies, further to all tiers of government, statutory authorities, high profile clients and corporations - providing our clients with trusted commercial legal advice and strategic solutions founded on our industry experience.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

At Holding Redlich we are committed to creating a diverse and inclusive workplace in which all of our people can thrive. We understand that diversity and inclusion is critical to enabling an environment in which our people feel fully supported in all aspects of their work life, which enhances the likelihood of talent retention, and ultimately the provision of high quality services to our clients. The People and Development team is responsible for the creation and implementation of the diversity and inclusion initiatives that support Holding Redlich. However, we recognise the importance of our leadership roles in the delivery of these and in ensuring a diverse and inclusive culture in practice, thereby ensuring our people are set up to succeed. The firm has several initiatives in place in terms of well-being, performance, gender equality, diversity and inclusion, and we're always considering how we can further support our people in this regard.



GENDER EQUALITY

POLICY PUBLISHED

32% FEMALE GENDER EQUITY TARGET
71% FEMALE PARTNERS
80% FEMALE LEGAL STAFF
75% FEMALE NON-LEGAL STAFF
75% FEMALE SENIOR PROMOTIONS

INITIATIVES:
 • International Women's Day • Employer of Choice for Gender Equality • Male Champion of Change • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment
 • Internal D&I networks or committees • LSNSW Charter - Advancement of Women
 • Equal pay controls • Women on Boards

INCLUSIVE WORKPLACE

POLICY PUBLISHED

D&I INITIATIVES:
 • Recruitment and promotion for D&I • Internal D&I networks or committees
 • Training - Awareness and unconscious bias • Staff Surveys - D&I

LGBTQ INITIATIVES:
 • IDAHOBIT • Wear it Purple Day • Internal LGBTQ networks or committees • Pride March • Mardi Gras • InterFirm events

FLEXIBLE WORKPLACE

POLICY PUBLISHED

18 WEEKS PAID PARENTAL LEAVE
4 WEEKS PRIMARY CARER
97% SECONDARY CARER
RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:
 • Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave
 • Study leave • Religious and ceremonial leave • Purchased leave • Career breaks
 • Phased retirement • Adjusted KPIs after absences • Sabbaticals • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING

INITIATIVES:
 • R U OK? program • Psychological support/EAP • Domestic abuse strategy

PHYSICAL WELLBEING

INITIATIVES:
 • Ergonomics program • Flu vaccinations • Internal exercise sessions • Team events
 • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Holding Redlich aims to promote best practice sustainability commitments and performances to further reduce our impact on the environment by implementing programs and policies to improve our sustainability impact. Our organisation-wide approach is led by our Sustainability Committee, whose purpose is to support and encourage all Partners and staff to improve their environmental awareness and actions at work, while helping the firm pursue its goal of carbon neutrality.

CLIMATE ACTION

INITIATIVES:
 • Green Star rated buildings 4-6 star • Energy efficient refits undertaken
 • Teleconferencing facilities and training • Earth Hour • End of trip facilities • Efficient building and lighting automation

GROSS EMISSIONS
 1,021t - 2t per employee

BUILDINGS
 78% 0.05t/emp
 0% 0t/emp
 0.25% 794t
 78%

TRAVEL
 0.14% 0.02t/employee
 21% 0.42t/employee
 0.73% 0.01t/employee
 226t
 22%

NET EMISSIONS
 1,021t - 2t per employee

ENVIRONMENTAL MANAGEMENT

POLICY IN DEV'T

RECYCLING OFFICES

100% 100% 100%
 % office availability

PAPER USAGE

INITIATIVES:
 • Paperlite office program • Green accredited paper purchase specification
 • Follow me printing • Recycled paper purchase specification

PAPER CERTIFICATION:
 • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Holding Redlich's legal practice is underpinned by a strong commitment to human rights and social justice. The three main components of the firm's community work are its pro bono program, workplace giving program and Reconciliation Action Plan. The firm's pro bono program is an integral part of its work and culture in fulfilling its commitment to human rights and social justice. The work performed through our pro bono program covers a number of areas of law and groups of people, including refugees and asylum seekers, First Nations peoples, women and youth at risk, elder abuse, the arts, the environment, and charities and not-for-profits. The Holding Redlich Social Justice Fund (workplace giving program) receives individual contributions from partners and staff, with all individual contributions being matched by the firm. The Fund makes biannual donations to our charity partners, and currently focuses on supporting vulnerable young people, women experiencing family violence and First Nations peoples. Holding Redlich recognises that we have a responsibility to take genuine action to engage in and promote reconciliation. The firm's RAP provides a framework for supporting the national reconciliation movement. We are committed to respecting cultures, building relationships and creating opportunities for First Nations peoples.



INDIGENOUS RECONCILIATION

POLICY PUBLISHED

INITIATIVES:
 • Reconciliation Action Plan • Cultural awareness training • NAIDOC Week
 • National Reconciliation Week • Scholarships and student mentoring • Pro bono support • Collaboration for reconciliation • Funding and donations

NON LEGAL VOLUNTEERING

PROGRAM VOLUNTEERING

INITIATIVES:
 • NFP Boards • Organised staff volunteering • Blood donations • Community volunteering

CHARITABLE GIVING

PROGRAM CORP. GIVING

27% PARTICIPATION IN CORPORATE GIVING

INITIATIVES:
 • Firm donation program • Charitable foundation • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals

LEGAL PRO BONO

STRATEGY PUBLISHED

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Our legal practice is governed by laws, regulations and the common law. Our Client Commitment Charter outlines our commitment to provide high quality client service in all interactions with our clients without discrimination. Our Quality Assurance Framework ensures we provide the highest quality and updated advice in order to meet risk management requirements. Our Risk Management Committee is responsible for managing the firm's risk profile, including the identification, assessment and prioritisation of the firm's strategic, legal and operational risks and key risk indicators. Our Sustainability Committee manages the sustainability of our services, including environmental sustainability and monitoring our supply chain for risks related to modern slavery. Since FY2019-2020 Holding Redlich has consolidated revenue of +\$100M, requiring us to report on risks of modern slavery within our operations and supply chains, and actions to address them. We require all major suppliers to agree to our Supplier Code of Conduct. Our policies ensure our staff have safe and flexible working environments, with our Diversity and Inclusion Committee encouraging a workplace where all our people feel included. We have been awarded by the Australian Government's Workplace Gender Equality Agency (WGEA) as an Employer of Choice for Gender Equality for the 14th consecutive year.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY PUBLISHED

CODE OF CONDUCT TRAINING
 COMPLAINTS & GRIEVANCE MECHANISM
 RISK MANAGEMENT PLAN
 BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY PUBLISHED

BOTH CURRENT AND NEW SUPPLIERS
 MODERN SLAVERY PROGRAM
 FEDERAL LEGISLATION PARTICIPATION

SUPPLIER STANDARDS COVER:
 • Human rights • Environmental impacts • Fair labour practices • Fair consumer and competition practices • Community development
 • Indigenous inclusion • Gender equality • Modern Slavery • Diversity and Inclusion • Fraud bribery & corruption

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

2022 AusLSA SUSTAINABILITY PROFILE



Hunt & Hunt
Headcount: 175 (FTE)
Floor Area: 4,557m²
Number of Offices: 5

Established in 1929, Hunt & Hunt is a vibrant national law firm that delivers tailored legal advice to clients throughout Australia. Our broad client base includes not-for-profit organisations, large and small businesses, government (federal, state and local), major insurance firms and private clients. Today, our firm has a strong national footprint with 35 partners and approximately 250 professionals who strive to deliver the highest quality legal services. We are a founding, and the only Australian member of Interlaw, an international network of quality monitored, corporate, commercial and independent law firms spanning more than 150 cities globally. This enables us to provide our clients with direct access to specialty expertise in local jurisdictions and assistance navigating the legal, cultural and language individualities which occur when working across countries.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Our people epitomise our culture at Hunt & Hunt. Our values of trust, teamwork, excellence, innovation and passion are the bedrock of everything we do. These values are a solid base on which we can continue to nurture and grow a culture that is inclusive, friendly, fun, collaborative, open and positive. We respect the values of our employees, providing conditions of work above industry standard and equal opportunities for all. Our employees thrive through training, developing their intellectual capacity for their greater benefit and quality of life. We are not your usual law firm - a high percentage of our staff have flexible working arrangements at all levels of the firm. We focus on our employees' health and wellbeing, in particular their mental health. We have a series of programs around our health and wellbeing program to assist our employees with this and we promote and encourage our staff to maintain a healthy work life balance. We recognise and value the differences that make each of us unique. Through encouraging and promoting diverse ways of thinking, and by embracing a culture of inclusion, we will attract and retain the best people and enable them to perform to their full potential.

GENDER EQUALITY

POLICY PUBLISHED

31% FEMALE PARTNERS | **48% FEMALE LEGAL STAFF** | **81% FEMALE NON-LEGAL STAFF** | **66% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day
- LCA Diversity and Inclusion Charter
- Equitable briefing pledge (e.g. CommBar/LCA)
- Gender sensitive promotion and recruitment
- LSNSW Charter - Advancement of Women
- Showcasing gender diversity experiences

INCLUSIVE WORKPLACE

POLICY PUBLISHED | **POLICY PUBLISHED**

INITIATIVES:

- Recruitment and promotion for D&I
- LCA Diversity and Inclusion Charter
- Training - Awareness and unconscious bias
- Staff Surveys - D&I
- Training - LGBTI awareness
- IDAHOBIT
- Wear it Purple Day
- Internal LGBTI networks or committees
- Pro bono support
- Training - LGBTI awareness
- Gender pronouns promotion
- Gender affirmation policy

FLEXIBLE WORKPLACE

POLICY PUBLISHED

18 WEEKS PAID PARENTAL LEAVE | **2 WEEKS SECONDARY CARER** | **95% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours
- Part time options
- Job sharing
- Remote working tools and systems
- Support for flexible working
- Time in lieu
- Unpaid leave
- Carer's leave
- Study leave
- Purchased leave
- Domestic abuse leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED | **STAFF SURVEYS**

INITIATIVES:

- Beyond Blue program
- R U OK? program
- Psychological support / EAP
- Mental Health Awareness Week
- Resilience at Law
- Training - Mental health awareness and management
- Domestic abuse strategy

PHYSICAL WELLBEING

POLICY PUBLISHED | **STAFF SURVEYS**

INITIATIVES:

- Ergonomics program
- Proactive health checks
- Flu vaccinations
- Internal exercise sessions
- Team events
- Wellness awareness and promotion
- Onsite fruit and healthy catering

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

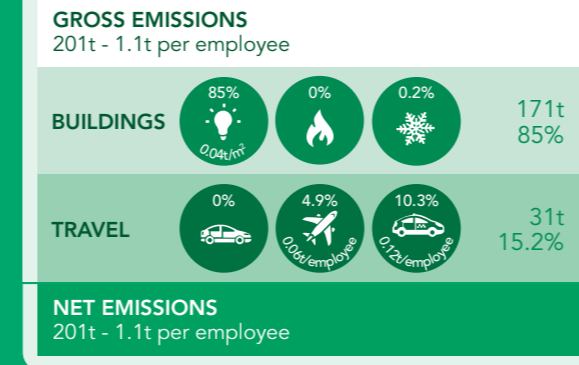
At Hunt & Hunt, following sustainable practices means more than token gestures. We have many practices in place to reduce our impact on the environment, and through our local environment committees we continually strive to deepen this commitment. In fact, we regard sustainability as a key element of Hunt & Hunt's responsibility as a business leader. We are committed to integrating sustainable business practises in our work culture and empowering our people to take personal ownership of the firm's and their individual environmental impact. We understand the threat that climate change poses to the international landscape, both economically and environmentally. As an organisation, we look to opportunities to reduce and offset the energy demands of our practice and encourage our staff to engage in activities which also aid this, such as promoting the use public transport through fee subsidies. We also encourage the development of adaptation strategies to reduce the effects of global warming on our environment, and ensure our business activities are proactively responding to this risk.

CLIMATE ACTION

POLICY IN DEV'T

INITIATIVES:

- Telecommuting
- Energy efficient refits undertaken
- Specify energy efficient appliances
- Teleconferencing facilities and training
- Earth Hour
- Efficient building and lighting automation



ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED

INITIATIVES:

- World Environment Day



PAPER USAGE

INITIATIVES:

- Paperlite office program
- Follow me printing

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified

10,042 Staff compliance | 50% recycled content

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Pro bono work is a vital part of our firm's culture. Hunt & Hunt encourages and supports its people to use their skills to help those who have limited resources, or who can't access legal assistance when they need it. Hunt & Hunt provides pro bono services to a number of charities. Our recent pro bono work includes acting for disability discrimination complainants, participating in ethics review committees for health organisations, and sitting on boards for not-for-profit organisations. We are also signatories to the National Pro Bono Target, an initiative of the Australian Pro Bono Centre. We aim to select partners, suppliers and consultants who generate positive outcomes for, and build stronger communities. This includes a commitment to engaging with enterprises that are indigenous or women owned.

INDIGENOUS RECONCILIATION

POLICY IN DEV'T

INITIATIVES:

- Cultural awareness training
- National Reconciliation Week
- Internships and employment
- Scholarships and student mentoring
- Pro bono support
- Volunteering and secondments
- Funding and donations
- CareerTrackers participation

NON LEGAL VOLUNTEERING

PROGRAM VOLUNTEERING | **NON-PROFIT BOARD SUPPORT**

INITIATIVES:

- NFP Boards
- Paid volunteer time
- Blood donations
- Secondments to NFPs
- Community volunteering
- Arts support
- CPD for community sector lawyers

CHARITABLE GIVING

PROGRAM CORP. GIVING

INITIATIVES:

- Firm donation program
- Charitable foundation
- Workplace giving
- Matched funding for employee donations
- Internal appeals and collections
- External charity events and appeals
- Host external charity events

LEGAL PRO BONO

STRATEGY PUBLISHED | **PRO BONO CENTRE TARGET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

All of our work is quality driven. Our internal quality assurance policies and procedures deliver the highest possible legal product and continuous improvement via our three-pronged approach to ensuring high service levels and performance standards.

