



# 2020

LEGAL SECTOR SUSTAINABILITY UPDATE  
**AUSTRALIAN LEGAL SECTOR ALLIANCE**  
MEMBER REPORT


AUSTRALIAN  
LEGAL SECTOR

**ALLIANCE**

PROMOTING SUSTAINABILITY



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This report is also available as an interactive flipbook. 

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# FROM THE AusLSA CHAIRS

## Welcome to the 2020 AusLSA Annual Sustainability Snapshot

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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



LGBTI INCLUSION



PSYCHOLOGICAL WELLBEING

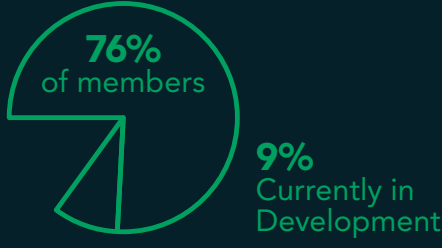


# COMMUNITY HIGHLIGHTS

PRO BONO PROGRAMS



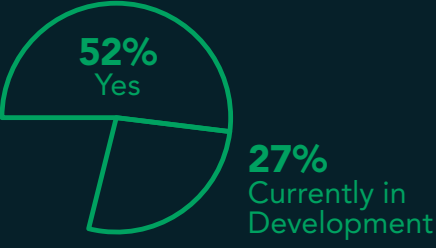
NON LEGAL VOLUNTEERING PROGRAMS



COMMUNITY GIVING PROGRAMS



INDIGENOUS RECONCILIATION POLICY (IN PLACE OR IN DEVELOPMENT)



# ENVIRONMENT HIGHLIGHTS

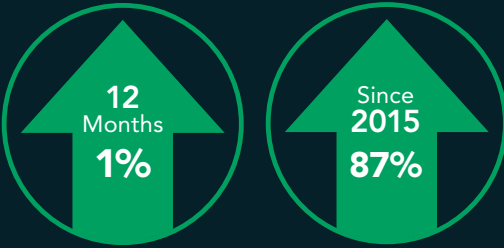
PAPER USE



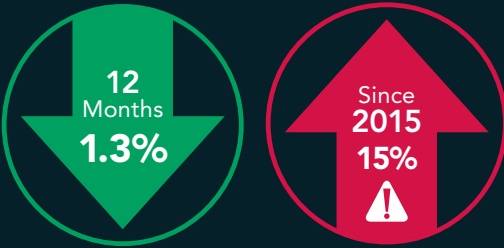
ELECTRICITY USE



OFFSETS AND RENEWABLES

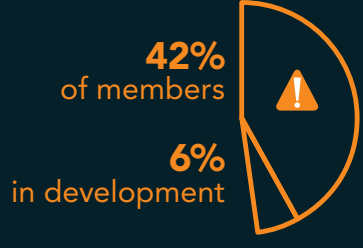


TRAVEL GHG EMISSIONS



# GOVERNANCE HIGHLIGHTS

PROMOTION OF AUSLSA REPORT PARTICIPATION



ADDITIONAL SUSTAINABILITY REPORTING PUBLISHED



SUSTAINABLE PROCUREMENT



2020S  
2020G  
2020H  
2020I





# 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. 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 its members to more easily 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 for the Australian legal sector to be 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](http://www.legalsectoralliance.com.au)

## AusLSA's Executive members 2020

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.

## Focus and Direction

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

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, 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 three-year strategic plan is due to be reviewed by the board in early 2021. The new plan will concentrate AusLSA's efforts on responding to the needs and building value for our members and their stakeholders (including partners, employees, customers, stakeholder, regulators and other thought leaders).

## Priorities for 2020

AusLSA prioritises the use of its resources to meet our members existing and emerging needs as well as strengthening our capacity and programs through growth. In 2021 our priorities are:

**Welcome new members** – AusLSA programs benefit from high levels of participation. A strong membership reinforces the industry support for the AusLSA model and contributes to the resources we need to provide and continually develop new programs and materials and to promote progress.

**Ongoing reporting development** – AusLSA is continually reviewing and implementing opportunities to improve the scope and metrics for our framework and public reporting. This allows us to tell the clearest story about members' sustainability commitments and performance that meets the expectations of stakeholders, international best practice and our members. This year the report has been expanded to include the adoption of regulatory reporting requirements on modern slavery. Next year we will be assessing the impacts and responses to the COVID pandemic.

**New alliances** – AusLSA is being strengthened through increased cooperation with selected sustainability thought leaders and NGOs. We will continue to identify and strengthen existing alliances that assist us to provide aligned reporting and share capacity building tools, programs and information that will make AusLSA the place to take the next step in our member's sustainability journeys.

**Spreading the word** – This year AusLSA will be expanding our conversations with the customers of legal services to better understand the types of sustainability information they are interested in from AusLSA and how we can most effectively provide it to them on our members behalf. Members' commitment to sustainability and their AusLSA membership also provides a wide range of benefits to their firm's different functions and internal stakeholders. In 2020, AusLSA will assist firms to communicate more clearly about their actions and commitments.

**Sharing the latest information and resources** – AusLSA's website has been redeveloped to accommodate a broader and more up to date set of sustainability information and materials as well as being a portal for selected materials and programs from our alliance partners. During the year we will progressively populate the site with information on new topics as well as a stream of newsletters. A copy of all AusLSA Sustainability Insight reports, including the 2020 Sustainability Update are also available from our new website.

# ABOUT AUSLSA'S SUSTAINABILITY REPORTING

Since 2009 AusLSA members have reported their environmental sustainability performance based on a set of standardised reporting criteria and metrics created by AusLSA, its partners and members. Over the past five years the AusLSA Sustainability Framework has progressively expanded to include a broader group of material social sustainability issues. Last year the major planned expansion of AusLSA sustainability reporting framework was finalised. However each year a range of emerging sustainability issues will continue to be considered and updates made as necessary. This year's annual report includes new information on modern slavery management.

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 common reporting scope, boundary and methodologies. This has many advantages over the usual approach of individual sustainability reporting where organisations may use varying standards, methodologies and assumptions, making comparability challenging.

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 droughts, bushfires, catastrophic weather events and now COVID are triggering increased awareness and interest in the different 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 recognize how their social impact and the values they demonstrate contribute to their communities as well as their business strength and competitiveness. They also recognise that their employees and customers are increasingly assessing the values they demonstrate and the purpose they pursue.

AusLSA members believe 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 taken by their key customers 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 percent understood that sustainability reporting helped the reputation of their business and eighty-four percent said that it reduced risk.

All AusLSA members are different and will choose to prioritise their efforts based on their individual challenges, 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 manage the allocation of effort and management focus 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 provides important benefits to both 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	Greenhouse gas emissions from Electricity and Gas	Sustainability Reporting
Flexible Working	Non Legal Volunteering	Greenhouse gas emissions from Travel	Sustainable Supply Chain Management (including Modern Slavery Reporting)
Diversity	Charitable Giving	Renewable Electricity and Carbon Offsets Purchased	Risk Management and Business Continuity
LGBTI Inclusion	Indigenous Reconciliation	Paper Use and Selection	Ethics and Conduct
Physical Wellbeing		Waste and Recycling	
Psychological Wellbeing			
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 identification 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, customers, 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 sustainability 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 corporate governance.

### Responsiveness

Members 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.

2020  
MEMBER LOGO



## 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, although this year the AusLSA has allowed a greater level of flexibility in recognition of the disruption caused by COVID and 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 the analysis and commentary included in this report has been greatly assisted by the input of a group of key organisations who provide related programs and thought leadership in different areas. AusLSA would like to thank the following organisations for their assistance in developing AusLSA's Sustainability Framework and the 2020 report:

1. The [Australian Pro Bono Centre](#) - legal pro bono programs
2. The [Workplace Gender Equality Agency](#) - gender equality and flexible working
3. [One Million Donors](#) - charitable giving and non-legal volunteering
4. [Pride in Diversity](#) - LGBTI inclusion
5. [Reconciliation Australia](#) and the Legal Profession Reconciliation Network - Aboriginal and Torres Strait Islander reconciliation
6. The [Minds Count Foundation](#) - Psychological wellbeing
7. [Ernst & Young](#)