- Quality people - to ensure we recruit, motivate, train, develop and retain high performing lawyers and support staff.
- Quality service - to ensure our service standards, matter management processes and approach to client relationship management is at the industry forefront.
- Quality outcomes - to ensure our advice, documentation and representation is first-class.

Our centralised matter management process ensures consistency. This eliminates errors and creates a clear work flow for each matter, contributing to the high quality of our work. Processes in place ensure our advice is always of the highest quality with a strong mentorship program in place, with respective partners reviewing work prior to its distribution to clients. We believe in regularly conducting feedback sessions with our clients, to improve efficiencies and service delivery, as well as regular formal reporting on matters, including progress and costs to date.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING | COMPLAINTS & GRIEVANCE MECHANISM | RISK MANAGEMENT PLAN | BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

MODERN SLAVERY PROGRAM

2022 AusLSA SUSTAINABILITY PROFILE



JACKSON McDONALD
MULTI-SECTOR LAW

Jackson McDonald
Headcount: 99 (FTE)
Floor Area: 3,401m²
Number of Offices: 1

Jackson McDonald is one of Western Australia's largest independent law firm employing over 140 people including 28 partners. By offering a full range of commercial legal services for 100 years, we have played an integral role in shaping the State. We believe our depth of knowledge combined with breadth of service sets us apart in the WA legal market. We provide our clients with clear, concise legal advice that is tailored to all of their commercial and operational needs by delivering strong partner engagement and utilising our unmatched connections within Western Australia. Our local presence enables us to service our clients on demand. We are ideally placed to advise companies, whether established or looking to grow their operations in our resource-rich State.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

A key priority for the firm is to recruit, develop and retain the highest quality employees who share and demonstrate our values, and to provide an environment that enables every employee to optimise their contribution to the firm and the legal community. In line with this, the firm is committed to providing a work environment where all employees can expect to pursue their work in a safe and respectful environment, free from discrimination, harassment, and bullying. As such, we require all employees to display the highest standards of workplace behaviour including maintaining proper and professional working relationships at all times. Equal opportunity refers to the principle that all employees shall be treated on their merits without regard to factors unrelated to their capacity to perform the duties of their position and will not be discriminated against based on factors such as gender, race or religion etc.

GENDER EQUALITY

39% FEMALE PARTNERS
63% FEMALE LEGAL STAFF
75% FEMALE NON-LEGAL STAFF
0% FEMALE SENIOR PROMOTIONS

INITIATIVES:
• International Women's Day • Male Champion of Change • Training - Gender awareness unconscious bias • Internal D&I networks or committees

INCLUSIVE WORKPLACE

D&I INITIATIVES:
• Internal D&I networks or committees • Training - Awareness and unconscious bias • Staff Surveys - D&I

LGBTQ INITIATIVES:
• Training - LGBTQ awareness • IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ networks or committees • Pro bono support • Gender pronouns promotion

FLEXIBLE WORKPLACE

14 WEEKS PAID PARENTAL LEAVE
2 WEEKS SECONDARY CARER
84% RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:
• Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Religious and ceremonial leave • Purchased leave • Phased retirement

PSYCHOLOGICAL WELLBEING

INITIATIVES:
• Beyond Blue program • R U OK? program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Salary continuance • External mental health programs hosting

PHYSICAL WELLBEING

INITIATIVES:
• Ergonomics program • Proactive health checks • Flu vaccinations • Gym memberships • Team events • Wellness awareness and promotion • Subsidised health insurance

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

With a history of over 100 years, Jackson McDonald has always taken environmental/sustainable practices very seriously. We have several policies in place such as our climate change statement, work, health and safety, diversity policy, indigenous initiatives etc. which helps us to identify risk areas.

In areas where we believe there to be risk we will do a risk assessment, do our due diligence, report on analysis and findings to the appropriate people, resolves any issues that arise through this process and amend or develop a process so eliminate the risk.

CLIMATE ACTION

INITIATIVES:
• Green Star rated buildings 4-6 star • Earth Hour • Ride to Work Day • Efficient building and lighting automation • Forced computer shutdown

GROSS EMISSIONS
196t - 2t per employee

BUILDINGS
98% 0.06t/m² 0% 0.18% 192t 98%

TRAVEL
0.06% 1.8% 0.13% 4t 2%

NET EMISSIONS
196t - 2t per employee

ENVIRONMENTAL MANAGEMENT

INITIATIVES:
• World Environment Day

RECYCLING OFFICES

100% 100% 100%
% office availability

PAPER USAGE

INITIATIVES:
PAPER CERTIFICATION:
• PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

One of Jackson McDonald's core values is its commitment to the community. This includes the legal profession, charitable groups and specific community programmes designed to address community issues and concerns - particularly here in Western Australia. The Community Committee is responsible for managing the firm's community work, which includes fund raising, volunteering activities and developing ongoing support relationships with certain community partners which reflect the firm's focus and values. It is important to the Community Committee that the firm supports disadvantaged groups within our community and embraces matters that are important to our staff. The Community Committee's focus is on the following identified areas:

- access to learning (generally in relation to the law or for disadvantaged groups)
- environmental issues and sustainability
- human health, research and welfare (which is a broad group encompassing youth issues, depression, disease and illness, indigenous issues, disabled people and homelessness)
- animal welfare
- alleviation of poverty

INDIGENOUS RECONCILIATION

INITIATIVES:
• Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • Affirmative ATSI procurement • Pro bono support • Volunteering and secondments • Funding and donations

NON LEGAL VOLUNTEERING

INITIATIVES:
• NFP Boards • Organised staff volunteering • Blood donations • Community volunteering

CHARITABLE GIVING

INITIATIVES:
• Firm donation program • Charitable foundation • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals

LEGAL PRO BONO

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Executive Members of the Firm, Partners and Senior Management undertake continued professional development around corporate governance best practices to ensure our approach is relevant. They attend accredited training around this via the Institute of Company Directors. We have multiple female board members and a female ECO and Chairperson.

CODE OF CONDUCT /RISK MANAGEMENT

INITIATIVES:
• Code of Conduct Training • Complaints & Grievance Mechanism • Risk Management Plan • BCP OR ERP



2022 AusLSA SUSTAINABILITY PROFILE

K&L GATES

K&L Gates
Headcount: 410 (FTE)
Floor Area: 13,445m²
Number of Offices: 4

K&L Gates is a fully integrated global law firm with 47 offices located in key capital cities and world commercial and financial centres across five continents. Locally, we have over 260 lawyers based in Melbourne, Sydney, Brisbane and Perth where our lawyers collectively have a deep knowledge of the Australian legal marketplace across a wide spectrum of industries. Our broad platform offers clients local market knowledge and access to both national and international capabilities with the objective of meeting our clients' local and global requirements. At K&L Gates, we are continually dedicated to providing exemplary client service and excellent technical advice, using innovation and best practice to drive value for our clients. Additionally, we strongly promote and support workplace diversity, professional excellence, opportunities for work balanced careers, community service and pro bono work. Each one of these values is integral to our firm's organisational structure and success, and they are acknowledged and reinforced through the daily actions and teamwork of everyone within the firm.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Our Employee Value Proposition

- We believe our culture is unique - reflecting our people as being down to earth, collaborative, socially responsible and with a strong work ethic.
- We recognise the individual needs and differences each person brings to the firm. Our aim is to create a supportive culture which fosters an environment where everyone can work to their full potential.
- We recognise that mental health is a major issue within the legal industry and we've adopted the following health and wellbeing initiatives to support our employees and partners:
 - enhanced Australian Parental Leave Policy which includes:
 - increasing paid parental leave for primary carers to 26 weeks and for secondary carers to 4 week
 - reducing the current 12 month eligibility period to immediate eligibility upon commencement of employment
 - a firm funded Employee Assistance Program
 - health & wellbeing initiatives such as sporting and social events, yoga/gym subsidies and fruit for all staff
 - regular training on mental health and wellbeing topics
 - Konnect breakfasts & lunches (to encourage employees to connect post COVID-19)
 - participation in initiatives:
 - R U OK? day, domestic and family violence prevention month, Movember, and International Women's Day.

GENDER EQUALITY POLICY

INITIATIVES:

- International Women's Day • Pay Equity Ambassador • LCA Diversity and Inclusion Charter • Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • LNSW Charter - Advancement of Women • Equal pay controls

INCLUSIVE WORKPLACE POLICY

D&I INITIATIVES:

- Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • Training - Awareness and unconscious bias • Staff Surveys - D&I

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • IDAHOBIT • Wear it Purple Day • Internal LGBTQ networks or committees • Pro bono support • External LGBTQ programs hosting • Training - LGBTQ awareness • Gender pronouns promotion • Stonewall top Global Employer

FLEXIBLE WORKPLACE POLICY

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Religious and ceremonial leave • Purchased leave • Career breaks • Phased retirement • Adjusted KPIs after absences • Domestic abuse leave

PSYCHOLOGICAL WELLBEING POLICY

INITIATIVES:

- R U OK? program • Psychological support/EAP • Mental health first aid training and support • Training - Mental health awareness and management • Salary continuance

PHYSICAL WELLBEING POLICY

INITIATIVES:

- Ergonomics program • Flu vaccinations • Internal exercise sessions • Gym memberships • Wellness awareness and promotion • Subsidised health insurance • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Environmental sustainability is a core value of K&L Gates. We are committed to minimising the impact of our business activities on the environment by adhering to sustainable and ethical work practices and setting and monitoring carbon footprint targets. To demonstrate this commitment, we have in place a standards based environmental management system that incorporates guidance from international standard ISO 14001 Environmental Management Systems. The Australian offices of K&L Gates environmental sustainability policy was developed in 2011. To meet the requirements of our own environmental policy, an environmental management system was implemented in 2012. As a professional services firm, our primary or core carbon footprint is attributable to energy and paper use. We work closely with all our landlords to improve our footprint, within the buildings we occupy. In addition we incorporate environmental sustainability into our procurement practices and we have tracked energy usage and paper usage across an 11 year period and reported usage, trend analysis and measurement against set targets to reduce our footprint over time. As an international firm with complex multi-jurisdictional matters and active management, the remainder and majority of our footprint is attributable to travel.

CLIMATE ACTION POLICY

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Earth Hour • Ride to Work Day • End of trip facilities • NABERSs Energy Rating • Efficient building and lighting automation

GROSS EMISSIONS	1,587t - 3.9t per employee
BUILDINGS	42% 0% 0.34% 664t 42%
TRAVEL	0% 58% 0% 922t 58%
NET EMISSIONS	1,587t - 3.9t per employee

ENVIRONMENTAL MANAGEMENT POLICY

INITIATIVES:

- Follow me printing

RECYCLING OFFICES

100% 100% 100%
% office availability

PAPER USAGE POLICY

INITIATIVES:

- Follow me printing

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • NCOS Certified Carbon Neutral • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Pro bono and community service provide an invaluable contribution to the community and particularly to those who otherwise cannot afford such services. K&L Gates believes that providing pro bono service is a vital element of every lawyer's professional responsibility. The firm also has a long tradition of its lawyers providing community service. Thus, the firm's policy is to strongly encourage its lawyers and staff to undertake a meaningful level of pro bono and community service in areas of their choice and interest. Consistent with this policy, the firm is a signatory to the Law Firm Pro Bono Challenge and has committed to make good faith efforts to provide pro bono services at a level equal to or greater than 3 percent of its annual billable hours. In 2021, our firm devoted more than 47,000 hours to pro bono cases. We also celebrate National Pro Bono Day annually and recognise those who have performed more than 50 hours of pro bono service per year.



INDIGENOUS RECONCILIATION POLICY

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Pro bono support • Collaboration for reconciliation • Funding and donations

NON LEGAL VOLUNTEERING PROGRAM

INITIATIVES:

- Organised staff volunteering • Blood donations • Community volunteering

CHARITABLE GIVING PROGRAM

INITIATIVES:

- Workplace giving • Matched funding for employee donations • Internal appeals and collections

LEGAL PRO BONO STRATEGY

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

At K&L Gates, everyone regardless of role, is responsible for good governance, and committing to the firm's environmental, social and governance (ESG), goals and objectives, which are interwoven throughout all levels of our practice. Our governance frameworks and processes are overseen by the Management Committee (which includes the Managing Partner, Australia and Practice Area Leaders (PALs) for our nine primary practice areas, and Administrative Partners from most of our offices). There is an Executive Committee which advises the Management Committee on issues relating to strategic positioning and integration. At a local level, we have an Australian Board, which meets regularly and is made up of Practice Area Leaders, Practice Group Coordinators, other heads of group (including the Deputy Chief Operating Officer, Australia and the Deputy Chief Financial Officer, Australia). The Australian Board oversees the management of the Australian operations. At the core of our operations are overlapping systems and processes that incorporate risk and quality management, audit, assurance, as well as the specific initiatives and activities underpinning our environmental and social goals and objectives. Key principles include alignment of our principles with the prevailing standards of specialist topic areas, ethical standards and incremental innovation and improvement.

CODE OF CONDUCT /RISK MANAGEMENT POLICY

INITIATIVES:

- Code of Conduct Training • Complaints & Grievance Mechanism • Risk Management Plan • BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

INITIATIVES:

- Modern Slavery Program • Federal Legislation Participation

SUSTAINABILITY REPORTING REPORT

REPORTING COVERS:

- Standalone ESG/ sustainability report • Standalone environmental sustainability report • Website - ESG commitments information

2022 AusLSA SUSTAINABILITY PROFILE



King & Wood Mallesons
Headcount: 1,467 (FTE)
Floor Area: 29,026m²
Number of Offices: 5

We are King & Wood Mallesons. The top tier international law firm, from Asia, for the world.

A firm born in Asia, underpinned by world class capability. With over 3000 lawyers in 30 global locations, we draw from our Western and Eastern perspectives to deliver incisive counsel.

We are focused on our clients – people and organisations with distinctive ambitions and challenges.

We are driven to understand our client's needs, solve their problems and unearth the right opportunities for them. Whether our client's are expanding globally or strengthening locally, our service style is dynamic, insightful, and tailored for them.



Wood Mallesons



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Creating a great place to work and grow is central to our business planning and strategic direction. Our focus is to deliver people programs and initiatives which create a working environment where people across the business are valued, have access to the support required to do their job as well as development opportunities tailored to their needs and the chance to contribute to something bigger than KWM. Over the past year we have seen continued positive results from our inclusion and equality efforts including our continued recognition as an Employer of Choice for Gender Equality.

GENDER EQUALITY

POLICY PUBLISHED

33% FEMALE PARTNERS
55% FEMALE LEGAL STAFF
64% FEMALE NON-LEGAL STAFF
56% FEMALE SENIOR PROMOTIONS

INITIATIVES:

- International Women's Day
- Employer of Choice for Gender Equality
- Pay Equity Ambassador
- LCA Diversity and Inclusion Charter
- Equitable briefing pledge (e.g. CommBar/LCA)
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias
- Gender sensitive promotion and recruitment
- Internal D&I networks or committees
- LSNSW Charter - Advancement of Women
- Equal pay controls
- Showcasing gender diversity experiences

INCLUSIVE WORKPLACE

POLICY PUBLISHED

LGBTQ INITIATIVES:

- Membership - Pride in Diversity
- Training - LGBTQ awareness
- AWEI survey
- IDAHOBIT
- Wear it Purple Day
- World Aids Day
- Internal LGBTQ networks or committees
- Pro bono support
- External LGBTQ programs hosting
- Training - LGBTQ awareness
- Gender pronouns promotion
- Mardi Gras
- Midsumma
- Gender affirmation policy
- InterFirm events
- AWEI award

FLEXIBLE WORKPLACE

POLICY PUBLISHED

26 WEEKS PAID PARENTAL LEAVE PRIMARY CAREER
26 WEEKS RETURN TO WORK AFTER PARENTAL LEAVE SECONDARY CAREER
100%

INITIATIVES:

- Flexible work hours
- Part time options
- Job sharing
- Remote working tools and systems
- Support for flexible working
- Time in lieu
- Unpaid leave
- Carer's leave
- Study leave
- Volunteering leave
- Purchased leave
- Career breaks
- Subsidised child care
- Adjusted KPIs after absences
- Sabbaticals
- Domestic abuse leave
- Family leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Minds Count -TJMF Guidelines
- R U OK? program
- Black Dog Institute program
- Psychological support/EAP
- Mental Health Awareness Week
- Resilience at Law
- Salary continuance
- Domestic abuse strategy
- Mental health office champion

PHYSICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Ergonomics program
- Proactive health checks
- Flu vaccinations
- Gym memberships
- Subsidised health insurance
- Onsite fruit and healthy catering
- Life & TPD insurance
- Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

KWM has a board-approved Climate Change & Sustainability strategy in place for 2022-2024.

Under this strategy we have implemented an AEMS-certified Environmental Management System (EMS) containing details of all initiatives to reduce the firm's environmental impacts. The plan focusses on KWM's highest impact activities including energy use and business travel, and contains control measures such as:

- energy efficiency, staff behaviour-change and various reduction initiatives
- policy development in areas such as sustainable procurement and business travel.

KWM is Certified Carbon Neutral (under Climate Active) from FY22 and has committed to set net-zero targets encompassing both near and long-term targets, in line with the goals of the Paris Agreement, validated by the SBTi. We have also committed to use 100% renewable electricity in all tenancies in Australia by 2024.



CLIMATE ACTION

POLICY IN DEV'T | **ACTION PLAN PUBLISHED**

INITIATIVES:

- Telecommuting
- Green Star rated buildings 4-6 star
- Energy efficient refits undertaken
- National Greenhouse and Energy Reporting (NGERs) compliant reporting
- Teleconferencing facilities and training
- Earth Hour
- End of trip facilities
- Climate Active Program
- NABERS Energy Rating
- Climate Active - Carbon Neutral
- Efficient building and lighting automation

GROSS EMISSIONS

2,762t - 1.9t per employee

BUILDINGS 69% 0.62% 0.82% 1,940t 70%

TRAVEL 0.001% 28% 1.8% 822t 30%

CARBON OFFSETS & RENEWABLES

0% 100%

NET EMISSIONS

0t - 0t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED | **AEMS CERTIFIED**

INITIATIVES:

- Office green teams

RECYCLING OFFICES

100% 80% 100%

% office availability

PAPER USAGE

47,410 64%

INITIATIVES:

- Green accredited paper purchase specification
- Follow me printing

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified
- NCOS Certified Carbon Neutral
- PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

KWM has a leading social impact practice known as Community Impact. We work in trusted partnerships with community-led organisations, emerging leaders and respected advocates to further strengthen communities through strategic legal, justice & advisory projects, holistic pathways programs and targeted grants. Community Impact is guided by a new 5 year strategy titled 'Standing Strong & Tall Together'. We recognise that how we work is as significant as the work itself. The development and commitment to genuine and trusted partnerships with community is the foundation of our work and is key to real change. Critically, we are guided in our work by our First Nations Youth Council and our Elders in Residence. In doing so, we centre the authority and leadership of community. With the privilege of receiving this legitimacy and direction comes our commitment to accountability and action.

Key data from FY22:

- KWM delivered 44,227.20 hours of pro bono legal work, equating to 55.98 hours per lawyer
- Our people donated 6,869 volunteering hours
- As at 30 June 2022, DigDeep, KWM's workplace giving project, exceeded \$14M in donations
- In FY22, KWM raised and donated over \$766,275.54 through DigDeep

INDIGENOUS RECONCILIATION

POLICY PUBLISHED | **RAP STRETCH ACTION PLAN LEVEL**

INITIATIVES:

- Reconciliation Action Plan
- Cultural awareness training
- NAIDOC Week
- National Reconciliation Week
- Internships and employment
- Scholarships and student mentoring
- Affirmative ATSI procurement
- Pro bono support
- Volunteering and secondments
- Collaboration for reconciliation
- Funding and donations

NON LEGAL VOLUNTEERING

PROGRAM VOLUNTEERING | **NON-PROFIT BOARD SUPPORT** | **57% PARTICIPATION IN NON LEGAL VOLUNTEERING**

INITIATIVES:

- NFP Boards
- Organised staff volunteering
- Paid volunteer time
- Blood donations
- Student tutoring and mentoring
- Secondments to NFPs
- Skilled volunteering program

CHARITABLE GIVING

PROGRAM CORP. GIVING | **45% PARTICIPATION IN CORPORATE GIVING**

INITIATIVES:

- Firm donation program
- Workplace giving
- Matched funding for employee donations
- Internal appeals and collections
- Host external charity events

LEGAL PRO BONO

STRATEGY PUBLISHED | **MET PRO BONO CENTRE TARGET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[www](#) Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

KWM's Risk Management Operating Model ("Model") is based on ISO31000 – Risk Management Principles and Guidelines - and has been designed using the 'three lines of defence' approach to help manage the risks that could prevent our strategic priorities and business objectives through the identification, assessment, management, monitoring and reporting of key risks at a Firm, Practice, Operations and Project level. The Model helps us improve the identification of opportunities and threats, support risk based decision making, allocate resources to areas of heightened risk and ultimately increase the likelihood of achieving our strategic priorities. Our Risk Group is overseen by the Global Head of Risk who regularly reports to the firm's Risk Committee on current and potential risk issues, promoting awareness and transparency of risks and informs the focus of our internal risk management training.

ABOUT SUPPLIER PROGRAMS

KWM has a commitment to developing and implementing sustainable business practices to minimise our environmental impact. We require our suppliers to demonstrate their commitment to the environment and to work with us to reduce the environmental impact of the commercial relationship. In the same way we work with our clients to produce sustainable outcomes. We purchase a significant quantity of environmentally friendly products in our hospitality operations and we include a sustainability target

CODE OF CONDUCT /RISK MANAGEMENT

POLICY PUBLISHED

INITIATIVES:

- Code of Conduct Training
- Complaints & Grievance Mechanism
- BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY PUBLISHED

INITIATIVES:

- Both Current and New Suppliers
- Modern Slavery Program
- Federal Legislation Participation

SUPPLIER STANDARDS COVER:

- Human rights
- Environmental impacts
- Fair labour practices
- Community development
- Indigenous inclusion
- Gender equality
- Modern Slavery
- Diversity and Inclusion
- Fraud bribery & corruption

SUSTAINABILITY REPORTING

REPORT

REPORTING COVERS:

- CDP Reporting

2022 AusLSA SUSTAINABILITY PROFILE

LANTERN LEGAL GROUP

The Lantern Legal Group
Headcount: 137 (FTE)
Floor Area: 3,108m²
Number of Offices: 2

The Lantern Legal Group Pty Ltd is the parent company of the law firms trading as Harwood Andrews and Sladen Legal. We take an approach that is client driven and collaborative and work in partnership with our clients to ensure the advice and service we provide is specific to individual needs. We have a team of 153 talented individuals who work both full time and part time including principals, special counsel, lawyers and professional service managers who work collaboratively to ensure the best outcomes for our clients across their business and personal legal needs. We are committed to not only operating for the benefit of shareholders, but also for the benefit of the environment, the community and our people.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

We value the different skills, knowledge and perspective our people bring. We proudly provide an inclusive culture that fosters a strong sense of purpose and meaning where our people can THRIVE. Our people first culture celebrates diversity and our people bring us together through their differences, shared values, purpose and goals. Our working environment is challenging, diverse, rewarding and fun. We place a strong emphasis on continuous improvement and investing in our people.

We offer:

- Morning tea's
- Social events which includes drinks after work, end of financial year party, end of year party celebrations.
- Employee assistance program which provides access to confidential external professional counselling for our people and their immediate families;
- Mental Health qualified First aid officers;
- Regular webinars on mental health issues;
- Paid parental leave
- Salary continuance insurance and Group Life Insurance.
- Superannuation consultations;
- Free flu vaccinations;
- Corporate discounts including legal services and health insurance
- Fruit boxes delivered every week;
- Discounted health insurance;
- Breakfast supplies in the kitchen;
- Birthday cakes

We support learning through CPD meetings which includes- external webinars. Career Path and Study Leave.

GENDER EQUALITY

POLICY PUBLISHED

40% FEMALE PARTNERS **55% FEMALE LEGAL STAFF** **85% FEMALE NON-LEGAL STAFF** **33% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • LCA Diversity and Inclusion Charter • Host or lead external programs and/or forums • Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias • Equal pay controls

INCLUSIVE WORKPLACE

POLICY PUBLISHED

D&I INITIATIVES:

- Recruitment and promotion for D&I • LCA Diversity and Inclusion Charter
- Training - Awareness and unconscious bias

FLEXIBLE WORKPLACE

POLICY PUBLISHED

12 WEEKS PAID PARENTAL LEAVE **2 WEEKS SECONDARY CARER** **100% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave
- Study leave • Volunteering leave • Career breaks • Adjusted KPIs after absences
- Sabbaticals • Bonus leave • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Minds Count -TJMF Guidelines • R U OK? program • Psychological support/EAP
- Mental health first aid training and support • Training - Mental health awareness and management • Salary continuance • External mental health programs hosting
- Mental health office champion

PHYSICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Ergonomics program • Flu vaccinations • Team events • Wellness awareness and promotion • Subsidised health insurance • Onsite fruit and healthy catering
- Life & TPD insurance • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

The Lantern Legal Group is very aware that our daily operations affect the environment. Where possible we continue to reduce our energy usage and water usage. We have a firm-wide target set to reduce our electricity usage, this is monitored on-line through the Power Cor website and in Excel spreadsheets. All our offices have water saving devices. We have recycling procedures in place for cardboard, paper, polystyrene, batteries and Nescafe pods as well as other commingled rubbish. The confidential document destruction service shreds then pulps the paper for recycling. E waste goes to a local not for profit group where their teams dismantle electronic equipment for recycling. There is an ongoing operational need to use paper, but this does not mean that we can't reduce the amount of printing that we do. Our printers have a default setting for double sided printing, unless the user makes the conscious decision for single sided. Printers also default to black and white. We receive invoices electronically instead of using the AusPost service where possible. Our staff who regularly commute between our 2 main offices in Geelong or Melbourne, use V-Line public transport in preference to driving their own or company vehicles.

CLIMATE ACTION

INITIATIVES:

- Telecommuting • Energy efficient refits undertaken • Teleconferencing facilities and training • End of trip facilities • Efficient building and lighting automation

GROSS EMISSIONS
198t - 1.4t per employee

BUILDINGS 97% 0% 0.19% 193t 98%

TRAVEL 1.4% 0.83% 0.15% 4.7t 2.4%

NET EMISSIONS
198t - 1.4t per employee

ENVIRONMENTAL MANAGEMENT

POLICY IN DEV'T

INITIATIVES:

- World Environment Day

RECYCLING OFFICES

100% 100% 100%

% office availability

PAPER USAGE

INITIATIVES:

PAPER CERTIFICATION:

- NCOS Certified Carbon Neutral

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

We are committed to change and ensuring that we have a positive impact on the environment and the communities in which we work and live.

We see it as our responsibility to use our knowledge and expertise to better the community, which is why we provide substantial pro bono services to charities and not for profits. Our people actively give back by participating as members of boards and committees in the not-for-profit sector, allowing them to grow professionally and personally while making a real difference where it is needed most.

We invest in meaningful partnerships that better the community in a range of sectors including children's health, disability, business, sport and tourism. We believe collaboration is key to enhancing the community, and are proud to work with our partners to help them achieve their desired outcomes. Community starts in your own backyard, which is why we strive to build a positive workplace where our people can flourish and achieve their full potential.



NON LEGAL VOLUNTEERING

PROGRAM PUBLISHED

INITIATIVES:

- NFP Boards • Organised staff volunteering • Paid volunteer time
- Student tutoring and mentoring • Community volunteering • Arts support

CHARITABLE GIVING

PROGRAM PUBLISHED

INITIATIVES:

- Firm donation program • Charitable foundation • Workplace giving
- Matched funding for employee donations • Internal appeals and collections

LEGAL PRO BONO

STRATEGY PUBLISHED

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

www Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

All Principals, senior management team members and leaders within the firm are responsible for assisting the firm to meet its community, social and environmental goals. We will continue to advance community, social and environmental consciousness across the firm. This will include: - Continuing our pro bono program - Providing our talents and services to community organisations by sitting on their boards of management and/or committees. - Promoting our corporate social responsibility and environmental policies across the firm. - Benchmarking our resource and energy use through AusLSA or similar organisations. In particular, our pro bono program and commitment to community organisations will seek to benefit disadvantaged sectors of the communities in which the firm practices. The Board will oversee the implementation of this aspect of our strategy across the firm, including by incorporating as appropriate review in principal, senior management team and lawyer performance reviews. To the extent possible, we will attempt to measure the outcomes both for the firm and the community of our engagement. This may include seeking feedback from our employees and the community regarding our community, social and environmental performance

CODE OF CONDUCT /RISK MANAGEMENT

POLICY PUBLISHED

INITIATIVES:

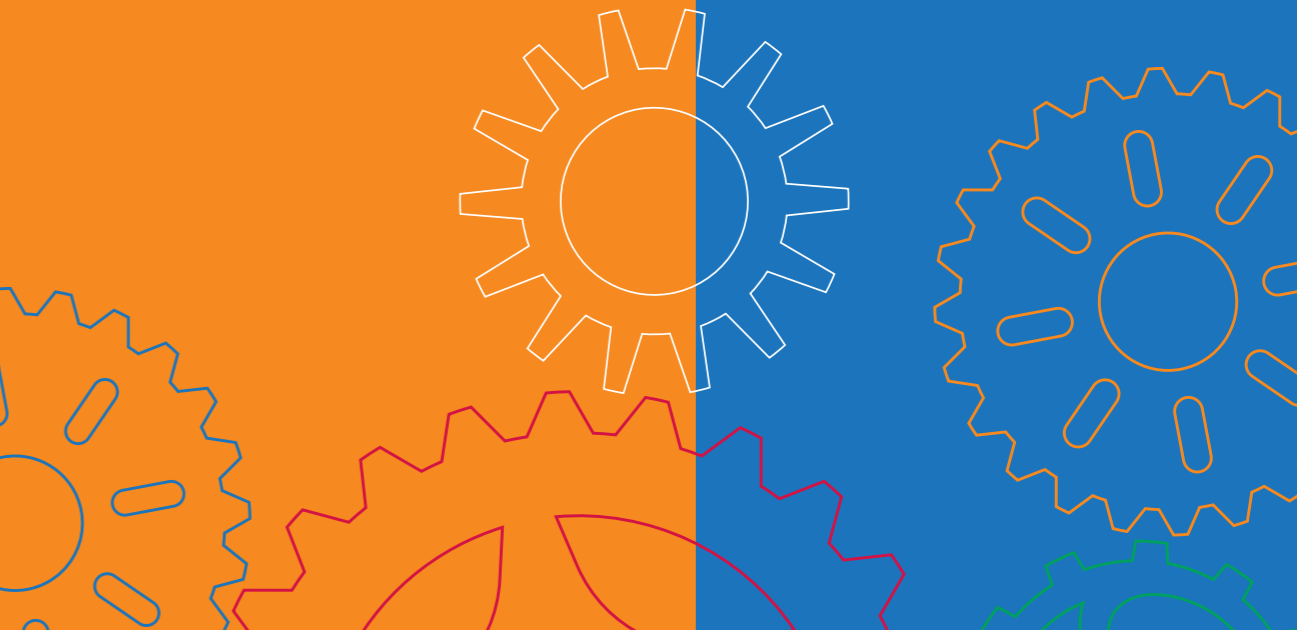
- Code of Conduct Training
- Complaints & Grievance Mechanism
- Risk Management Plan

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY PUBLISHED

SUPPLIER STANDARDS COVER:

- Environmental impacts • Community development • Gender equality
- Diversity and Inclusion



2022 AusLSA SUSTAINABILITY PROFILE

macpherson kelley.

Macpherson Kelley
Headcount: 220 (FTE)
Floor Area: 5,951m²
Number of Offices: 4

Macpherson Kelley provides commercial legal guidance to medium-large organisations from our 4 offices in Sydney, Brisbane, Melbourne, Dandenong and through our network in the pacific and beyond.

115 years old but progressive and young at heart, we help our clients and our people succeed in business and in life and we want them to be our greatest advocates.

We help strengthen the communities and industries in which we operate.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

We live by our values talk straight, better each day, play as a team. Our people programs have employee experience at their heart, supporting inclusion, collaboration and development, with flexible work practices a part of who we are. The Macpherson Kelley Business School teaches our Lawyers to be business-people, bringing a commercial mindset to the legal problem at hand. Our Wellness+ program allows us to take care of our mental, emotional and physical well-being, and the Macpherson Kelley Foundation focuses our efforts to engage with our communities. We are very proud of the recent launch of our DEI Commitment, which included upgraded parental leave policies, fertility support, a commitment to pay equity, as well as initiatives to support greater awareness, inclusion and celebration of the firm's diversity. In recognition of this work, we were recognised by Women in Insolvency and Restructuring Victoria as a Finalist for 'Gender Diversity Firm of the Year'.

GENDER EQUALITY

POLICY IN DEV'T

35% FEMALE PARTNERS **50% FEMALE LEGAL STAFF** **83% FEMALE NON-LEGAL STAFF** **50% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day
- Host or lead external programs and/or forums
- Training - Gender awareness unconscious bias
- Gender sensitive promotion and recruitment
- Internal D&I networks or committees
- Equal pay controls
- Women on Boards

INCLUSIVE WORKPLACE

POLICY IN DEV'T

D&I INITIATIVES:

- Recruitment and promotion for D&I
- Internal D&I networks or committees
- LCA Diversity and Inclusion Charter
- Training - Awareness and unconscious bias
- Staff Surveys - D&I

FLEXIBLE WORKPLACE

POLICY IN DEV'T

20 WEEKS PAID PARENTAL LEAVE **4 WEEKS SECONDARY CARER** **100% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours
- Part time options
- Job sharing
- Remote working tools and systems
- Support for flexible working
- Time in lieu
- Unpaid leave
- Carer's leave
- Study leave
- Volunteering leave
- Religious and ceremonial leave
- Purchased leave
- Career breaks
- Phased retirement
- Adjusted KPIs after absences
- Sabbaticals
- Bonus leave
- Domestic abuse leave

PSYCHOLOGICAL WELLBEING

INITIATIVES:

- R U OK? program
- Psychological support/EAP
- Training - Mental health awareness and management
- External mental health programs hosting
- Domestic abuse strategy

PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics program
- Flu vaccinations
- Internal exercise sessions
- Team events
- Massages
- Wellness awareness and promotion
- Onsite fruit and healthy catering
- Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Macpherson Kelley has ambitious sustainability goals over the next few years. Our offices are fitted with motion sensor lighting and all offices participate in waste recycling programs. Our National PaperLite Policy and Follow Me Printing initiatives have contributed to a 75% reduction in paper consumption over the last 5 years, and a 38% reduction to our printer fleet. We are actively assessing our supply chain to purchase energy from renewable sources, source paper with greater recycled content, and other initiatives to reduce our emissions footprint. The firm is aiming to reduce our own emissions by 50% by 2025.

Beyond our own offices, people and practices, we aspire to work with our clients to help them achieve their 2030 and 2050 emissions targets.

CLIMATE ACTION

INITIATIVES:

- Green Star rated buildings 4-6 star
- Energy efficient refits undertaken
- Specify energy efficient appliances
- Teleconferencing facilities and training
- Earth Hour
- End of trip facilities
- NABERS Energy Rating
- Efficient building and lighting automation
- Forced computer shutdown

GROSS EMISSIONS
436t - 2t per employee

BUILDINGS
83% 0% 0.35% 362t 83%

TRAVEL
0.08% 16.6% 0.23% 75t 17.1%

NET EMISSIONS
436t - 2t per employee

ENVIRONMENTAL MANAGEMENT

POLICY IN DEV'T

INITIATIVES:

RECYCLING OFFICES

75% 25% 75%
% office availability

PAPER USAGE

7912 0%
% paper usage % recycled content

INITIATIVES:

- Paperlite office program
- Follow me printing

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified
- NCOS Certified Carbon Neutral
- PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Since 2016 Macpherson Kelley Foundation (MKF) has been the vehicle for a strategic and inclusive approach to community giving. MKF has positively impacted many causes and lives, providing the platform for our employees to contribute financially and of their time to causes they are passionate about, in a manner that reflects the values of the firm.

The firm continues to provide generous resources to support the running of MKF, ensuring its sustainability and growth, and meeting all MKF administrative overheads and operating costs ensuring every employee dollar donated reaches our selected Community Partners. Through the Workplace Giving Program (WPG), employees can donate part of their pre-tax salary to a pool matched dollar for dollar by the firm and granted to our Community Partners annually. MKF has launched a number of one-off appeals for national and worldwide disasters, health and humanitarian crises. Nationally, we have distributed funds, again matched dollar for dollar by the firm, to those impacted by floods and bushfires; and funded personalised gifts for some Covid front-line workers. Globally, we've reached places as far as Afghanistan, Indonesia and Ukraine.

Over 60% of our employees participate in our WPG program. To date, MKF has raised and donated over \$360,000.



INDIGENOUS RECONCILIATION

INITIATIVES:

- Funding and donations

NON LEGAL VOLUNTEERING

PROGRAM **NON-PROFIT BOARD SUPPORT**

INITIATIVES:

- NFP Boards
- Organised staff volunteering
- Paid volunteer time
- Community volunteering

CHARITABLE GIVING

PROGRAM **63% PARTICIPATION IN CORPORATE GIVING**

INITIATIVES:

- Firm donation program
- Charitable foundation
- Workplace giving
- Matched funding for employee donations
- Internal appeals and collections
- External charity events and appeals
- Host external charity events

LEGAL PRO BONO

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

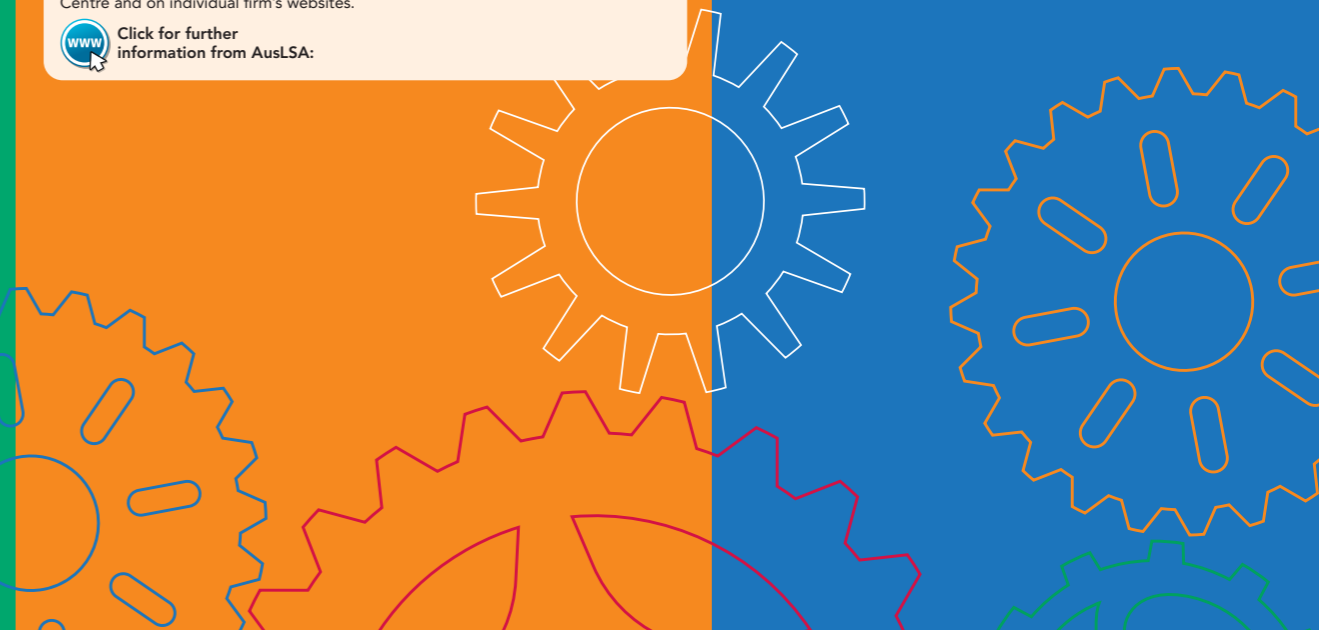
www Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Macpherson Kelley has a corporate structure, with governance, risk and compliance resting at or driven from the Board. The Board consists of 5 members: 3 Executive and 2 Non-Executive. Day to day management of the legal firm subsidiary is undertaken by an Executive team of a National Managing Principal Lawyer, COO, CIO, CFO, CHRO, and 4 Managing Principal Lawyers representing each of our offices. The group is independently audited annually. We have robust controls, policies and procedures covering ethics, conduct, bullying & harassment, wellbeing, inclusion, complaints handling. These are supported through induction and ongoing training programs. Business continuity plans and crisis management system are constantly being reviewed and developed. Our values drive a team based, open and supportive culture.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY **CODE OF CONDUCT TRAINING** **COMPLAINTS & GRIEVANCE MECHANISM**



2022 AusLSA SUSTAINABILITY PROFILE



McCullough Robertson
Headcount: 311 (FTE)
Floor Area: 5,613m²
Number of Offices: 3

McCullough Robertson is a leading Australian independent law firm with industry specialists combining legal expertise with deep industry knowledge and foresight. With offices in Brisbane, Sydney, Canberra, Newcastle and Melbourne, the firm provides innovative, relevant and commercial legal solutions to major corporate, government and high net worth individuals across Australia and internationally. Established in 1926, the firm's major focus areas are the resources and renewables, food and agribusiness, infrastructure, real estate, and government sectors. We use deep industry knowledge and foresight, combined with technical excellence, to provide the best possible outcomes for all who work with us. But there's more to our people than their brilliant minds - it's what they have to offer outside the boardroom that makes McCullough Robertson truly special. We are entrenched in our communities and take great pride in what can be achieved when you put people first. We are passionate champions of our business, we celebrate diversity and we look for sustainable solutions.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Our firm strategy showcases the importance of our people and what we strive for. Flowing from that is our people strategy which is aligned with our purpose of Unlocking Success. Together, we are focused on enhancing the employee and partner experience for everyone. Our culture is our differentiator, and our engagement efforts are focused on celebrating that culture and building capability in our areas of expertise. We know that retaining employees that live our values is the key to us achieving success and delivering for our clients. Our strategy sets out the direction for growth and retention and gives every employee an opportunity to get involved and be challenged. Our strategy for the next three years outlines those areas we will invest in and look to improve on. Our results from our recent engagement survey show that with extremely strong participation in the survey at 84% our engagement even after a challenging two year period is very strong also at 85%. We have many bright spots to be proud of as well as a sense of achievement to see the results of the last five years of our people strategy.



GENDER EQUALITY

POLICY PUBLISHED

25% FEMALE PARTNERS | **65% FEMALE LEGAL STAFF** | **61% FEMALE NON-LEGAL STAFF** | **75% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day
- Employer of Choice for Gender Equality
- Pay Equity Ambassador
- LCA Diversity and Inclusion Charter
- Equitable briefing pledge (e.g. CommBar/LCA)
- Host or lead external programs and/or forums
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias
- Internal D&I networks or committees
- LSNSW Charter - Advancement of Women
- Equal pay controls

INCLUSIVE WORKPLACE

POLICY PUBLISHED | **POLICY PUBLISHED**

D&I INITIATIVES:

- Recruitment and promotion for D&I
- Internal D&I networks or committees
- LCA Diversity and Inclusion Charter
- External D&I programs and/or forums hosting
- Training - Awareness and unconscious bias

LGBTQ INITIATIVES:

- Membership - Pride in Diversity
- Training - LGBTQ awareness
- AWEI survey
- IDAHOBIT
- Wear it Purple Day
- World Aids Day
- Membership - Out for Australia
- Internal LGBTQ networks or committees
- Pro bono support
- External LGBTQ programs hosting
- Training - LGBTQ awareness
- Gender pronouns promotion
- Pride March
- Mardi Gras
- Gender affirmation policy
- InterFirm events
- AWEI award

FLEXIBLE WORKPLACE

POLICY PUBLISHED

18 WEEKS PAID PARENTAL LEAVE | **6 WEEKS SECONDARY CARER** | **82% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours
- Part time options
- Job sharing
- Remote working tools and systems
- Support for flexible working
- Time in lieu
- Unpaid leave
- Carer's leave
- Study leave
- Volunteering leave
- Purchased leave
- Career breaks
- Subsidised child care
- Phased retirement
- Adjusted KPIs after absences
- Bonus leave
- Domestic abuse leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Minds Count -TJMF Guidelines
- Beyond Blue program
- R U OK? program
- Black Dog Institute program
- Psychological support/EAP
- Mental health first aid training and support
- Mental Health Awareness Week
- Resilience at Law
- Training - Mental health awareness and management
- Salary continuance
- Domestic abuse strategy
- Mental health office champion

PHYSICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Ergonomics program
- Proactive health checks
- Flu vaccinations
- Internal exercise sessions
- Gym memberships
- Team events
- Wellness awareness and promotion
- Subsidised health insurance
- Onsite fruit and healthy catering
- Life & TPD insurance
- Ergonomics program - offsite
- Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

McCullough Robertson's environmental initiatives are coordinated by an Environmental Committee made up of the Chief Operating Officer, lawyers, support staff including IT representatives. The key responsibilities of the Environmental Committee are: providing prioritisation and recommended next steps for ideas to be worked on by environmental teams endorsing processes to be followed by each environmental team to investigate, analyse and implement ideas; determining information requirements for each type of idea e.g. investment budget, business case determinants, risks and internal and external resources; establishing metrics to track progress by environmental teams and the environmental program overall; and oversight of appropriate communications and engagement activities to ensure all staff are kept informed and involved.

CLIMATE ACTION

POLICY IN DEV'T

INITIATIVES:

- Telecommuting
- Green Star rated buildings 4-6 star
- Energy efficient refits undertaken
- Specify energy efficient appliances
- Teleconferencing facilities and training
- Earth Hour
- End of trip facilities
- NABERSs Energy Rating
- Efficient building and lighting automation

GROSS EMISSIONS
499t - 1.6t per employee

BUILDINGS

- 71% 0.06t/m²
- 0%
- 0.87%
- 360t 72%

TRAVEL

- 0.2%
- 26% 0.24/employee
- 0.93%
- 139t 28%

NET EMISSIONS
499t - 1.6t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED

RECYCLING OFFICES

100% | 100% | 100%

% office availability

PAPER USAGE

11,216 | 0.21%

INITIATIVES:

- Follow me printing

PAPER CERTIFICATION:

- NCOS Certified Carbon Neutral
- PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Our strategy includes pro bono work, partner and staff donations and scholarships, sponsorships, staff community activities, fundraising and volunteering. Our areas cover: Access to justice; Health and mental health; Indigenous education and capacity building; Rural and remote communities and their activities; Community arts; Promoting philanthropy and corporate giving; Diversity and inclusion. Examples of our programs and activities include supporting new and start-up non-profit and community based entities, governance and training for new and existing organisations and mentoring and supporting indigenous organisations and programs. We also encourage our lawyers to take up board roles with community organisations. We have signed up to Pro Bono Australia's Aspirational Target. Our activities include: establishing charitable entities, corresponding tax concession endorsement advice, employment relations, intellectual property, privacy, and property. As a founding member of the Queensland Public Interest Law Clearing House (now known as LawRight), we accept pro bono matters referred through a number of its clinics and also support Women's Legal Service, Refugee and Immigration Legal Service, JusticeConnect and the Fair Work Commission Workplace Advice Service. We have established a number of long term partnerships with community organisations, which provide our staff with opportunities to get involved in tangible ways.

INDIGENOUS RECONCILIATION

POLICY PUBLISHED | **RAP INNOVATE ACTION PLAN LEVEL**

INITIATIVES:

- Reconciliation Action Plan
- Cultural awareness training
- NAIDOC Week
- National Reconciliation Week
- Internships and employment
- Scholarships and student mentoring
- Affirmative ATSI procurement
- Pro bono support
- Volunteering and secondments
- Indigenous Literacy Day

NON LEGAL VOLUNTEERING

PROGRAM VOLUNTEERING | **NON-PROFIT BOARD SUPPORT**

INITIATIVES:

- NFP Boards
- Organised staff volunteering
- Paid volunteer time
- Skilled volunteering program
- Community volunteering

CHARITABLE GIVING

PROGRAM CORP. GIVING | **90% PARTICIPATION IN CORPORATE GIVING**

INITIATIVES:

- Firm donation program
- Charitable foundation
- Workplace giving
- Matched funding for employee donations
- Internal appeals and collections
- External charity events and appeals
- Host external charity events

LEGAL PRO BONO

STRATEGY PUBLISHED | **PRO BONO CENTRE TARGET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[www](#) Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

We adopt a corporate leadership model with senior management responsibility resting with the Executive Committee and Joint Managing Partners (JMPs). The Executive (four equity partners, one of whom is the Chair) sets the strategic direction and reviews performance. The JMPs are responsible for day to day management, implementing the strategic plan and managing financial performance. Industry Groups coordinate our market facing approach and report to the Executive. Our Chief Operating Officer (COO) works with the Executive and JMPs and is responsible for the Business Support Services functions. Our committees report to Executive: Ethics - assess and manage potential conflicts of interest and ethical issues; Risk - monitor claims, complaints, risk management program outcomes and other risk issues, identify trends, implement strategies to minimise risk and continuously improve our risk management systems; Diversity and inclusion - review and change work practices to make McCullough Robertson a competitive and desirable place for all staff and where professionals can develop their careers; Innovation - consider, approve, prioritise and drive implementation of innovation projects and ideas; and Legal Environmental Action Forum - develop sustainability policy and goals to reduce our environmental footprint and raise environmental awareness.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY PUBLISHED

INITIATIVES:

- Code of Conduct Training
- Complaints & Grievance Mechanism
- Risk Management Plan
- BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY PUBLISHED | **BOTH CURRENT AND NEW SUPPLIERS** | **FEDERAL LEGISLATION PARTICIPATION**

SUPPLIER STANDARDS COVER:

- Human rights
- Environmental impacts
- Fair labour practices
- Fair consumer and competition practices
- Community development
- Indigenous inclusion
- Gender equality
- Modern Slavery
- Diversity and Inclusion
- Fraud bribery & corruption
- UN Global compact and SDGs

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

2022 AusLSA SUSTAINABILITY PROFILE

MinterEllison

Minter Ellison
Headcount: 2,237 (FTE)
Floor Area: 38,541m²
Number of Offices: 7

MinterEllison is an Australian legal partnership providing legal and consulting services directly and through its affiliated businesses and global network of associated entities. MinterEllison (the 'Australian Firm') operates in Adelaide, Brisbane, Canberra, Darwin, Melbourne, Perth and Sydney.

MinterEllison also provides consulting services and labour hire services in Australia through MinterEllison Consulting (ABN 50 017 469 292), a partnership that provides non-legal consulting services, including technology consulting services through the Australian Firm's wholly owned subsidiary, IT Newcom Pty Limited; MinterEllison Flex (a business unit within MinterEllison) that offers labour hire services to clients seeking short-to-medium term contract lawyers.

We also have a network of associated and licensed entities providing legal or other professional Services in the Gold Coast of Queensland and in New Zealand (Auckland and Wellington). MinterEllison partners with clients to provide integrated, innovative solutions to a large, diverse client base that includes public and private companies, leading multinationals operating in the region, global financial institutions, and government and state-owned entities.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

MinterEllison is a law firm, trusted for our deep capability and integrated services. What sets us apart is that we are a purpose led organisation that creates lasting impacts with our clients, our people and our communities. Our learning programs align and reinforce our culture, which is all about building authentic and enduring relationships; delivering excellence without attitude; being curious and innovative; making diversity, in all its forms, central to collaboration; and supporting sustainable ways of working. Our learning culture encourages a growth mindset and investment in ongoing career development using a 70:20:10 learning model. We encourage our people to invest in their learning and provide robust knowledge and capability channels to support personal growth aligned to our Firm's ambitions. Every person is provided with the opportunity to develop their skills, collaborate across the Firm and with our clients, build personal capabilities, share knowledge and to create diverse experiences in an inclusive, inspiring and innovative environment.

GENDER EQUALITY POLICY

33% FEMALE PARTNERS **60% FEMALE LEGAL STAFF** **73% FEMALE NON-LEGAL STAFF** **43% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality
- Pay Equity Ambassador • Equitable briefing pledge (e.g. CommBar/LCA)
- Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Internal D&I networks or committees • Equal pay controls

INCLUSIVE WORKPLACE POLICY

D&I INITIATIVES:

- Internal D&I networks or committees • Membership - DCA
- LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ networks or committees • Pro bono support • Training - LGBTQ awareness • Gender pronouns promotion • Trans Awareness Week • Mardi Gras • Gender affirmation policy • InterFirm events • AWEI award

FLEXIBLE WORKPLACE POLICY

20 WEEKS PAID PARENTAL LEAVE **4 WEEKS SECONDARY CARER** **96% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Time in lieu • Carer's leave • Study leave • Purchased leave • Career breaks • Subsidised child care • Adjusted KPIs after absences • Sabbaticals • Bonus leave • Domestic abuse leave

PSYCHOLOGICAL WELLBEING POLICY

INITIATIVES:

- Minds Count -TJMF Guidelines • R U OK? program • Psychological support/EAP
- Mental health first aid training and support • Mental Health Awareness Week
- Resilience at Law • Salary continuance • External mental health programs hosting • Domestic abuse strategy

PHYSICAL WELLBEING POLICY

INITIATIVES:

- Ergonomics program • Flu vaccinations • Gym memberships • Team events
- Wellness awareness and promotion • Subsidised health insurance

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

As a provider of commercial legal services, our overall environmental footprint is relatively small. Where our electricity does not form part of our lease, we use 100% green energy. Where possible, we aim to minimise our use, and maximise our re-use of resources, including challenging our landlords to provide green alternatives in our tenancies. We continue to seek new opportunities to improve our environmental performance and reporting progress to our clients and the wider community. We are committed to assessing the environmental, social and economic impacts of our purchasing decisions. In doing so, we seek to purchase products that: minimise greenhouse gas emissions; maximise sustainability; utilise sustainable content in production; are recyclable at life end; minimise the use of water; minimise toxicity; and source from producers and/or suppliers with a proven record of environmental management and product stewardship. We also seek to work with suppliers who: provide an assurance that no form of abuse or exploitation is permitted within their supply chain and comply with modern slavery legislation; offer Fair Trade products where appropriate, and share our commitment to creating social benefits from unused or decommissioned products.

CLIMATE ACTION POLICY

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • Teleconferencing facilities and training • Earth Hour
- End of trip facilities • NABERSs Energy Rating • Efficient building and lighting automation • Renewable Electricity

GROSS EMISSIONS

1,234t - 0.55t per employee

BUILDINGS 54% 0% 2.7% 699t 57%

TRAVEL 0.02% 40% 3.8% 535t 43%

CARBON OFFSETS & RENEWABLES 72% 0%

NET EMISSIONS 1,234t - 0.55t per employee

ENVIRONMENTAL MANAGEMENT POLICY

INITIATIVES:

- Office green teams

RECYCLING OFFICES

100% 71% 86%

% office availability

PAPER USAGE

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification
- Follow me printing

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • NCOS Certified Carbon Neutral • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

MinterEllison has a long-standing Community Investment Program that focuses on "breaking cycles of disadvantage" in key areas - homelessness (including domestic & family violence), empowering youth, alleviation of poverty and access to justice - as well as working alongside our RAP, Diversity & Inclusion and Sustainability initiatives. By engaging with the community, MinterEllison seeks to inspire its people and those with whom it works. We prioritise long-term community partnerships featuring a blend of pro bono legal work, skilled volunteering, financial assistance and in-kind support. These partnerships recognise that expertise exists within the community sector and that social impact is best achieved through collaboration. We provide significant pro bono assistance to social enterprises and help to grow that sector. We are proud to have been recognised with multiple awards for community work and of the impact we make in people's lives.



INDIGENOUS RECONCILIATION POLICY

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week
- National Reconciliation Week • Internships and employment
- Scholarships and student mentoring • Affirmative ATSI procurement
- Pro bono support • Collaboration for reconciliation
- Funding and donations • Supply Nation Membership

NON LEGAL VOLUNTEERING PROGRAM

INITIATIVES:

- NFP Boards • Organised staff volunteering • Student tutoring and mentoring
- Secondments to NFPs • Skilled volunteering program • Community volunteering
- Arts support • CPD for community sector lawyers

CHARITABLE GIVING PROGRAM

INITIATIVES:

- Firm donation program • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals

LEGAL PRO BONO STRATEGY

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

MinterEllison's commitment to Corporate Social Responsibility (CSR) affects its procurement decisions and influences its selection of suppliers. All suppliers and service providers, contractors and business partners are encouraged to pursue a likeminded approach to their business in the key areas of environmentally friendly products, policies and initiatives; workplace practices and safety; confidentiality, information security, diversity and inclusion, ethical business practices, community involvement; regulatory, including tax compliance, environment; modern slavery and supply chain management. As part of this wider commitment to CSR, MinterEllison is focused on developing its program and tools to better assess the social, ethical and environmental impact of its own supply chain so all parties can continue to seek new opportunities to improve environmental performance and collaboratively benefit from the relationship.

CODE OF CONDUCT /RISK MANAGEMENT POLICY

INITIATIVES:

- Code of Conduct Training
- Complaints & Grievance Mechanism
- Risk Management Plan
- BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT POLICY

SUPPLIER STANDARDS COVER:

- Human rights • Environmental impacts • Fair labour practices
- Fair consumer and competition practices • Community development
- Indigenous inclusion • Gender equality • Modern Slavery
- Diversity and Inclusion • Fraud bribery & corruption

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

2022 AusLSA SUSTAINABILITY PROFILE



Moray & Agnew
Headcount: 550 (FTE)
Floor Area: 12,020m²
Number of Offices: 6

Moray & Agnew is a national law firm with almost 600 staff, 100+ partners and offices in Sydney, Melbourne, Brisbane, Canberra, Newcastle and Perth. Built on a solid history in insurance law, client demand has guided our growth into commercial litigation & dispute resolution, construction & projects, corporate & commercial, property & development, and workplace legal services. The management of our firm is focused on client satisfaction, and organised by practice group or discipline, rather than office location, thus providing clients with access to truly national and integrated legal services. Moray & Agnew is committed to being a good corporate citizen and this impacts everything we do in relation to our people, our clients, our community and our environment.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Moray & Agnew is committed to creating a workplace that fosters teamwork, trust and respect. We support employee development through training, promotion pathways, talent reviews and our new firm-wide mentoring program.

We value employee individuality and promote inclusion through adoption of flexible working arrangements and a hybrid working model. We are committed to equal opportunity, with a comprehensive Diversity and Inclusion policy, employee reference groups (LGBTIQ+, Aboriginal and Torres Strait Islander, Gender, Parents & Caregivers and Health & Wellbeing) a Reconciliation Action Plan and as signatory to the Law Council of Australia Diversity and Inclusion Charter. Moray & Agnew also promotes gender equality, with the fourth highest percentage of female Partners, according to the AFR Law Partnership Survey July 2022, and as a signatory to the LIV Charter for the Advancement of Women. Moray & Agnew is also working towards our Family Friendly Workplace and Breastfeeding Friendly Workplace accreditations and is liaising with researchers on mature age worker initiatives.

Moray & Agnew also strongly advocates for health and wellbeing in the workplace with corporate deals on health insurance, fitness and wellness products, a team of Mental Health First Aiders, EAP services, vicarious trauma training and as a signatory to the Minds Count Best Practice Guidelines.



GENDER EQUALITY

POLICY

41% FEMALE PARTNERS **59% FEMALE LEGAL STAFF** **83% FEMALE NON-LEGAL STAFF** **55% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • LCA Diversity and Inclusion Charter • Equitable briefing pledge (e.g. CommBar/LCA) • Training - Gender awareness unconscious bias • Internal D&I networks or committees • LSNSW Charter - Advancement of Women

INCLUSIVE WORKPLACE

POLICY

D&I INITIATIVES:

- Internal D&I networks or committees • LCA Diversity and Inclusion Charter

LGBTQ INITIATIVES:

- Internal LGBTQ networks or committees • Gender pronouns promotion

FLEXIBLE WORKPLACE

POLICY

18 WEEKS PAID PARENTAL LEAVE **4 WEEKS SECONDARY CARER** **76% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Purchased leave • Career breaks • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Minds Count -TJMF Guidelines • R U OK? program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week

PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics program • Flu vaccinations • Gym memberships • Massages • Wellness awareness and promotion • Subsidised health insurance • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Moray & Agnew's goal is to further our commitment to ensuring our operations and processes minimise negative effects on our environment. Our business has a small environmental footprint and our Environmental Policy is part of our broader corporate sustainability framework and approach which aligns with the AS ISO 20400:2018 Guideline on Sustainable Procurement. We have a holistic strategy for environmental management and whenever possible, operate with a circular economy approach, according to environmentally conscious measures that:

- minimise the use of resources and maximise re-use, including recycling where possible
- conform to all aspects of sustainable energy usage
- minimise the consumption of energy, water, paper and other material inputs
- minimise business-related travel at all times for both internal meetings and, where possible, for settlements, conferences and mediations, and
- minimise the generation of waste.

We encourage our employees to remain highly mindful of the environmental impact of the resources used and to lessen Moray & Agnew's environmental footprint by improving efficiency and increasing productivity. We carry out annual in-house audits to determine compliance with our waste elimination and reduction of CO₂ emissions plan. Climate change and energy efficiency targets are set following audits of our usage.

CLIMATE ACTION

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • Teleconferencing facilities and training • End of trip facilities • NABERSs Energy Rating

GROSS EMISSIONS
763t - 1.4t per employee

BUILDINGS 97% 0% 0.48% 742t 97%

TRAVEL 0.34% 2.1% 0.32% 21t 2.8%

NET EMISSIONS
763t - 1.4t per employee

RECYCLING OFFICES

100% 0% 40%

% office availability

PAPER USAGE

INITIATIVES:

- Paperlite office program • Follow me printing

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • NCOS Certified Carbon Neutral

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Moray & Agnew is committed to being a model corporate citizen, and to making a meaningful contribution to positive outcomes for the broader community in which we operate. A commitment to achieving sustainable corporate and social outcomes is central to how the firm conducts business and is a principal element in our delivery of legal services. In addition to our Pro Bono activities, one of the many CSR initiatives Moray & Agnew actively supports in our community relates to the Cerebral Palsy Alliance (CPA). The firm has had an association with the CPA for a number of years, supporting the Cerebral Palsy Alliance Research Foundation and in particular the Australian Congenital Cytomegalovirus Register (ACMVR). The firm provides a substantial donation towards the cost of two research assistants to help establish and maintain the ACMVR which ensures research-based, clinical practice is implemented to protect children from lifelong disability and assists with the identification of strategies to aid in the prevention of Cerebral Palsy. Moray & Agnew also supports 'STEPember', Australia's leading health and wellness fundraising event. In 2021 we had 123 participants and over 28 teams to raise funds for such a worthwhile cause that we are very proud to support.

INDIGENOUS RECONCILIATION

POLICY **RAP** **REFLECT** **ACTION PLAN LEVEL**

INITIATIVES:

- Reconciliation Action Plan • NAIDOC Week • Scholarships and student mentoring • Pro bono support

NON LEGAL VOLUNTEERING

INITIATIVES:

- NFP Boards • Blood donations

CHARITABLE GIVING

PROGRAM **CORP. GIVING**

INITIATIVES:

- Charitable foundation • Internal appeals and collections • External charity events and appeals • Host external charity events

LEGAL PRO BONO

STRATEGY **PUBLISHED** **PRO BONO CENTRE TARGET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[www](#) **Click for further information from AusLSA:**

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Moray & Agnew has a well-defined responsibility framework for governance and regulatory compliance within the firm, which includes the work of our managing partners, leadership and management teams. As part of this we have documented decision making processes and authorities which include the identification, control and monitoring of risks. These are embedded in Moray & Agnew's management, operations, practices, and culture.

Our programme encompasses our commitment to strategic priorities and includes client service excellence, ethical conduct, legal professional obligations, business continuity, operational risk and assurance. We also have a Risk Management Committee (RMC) which is tasked with identifying, mitigating, and managing all forms of risks. The RMC, reports to the firm's Management Committee, and in consultation with the National Managing Partner is responsible for business continuity and compliance.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING **COMPLAINTS & GRIEVANCE MECHANISM** **RISK MANAGEMENT PLAN** **BCP OR ERP**

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY **NEW SUPPLIERS ONLY**

SUPPLIER STANDARDS COVER:

- Environmental impacts • Indigenous inclusion • Modern Slavery



2022 AusLSA SUSTAINABILITY PROFILE



Russell Kennedy Lawyers
Headcount: 297 (FTE)
Floor Area: 6,842m²
Number of Offices: Two

Russell Kennedy is a commercial law firm with more than 300 people in Melbourne and Sydney. At Russell Kennedy we are committed to providing exceptional legal strategies and solutions to our clients, guided by market-leading expertise across our key sectors of focus.

We're committed to making a difference for our clients, providing opportunities for our people, and delivering lasting change for our community. As part of our team, you'll receive hands-on experience, quality mentoring and access to valuable learning opportunities. We encourage a professional and committed work ethic, while recognising the importance of an enjoyable working environment and balanced lifestyle.

At Russell Kennedy, we respect and celebrate the things that make each of us different. The firm is dedicated to creating an environment that is characterised by equal access and respected participation of all groups and individuals. This is regardless of differences, including culture, ethnicity, race, sex, gender identity, age, religion, personal circumstances, physical features, abilities and disabilities, socioeconomic and sexual orientation. We believe we have a culture where individuals of all backgrounds and abilities feel included.

Russell Kennedy is proud to be an equal opportunity employer and is certified as a WGEA Employer of Choice for Gender Equality



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Russell Kennedy recognises the importance of maintaining a balance between work and family home life. The firm's greatest assets are its employees, therefore it is important that the firm creates an environment that supports a diverse and flexible workforce.

Russell Kennedy is proud to be an equal opportunity employer and is certified as a WGEA Employer of Choice for Gender Equality. We are committed to being a LGBTIQ friendly and disability confident employer. The firm supports and promotes a range of initiatives including, the Russell Kennedy Women's Network and our Diversity and Inclusion committee, with 3 key focuses: Access RK (Accessibility and Disability), Kaleidoscope (Cultural Diversity) and Pride@RK (LGBTIQ).

GENDER EQUALITY POLICY

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality • Male Champion of Change • LCA Diversity and Inclusion Charter • Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • LSNSW Charter - Advancement of Women

INCLUSIVE WORKPLACE POLICY

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees • LCA Diversity and Inclusion Charter • Training - Awareness and unconscious bias • Membership - Aust Network On Disability • Staff Surveys - D&I • Managing Partners Diversity Forum

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • Internal LGBTQ networks or committees • Pro bono support • Training - LGBTQ awareness • Gender pronouns promotion • Trans Awareness Week • Pride March • Mardi Gras • Midsumma • Gender affirmation policy • InterFirm events • AWEI award

FLEXIBLE WORKPLACE POLICY

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Religious and ceremonial leave • Purchased leave • Career breaks • Phased retirement • Adjusted KPIs after absences • Domestic abuse leave • Family leave

PSYCHOLOGICAL WELLBEING POLICY

INITIATIVES:

- R U OK? program • Psychological support/EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management

PHYSICAL WELLBEING POLICY

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Team events • Wellness awareness and promotion • Subsidised health insurance • Onsite fruit and healthy catering • Ergonomics program - offsite

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Russell Kennedy continues to make a concerted effort to reduce its carbon footprint and reduce the impact it has on the environment so helping protect it for future generations. We support environmental stewardship by utilising business processes that enables waste prevention and promotes the effective use of resources and also through business improvement process and initiatives that aim to further reduce our use on power and other resources. Covid 19 has had a significant, positive, impact on our environmental sustainability and has markedly constrained our travel and resource consumption, it has also helped promote and encouraged the adoption of a number of sustainability initiatives, particularly our paper lite initiative, with our largest litigation practice which was also our largest consumer of paper becoming completely paperless over the course of 2020. Once the world is back to its new normal, consumption of resources will obviously increase, particularly that of travel, taxi's, energy and paper. The challenge moving forward will be to keep up the momentum of these positive changes that Covid 19 has facilitated and not let old habits and practices undo all the good that has been achieved.

CLIMATE ACTION

INITIATIVES:

- Telecommuting • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Earth Hour • End of trip facilities • Efficient building and lighting automation

GROSS EMISSIONS
401t - 1.3t per employee

BUILDINGS	79% 0.05t/MP	0%	1.7%	325t	81%
TRAVEL	0.16%	18.3% 0.23t/employee	0.41%	76t	18.9%

NET EMISSIONS
401t - 1.3t per employee

ENVIRONMENTAL MANAGEMENT POLICY

INITIATIVES:

- World Environment Day

RECYCLING OFFICES

% office availability

- 100%
- 100%
- 50%
- 100%

PAPER USAGE

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification • Follow me printing • Recycled paper purchase specification

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Led by our Pro Bono Practice Group, we promote access to justice by identifying key areas of unmet legal need and building and maintaining expertise in those areas. Over many years, RK's Pro Bono Practice has developed expertise in legal issues affecting asylum seekers and refugees, people in immigration detention, not-for-profits and charities, wills and estates, dispute resolution, and employment. In the last 8 years we have run three major test cases: SZQRB v Minister for immigration and Citizenship [2012] FCA 1053, [2013] HCA Trans 323, M64 v Minister for Immigration and Border Protection [2015] HCA 50 and BMF 16 v Minister for Immigration and Border Protection [2016] FCA 1530 and successfully run 11 medical transfer matters for refugees. Since 2019, the Pro Bono Practice has partnered with Monash Law School's clinical programme in running a Climate Justice Clinic (CJC) that gives students the opportunity to expand and apply their knowledge of climate law. We have strong links to community organisations such as the Asylum Seeker Resource Centre, Refugee Legal, the Human Rights Law Centre, Environmental Justice Australia, Youthlaw, Victorian Aboriginal Legal Service and Justice Connect. We have also embarked on planning for our Reflect Reconciliation Action Plan

INDIGENOUS RECONCILIATION POLICY

INITIATIVES:

- Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Pro bono support

NON LEGAL VOLUNTEERING

INITIATIVES:

- NFP Boards • Organised staff volunteering • Blood donations • Student tutoring and mentoring • CPD for community sector lawyers

CHARITABLE GIVING PROGRAM

INITIATIVES:

- Workplace giving • Matched funding for employee donations • Internal appeals and collections

LEGAL PRO BONO STRATEGY

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

At Russell Kennedy we are committed to compliance with the law and recognise that we have a responsibility to uphold the highest levels of ethical and risk management standards. We are governed by a Board comprising six Principals. The Legal Risk and Compliance Manager reports to the Managing Director, and is responsible for the firm's legal risk management and compliance activities and establishing a risk aware culture. Russell Kennedy has documented policies and procedures in areas such as people and culture, finance, and IT (including the requirement for cyber security training). There is a well established code of conduct and a business continuity plan which incorporates an emergency management plan. Russell Kennedy does not have a formal supply chain management policy but does work collaboratively with its suppliers to ensure that where ever possible, environmentally sustainable products are purchased. This collaboration takes into account source of production, manufacturers and suppliers ethical processes such as fair trade, packaging materials where appropriate and whole of life cycle impacts including product use and fit for purpose, consumption (low versus high yield) and finally end of life disposal.

CODE OF CONDUCT /RISK MANAGEMENT POLICY

2022 AusLSA SUSTAINABILITY PROFILE



Sparke Helmore Lawyers
Headcount: 746 (FTE)
Floor Area: 14,181m²
Number of Offices: 9

Sparke Helmore Lawyers has a client first approach to everything we do. We are a firm with nine offices across Australia, serving the needs of the insurance, government, financial services, technology, mining, construction and property sectors. Our expertise spans corporate and commercial to construction, workplace to insurance, IP to IPOs, mining to manufacturing, and property to procurement. We provide support and build connections through our pro bono legal and community investment programs. We are dedicated to taking action to assist our local communities, ensuring a positive and supportive workplace for our people, and we consciously operate to maintain a business that is environmentally sustainable.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Our people programs focus on supporting our firm vision; to be a market-leading Australian professional services business that our clients choose for outstanding people, legal expertise and our ability to connect. This vision guides everything we do. We take pride in our values-driven culture and see it as a differentiator for our clients and our people. Our most recent firm wide engagement survey revealed strong engagement across the firm. Our comprehensive learning framework defines clear development pathways focusing on building capabilities across legal skills and knowledge; commercial acumen and leadership to sustain and grow high performing teams and deliver great client service. We invest in leadership skills to uphold a standard of excellence for people managers, to facilitate collaboration and encourage strong contributions from all. We review and align our people processes and systems to ensure we attract top talent, facilitate high performance and embed values-based behaviour. We place strong emphasis on diversity and inclusion so that we can harness the benefits of diverse thinking styles, skills, and experiences. We continue to embed workplace flexibility of all dimensions, health and wellbeing initiatives, attractive and equitable rewards and benefits, and facilitate mentoring, networking and career development opportunities for all.

GENDER EQUALITY POLICY

38% FEMALE PARTNERS **61% FEMALE LEGAL STAFF** **81% FEMALE NON-LEGAL STAFF** **66% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equality • Pay Equity Ambassador • Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Internal D&I networks or committees

INCLUSIVE WORKPLACE POLICY

D&I INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • External D&I programs and/or forums hosting • Membership - Aust Network On Disability • Staff Surveys - D&I

LGBTQ INITIATIVES:

- Membership - Pride in Diversity • Training - LGBTQ awareness • IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ networks or committees • External LGBTQ programs hosting • Training - LGBTQ awareness • Gender pronouns promotion • Mardi Gras

FLEXIBLE WORKPLACE POLICY

14 WEEKS PAID PARENTAL LEAVE **4 WEEKS SECONDARY CARER** **89% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Purchased leave • Career breaks • Phased retirement • Adjusted KPIs after absences

PSYCHOLOGICAL WELLBEING POLICY

INITIATIVES:

- Minds Count -TJMF Guidelines • R U OK? program • Black Dog Institute program • Psychological support/EAP • Mental health first aid training and support • Training - Mental health awareness and management • Salary continuance • External mental health programs hosting • Domestic abuse strategy

PHYSICAL WELLBEING POLICY

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Internal exercise sessions • Team events • Wellness awareness and promotion • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

To further our commitment to a sustainable future, we are currently undertaking the implementation of an Environmental Management System with AusLSA. In this process we have updated our Environmental Policy, created an Environmental Impacts Register and are currently finalising our Environmental Management Plan. An Environmental Steering Committee and Environmental Working Group have been established to drive and monitor actions, and implement the initiatives identified in the Environmental Management Plan. Local Green Committees will also be formed to drive initiatives, educate and change behaviour at a local office level. The firm's Environmental Management Plan focuses on reducing our environmental footprint through reducing electricity consumption, paper consumption and waste to landfill, and reviewing our supply chain policies and procedures.

CLIMATE ACTION

INITIATIVES:

- Telecommuting • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Earth Hour • End of trip facilities • NABERSs Energy Rating • Efficient building and lighting automation • Forced computer shutdown • Renewable Electricity • Voluntary Carbon Offsets • Energy audits in previous two years

GROSS EMISSIONS
922t - 1.2t per employee

BUILDINGS 86% 0% 1.1% 807t 87%

TRAVEL 0.62% 11.3% 0.56% 115t 12.5%

NET EMISSIONS
922t - 1.2t per employee

ENVIRONMENTAL MANAGEMENT POLICY

PUBLISHED **ENV. MANAGEMENT SYSTEM (EMS) IN DEV'T**

RECYCLING OFFICES

100% 33% 67%
% office availability

PAPER USAGE

INITIATIVES:

- Paperlite office program • Follow me printing • Recycled paper purchase specification

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Our focus is to have a positive impact on our local communities. Through our Pro Bono Practice we provide legal assistance to individuals who have difficulty accessing justice and assist charities and not-for-profits so their income can advance their valuable services. In the 21/22FY, we completed 15,241 hours of pro bono legal work. Marrickville Legal Centre (MLC), in partnership with our firm, launched the Low Bono Legal Service in May 2020 to provide employment law assistance to the "missing middle", a large section of the community who cannot afford professional legal advice but who also don't meet Legal Aid or pro bono eligibility tests. This innovative service addresses a large gap in access to justice for low-income earners with a model that provides affordable, fixed-fee representation to clients who, before its launch, would not have had access to legal services. In 21/22FY our lawyers provided 791 hours of legal assistance and 75 clients were assisted through the Service. Since its inception the Service has recovered over \$2 million for clients. All funds raised through the Service are directed towards MLC's pro bono programs. Our staff are actively involved in a range of community organisations and initiatives, including our non-legal staff.



INDIGENOUS RECONCILIATION POLICY

INITIATIVES:

- NAIDOC Week

NON LEGAL VOLUNTEERING POLICY

INITIATIVES:

- NFP Boards • Organised staff volunteering • Paid volunteer time • Blood donations • Student tutoring and mentoring • Skilled volunteering program • Community volunteering

CHARITABLE GIVING PROGRAM

INITIATIVES:

- Firm donation program • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals

LEGAL PRO BONO POLICY

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Sparke Helmore is a national partnership and law firm. The firm's governance arrangements are set out in a Partnership Deed. The partners elect a Board responsible for the overall direction and strategy of the firm, and the Board in turn appoints a number of Board subcommittees to assist, including the Audit and Risk Committee. The partners elect a National Managing Partner (NMP) to manage the day to day operation of the partnership and the partnership business consistent with the strategy and direction set by the Board. The NMP is advised by an Executive Committee which includes National Practice Group Leaders. In addition, there are local office managing partners and client relationship partners. The firm has appointed a Risk & Compliance Manager who is responsible for implementing and facilitating the maintenance of the firm's enterprise risk management framework, compliance programs, ethical business practices (including fraud and corruption management) and the governance of all firm-wide policies and protocols. These measures aim to ensure good governance processes and risk management are at the forefront of everyday decision-making at all levels within the firm, and to assist mitigating potential fraudulent or corrupt business practices.

CODE OF CONDUCT /RISK MANAGEMENT POLICY

INITIATIVES:

- Code of Conduct Training • Complaints & Grievance Mechanism • Risk Management Plan • BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT POLICY

SUPPLIER STANDARDS COVER:

- Human rights • Environmental impacts • Indigenous inclusion • Gender equality

SUSTAINABILITY REPORTING REPORT

REPORTING COVERS:

- Standalone ESG/ sustainability report

2022 AusLSA SUSTAINABILITY PROFILE

THOMSON GEER
LAWYERS

Thomson Geer
Headcount: 526 (FTE)
Floor Area: 11,823m²
Number of Offices: 5

Thomson Geer is a major Australian corporate law firm. We have more than 560 people, including 134 partners operating out of our offices in Sydney, Melbourne, Brisbane, Perth and Adelaide. By size, we are one of the 10 largest firms operating in Australia.

Our new Canberra office will be included in the 2023 report.

Thomson Geer provides a full range of corporate legal services to clients across the public and private sectors. Many of the firm's practitioners are acknowledged as leading lawyers. Our affiliate government relations consultancy TG Public Affairs provides first class, tri-partisan public affairs advice to blue chip foreign and Australian corporations.

Thomson Geer has built a major Australian law firm around the principles of quality and value. Add to that a unique ability to provide insights into the Australian policy and public affairs system, and we are well suited to the times.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Thomson Geer's people are core to the success of our business. The law is an incredibly rewarding profession, but we recognise that it can also be demanding. For this reason, we aim to maintain an environment that is flexible, friendly, personable, collegiate and professionally stimulating.

We firmly believe in equal opportunity, diversity and inclusion. It is inherent to the way we operate and is reflected in the firm's Diversity and Inclusion Statement. We are proud to participate in a number of initiatives to advance the interests of women, as well as being a member of the Australian Network on Disability and Diverse Women in Law.

Maintaining legal knowledge both broadly and in specific areas is of key importance. Thomson Geer delivers a comprehensive training and development program and all staff attend the various legal and non-legal seminars and courses on offer. We also support opportunities to undertake external study.

We also know that wellbeing has a significant impact on motivation, morale and performance at work. Our wellbeing@work program provides a range of resources and tools for our people so that they can maintain a healthy and balanced lifestyle.

GENDER EQUALITY

POLICY PUBLISHED

22% FEMALE PARTNERS **44% FEMALE LEGAL STAFF** **82% FEMALE NON-LEGAL STAFF** **62% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day • Equitable briefing pledge (e.g. CommBar/LCA)
- Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Showcasing gender diversity experiences

INCLUSIVE WORKPLACE

POLICY PUBLISHED

D&I INITIATIVES:

- Recruitment and promotion for D&I • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Membership - Aust Network On Disability

FLEXIBLE WORKPLACE

POLICY PUBLISHED

26 WEEKS PAID PARENTAL LEAVE **2 WEEKS SECONDARY CARER** **78% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer's leave • Study leave • Volunteering leave • Purchased leave • Career breaks • Phased retirement • Adjusted KPIs after absences • Sabbaticals • Domestic abuse leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Psychological support/EAP • Training - Mental health awareness and management

PHYSICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Ergonomics program • Proactive health checks • Flu vaccinations • Gym memberships • Team events • Wellness awareness and promotion • Subsidised health insurance • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Thomson Geer recognises its responsibility to make a meaningful commitment to minimise the impact of its operations on the environment and to use the resources consumed in delivering professional services to its clients in the most efficient way possible.

As with most professional services companies, our major environmental impacts occur through our everyday activities, which is why we have implemented a range of environment initiatives.

These include the implementation of a Less Paper Policy which has reduced our use of paper by over half, electronic correspondence and invoicing, default double sided printing, recycling, automatic sleep mode for computers, and sensor lighting.

We consider the environmental impact of our procurement of goods and services and seek to source legal and environmentally acceptable sources.

We consider the energy rating of the building as a part of our choice of new tenancy requirements. All of our offices are in at least a five star NABERS rated building.

CLIMATE ACTION

INITIATIVES:

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Earth Hour • End of trip facilities • NABERSs Energy Rating • Forced computer shutdown

GROSS EMISSIONS
643t - 1.2t per employee

BUILDINGS
83% 0% 0.5% 536t 83%

TRAVEL
0% 16% 0.74% 108t 16.7%

NET EMISSIONS
643t - 1.2t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED

RECYCLING OFFICES

100% 100% 100%
% office availability

PAPER USAGE

38,884 20%
paper employees recycled content

INITIATIVES:

- Paperlite office program • Green accredited paper purchase specification • Follow me printing • Recycled paper purchase specification

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified • PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

At Thomson Geer, we understand the importance of giving back to our community. A broad and real understanding of issues faced by all members of the community, including those who cannot afford legal representation, increases development and awareness of our staff, make us well rounded and informed, and is of course the right thing to do.

Our firm provides pro bono legal advice to marginalised and disadvantaged groups across all States in which we operate. Our lawyers are encouraged to spend up to 100 hours per year on approved pro bono matters and receive financial credit for this time.

Thomson Geer is pleased to have formalised our commitment to advancing the interests of Aboriginal and Torres Strait Islander communities with the development of our first Reconciliation Action Plan. The RAP outlines activities already undertaken at the firm including procurement from Indigenous businesses, pro bono work, and supporting Indigenous community initiatives.

We are constantly looking for ways that we can connect our lawyers with pro bono and support opportunities that will utilise their skills to make a meaningful contribution to our local communities.

INDIGENOUS RECONCILIATION

POLICY PUBLISHED **RAP REFLECT ACTION PLAN LEVEL**

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Affirmative ATSI procurement • Pro bono support • CareerTrackers participation

NON LEGAL VOLUNTEERING

PROGRAM VOLUNTEERING **NON-PROFIT BOARD SUPPORT**

INITIATIVES:

- NFP Boards • Organised staff volunteering • Blood donations • Student tutoring and mentoring • Secondments to NFPs • Community volunteering • CPD for community sector lawyers

CHARITABLE GIVING

PROGRAM CORP. GIVING

INITIATIVES:

- Firm donation program • Workplace giving • Matched funding for employee donations • Internal appeals and collections • External charity events and appeals • Host external charity events

LEGAL PRO BONO

STRATEGY PUBLISHED **PRO BONO CENTRE TARGET**

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Thomson Geer has an effective and pragmatic governance and risk management framework in place which is core to our operations.

The firm is led by the Chief Executive Partner who is responsible for the day to day leadership, administration and management of the partnership supported by the Executive Team. The firm's Board Committee is responsible for the broad strategic direction of the firm, higher level governance and risk management.

We have a suite of policies and practices across the firm which underpin how we operate, covering risk management, business continuity, information security, privacy, modern slavery, supplier management, and complaints management. Documented quality standards and firm values guide our practitioners in their everyday activities.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING **COMPLAINTS & GRIEVANCE MECHANISM** **RISK MANAGEMENT PLAN** **BCP OR ERP**

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

BOTH CURRENT AND NEW SUPPLIERS **MODERN SLAVERY PROGRAM** **FEDERAL LEGISLATION PARTICIPATION**

SUPPLIER STANDARDS COVER:

- Human rights • Fair labour practices • Modern Slavery

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

2022 AusLSA SUSTAINABILITY PROFILE



Wotton + Kearney
Headcount: 335 (FTE)
Floor Area: 5,147m²
Number of Offices: 4

Wotton + Kearney has one focus - insurance law.

Founded in 2002, W+K has grown from two partners to be one of Australasia's undisputed leaders in our industry with 61 partners and over 350 specialist insurance lawyers across eight offices in Adelaide, Brisbane, Canberra, Melbourne, Perth, Sydney, Auckland and Wellington.

Our dedication to insurance makes us the law firm of choice for some of the largest insurers, brokers and industry participants.

W+K is highly regarded in the areas of general liability, financial lines and complex property, energy and infrastructure claims.

W+K is proud to have been recognised by our clients as a Band 1 firm for insurance law in Australia by Chambers & Partners for 10 consecutive years.

We actively apply the concepts of sustainability and environmental awareness of the local and global environment within our day to day practice at Wotton + Kearney.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

W+K's people strategy guides activities geared to creating and maintaining a vibrant and inclusive workplace environment, where all employees have the opportunity to fulfil their potential, where individual contributions are valued and diversity is encouraged. W+K ensures equal opportunity through all hiring, promotion and development activities. With a high percentage of women in workforce our key focus is on promoting diversity in leadership positions, in particular the proportion of women in senior roles. The Women's Leadership Forum, tailored career mentoring program and leadership development courses have been established to champion women's professional advancement. W+K fosters a flexible environment - 98% of employees, including partners, work under a formal flexible arrangement. W+K focus on exploring alternatives to traditional ways of working and invest heavily in technology which allows our staff to perform more efficiently and remain engaged regardless of where, when and how work is done.

Established wellbeing programs (flu vaccinations and partnering with Black Dog Institute and RUOK) demonstrate our commitment to employees' physical and mental health. Mental Health First-Aid Officers, Staff Partners and EAP provide a support network to assist employees in confidentially dealing with personal or workplace issues.

GENDER EQUALITY POLICY PUBLISHED

37% FEMALE PARTNERS **56% FEMALE LEGAL STAFF** **78% FEMALE NON-LEGAL STAFF** **70% FEMALE SENIOR PROMOTIONS**

INITIATIVES:

- International Women's Day
- Equitable briefing pledge (e.g. CommBar/LCA)
- Host or lead external programs and/or forums
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias
- Gender sensitive promotion and recruitment
- Internal D&I networks or committees
- LSNSW Charter - Advancement of Women

INCLUSIVE WORKPLACE POLICY PUBLISHED

D&I INITIATIVES:

- Recruitment and promotion for D&I
- Internal D&I networks or committees
- Membership - DCA
- External D&I programs and/or forums hosting
- Training - Awareness and unconscious bias
- Training - LGBTQ awareness

FLEXIBLE WORKPLACE POLICY PUBLISHED

14 WEEKS PAID PARENTAL LEAVE **2 WEEKS SECONDARY CARER** **100% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Flexible work hours
- Part time options
- Job sharing
- Remote working tools and systems
- Support for flexible working
- Time in lieu
- Unpaid leave
- Carer's leave
- Study leave
- Volunteering leave
- Purchased leave
- Career breaks

PSYCHOLOGICAL WELLBEING POLICY PUBLISHED

INITIATIVES:

- Beyond Blue program
- R U OK? program
- Black Dog Institute program
- Psychological support/EAP
- Mental health first aid training and support
- Mental Health Awareness Week
- Training - Mental health awareness and management

PHYSICAL WELLBEING POLICY PUBLISHED

INITIATIVES:

- Ergonomics program
- Flu vaccinations
- Team events
- Onsite fruit and healthy catering
- Ergonomics program - offsite

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

In 2021, W+K implemented an externally certified Environmental Management System & Environmental Management Plan to drive sustainability from within the firm. We identified our firm's key environmental impacts (energy consumption, paper use, business travel, waste to landfill and sustainable products) and developed a detailed plan to address them. 2021 also saw W+K complete an external sustainability assessment with EcoVadis, achieving bronze status in recognition of our sustainability achievement. Our firm Environmental & Sustainability Policy is externally published and we are now 'Paperlite', replacing paper with electronic alternatives. W+K has committed to becoming carbon neutral and we are working with an external consultant to assess our carbon footprint with a view to achieving full carbon neutral certification with Climate Active. W+K's nation wide Environmental & Sustainability Committee meets regularly to support W+K's continued improvement in our environmental performance and raises staff awareness of environmental & sustainability issues.

CLIMATE ACTION POLICY PUBLISHED ACTION PLAN PUBLISHED

INITIATIVES:

- Telecommuting
- Green Star rated buildings 4-6 star
- Teleconferencing facilities and training
- ECO-Buy
- Earth Hour
- End of trip facilities

GROSS EMISSIONS 352t - 1.1t per employee

BUILDINGS	55% 0.04t/m ²	0%	0.19%	195t	55%
TRAVEL	0%	43% 0.43t/employee	1.5%	157t	45%

NET EMISSIONS 352t - 1.1t per employee

ENVIRONMENTAL MANAGEMENT POLICY PUBLISHED AEMS CERTIFIED

INITIATIVES:

- World Environment Day

RECYCLING OFFICES

100% 100% 100%
 % office availability

PAPER USAGE 7535 220 employees 29% recycled content

INITIATIVES:

- Paperlite office program
- Green accredited paper purchase specification
- Follow me printing
- Recycled paper purchase specification

PAPER CERTIFICATION:

- Forestry Stewardship Council (FSC) certified
- NCOS Certified Carbon Neutral
- Other Certifications
- PEFC Australian Forestry standard

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

W+K is committed to making a difference in people's lives through its pro bono, community and responsible business program - Community Footprint. We have formed long-term partnerships with community legal centres and charities across Australia and New Zealand and beyond, to make sure that our work is targeted to addressing greatest needs and driving positive change in society. Our key aim is to address inequalities in our communities, with a focus on UN Sustainable Development Goals, of Gender Equality, Reduced Inequalities, Climate Action, and Peace, Justice and Strong institutions. We partner with one charity every three years to focus our advocacy, fundraising and volunteering efforts. In FY19 - FY22 W+K partnered with Black Dog Institute to help reignite a dialogue around mental health and build meaningful and lasting fundraising impact and engagement. In FY23 - FY25 we have partnered with Indigenous Literacy Foundation to build awareness around Aboriginal and Torres Strait Islander communities and culture.



INDIGENOUS RECONCILIATION POLICY IN DEV'T

INITIATIVES:

- Reconciliation Action Plan
- Cultural awareness training
- NAIDOC Week
- National Reconciliation Week
- Pro bono support
- Collaboration for reconciliation
- Funding and donations
- Indigenous Literacy Day

NON LEGAL VOLUNTEERING PROGRAM 25% PARTICIPATION IN NON LEGAL VOLUNTEERING

INITIATIVES:

- Organised staff volunteering
- Paid volunteer time
- Secondments to NFPs
- Skilled volunteering program
- Community volunteering
- CPD for community sector lawyers

CHARITABLE GIVING PROGRAM 30% PARTICIPATION IN CORPORATE GIVING

INITIATIVES:

- Firm donation program
- Workplace giving
- Matched funding for employee donations
- Internal appeals and collections
- External charity events and appeals

LEGAL PRO BONO STRATEGY PRO BONO CENTRE TARGET

These icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.

[Click for further information from AusLSA:](#)

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

W+K is committed to efficient, economical, ethical and environmentally sustainable practices. In 2021, W+K was awarded a bronze medal in recognition of sustainability achievement by EcoVadis. W+K considers the ethical implications of our procurement activities and seeks to partner with suppliers that uphold the human rights of workers in their operations and supply chains and treat workers with utmost dignity and respect. More specifically, we require our suppliers to comply with our Supplier Code of Conduct to Address Modern Slavery. W+K actively works to ensure that we meet all requirements in areas where regulations guide our work. Our business relies on a range of specialist skills, including Legal, Financial, Information Technology, People and Supplier practices. All professionals within the business are responsible for maintaining licensing and professional accreditations as active practicing professionals. Across the business, we are also guided by relevant legislative and compliance frameworks that inform the policies and practices of the firm and the day to day work of our people.

CODE OF CONDUCT /RISK MANAGEMENT POLICY

INITIATIVES:

- Code of Conduct Training
- Complaints & Grievance Mechanism
- Risk Management Plan
- BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT MODERN SLAVERY PROGRAM



AusLSA MEMBERS

- Addisons
- Allen & Overy
- Allens
- Ashurst
- Baker & McKenzie
- Barry Nilsson
- Bartier Perry
- Carroll & O'Dea
- Clayton Utz
- Clyde & Co
- Coleman Greig
- Colin Biggers Paisley
- Corrs Chambers Westgarth
- Davies Collison Cave
- Dentons
- DLA Piper Australia
- FB Rice
- FPA Patent Attorneys
- Gadens
- Gilbert + Tobin
- Gilchrist Connell
- Hall & Wilcox
- Hickson Lawyers
- Holding Redlich
- Hunt & Hunt
- Jackson McDonald
- K&L Gates
- King & Wood Mallesons
- Lander & Rogers
- Lawcover
- Macpherson Kelley
- Maddocks
- McCabe Curwood
- McCullough Robertson Lawyers
- McInnes Wilson Lawyers
- Minter Ellison
- Moray & Agnew
- Mullins
- Norton Rose Fulbright
- RLW
- Russell Kennedy
- Sparke Helmore
- The Lantern Legal Group
- Thomson Geer
- Wotton + Kearney