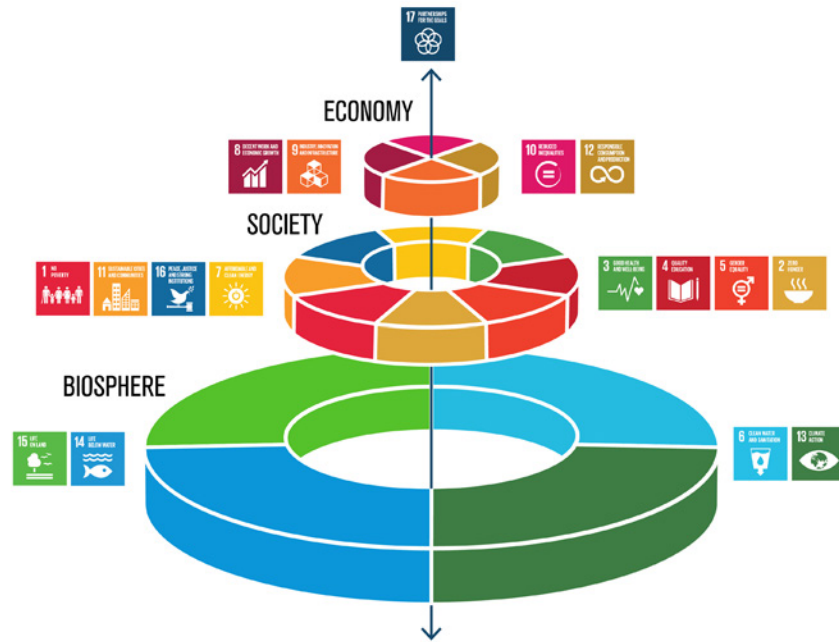
# GLOBAL SUSTAINABLE DEVELOPMENT GOALS

## 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.



Reproduced with the permission of Azote Images for Stockholm Resilience Centre

## Why Are They Important?

Cooperation, coordination and partnerships are one 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 building an organisational purpose that includes creating value for others and improving the world we live in, also inspires many of their critical internal and external stakeholders, which in turn drives profits and creates sustainable value. Contributing to these Sustainable Development Goals is increasingly recognized by the international community as 'creating shared common value' for all stakeholders and therefore it will be a strong driving force for purpose.

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

There are very few corporations and industries that would include all of the 17 Sustainable Development Goals in their significant impacts or opportunities. In reality, the nature of our industries, business purpose and professional focus mean that different organisations will have stronger opportunities to address 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
<b>3 GOOD HEALTH AND WELL-BEING</b>	Physical Wellbeing Psychological Wellbeing	<b>7 AFFORDABLE AND CLEAN ENERGY</b>	Carbon Offsets Renewable energy	<b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b>	Energy use Travel Offsets and Renewables Paper use
<b>4 QUALITY EDUCATION</b>	Professional Development	<b>10 REDUCED INEQUALITIES</b>	Diversity LGBTI Inclusion Gender Equality Indigenous Reconciliation	<b>13 CLIMATE ACTION</b>	Sustainable Supply Chain Energy use Travel Carbon Offsets and Renewables
<b>5 GENDER EQUALITY</b>	Gender Equality	<b>11 SUSTAINABLE CITIES AND COMMUNITIES</b>	Energy efficiency building initiatives	<b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b>	Legal Pro bono Ethics and Conduct Sustainability reporting
		<b>17 PARTNERSHIPS FOR THE GOALS</b>	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.

SDG 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
- Non Legal Volunteering
- Charitable Giving
- Sustainable Procurement



AusLSA members also make strategic decisions about the type of business partnerships and markets they wish to develop and prioritise which also help to 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.



# Modern Slavery

## An Awakening

Leading national governments have accepted that modern slavery is a unplanned consequence of the operations and supply chains of many businesses.

The international community has committed to Target 8.7 from the UN Sustainable Development Goals to end modern slavery by 2030. The 2018 EY Investor Survey found that human rights practices and supply chain risks were two areas with the most substantial annual increase in investor attention.

Ineffective regulation from the past is being replaced with a greater commitment from regulators and modern slavery reporting is now mandatory in Australia for larger organisations.

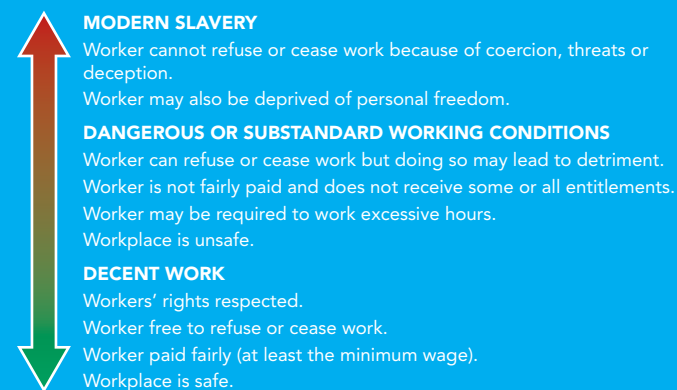
## What is Modern Slavery

The term modern slavery is used to describe situations where coercion, threats or deception are used to exploit victims and undermine or deprive them of their freedom.

Modern slavery includes the crimes of human trafficking, slavery and slavery like practices, such as forced labour, the sale and exploitation of children, and bonded labour. The most common form of modern slavery in corporate supply chains is bonded or indentured labour that occurs through the exploitation of vulnerable migrants who are subject to debts from labour

### LEARN MORE: WHERE DOES MODERN SLAVERY FIT?

Modern slavery happens at the most extreme end of a spectrum that ranges from decent work to serious criminal exploitation.



recruitment fees.

*Modern slavery is only used to describe serious exploitation. It does not include practices like substandard working conditions or underpayment of workers.*

*This Spotlight includes information provided by AusLSA's Partner - EY*

According to the latest figures from 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 71 percent 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. Twenty-five million people or sixty two percent of all people enslaved globally are in the Asia-Pacific Region. The Australian Government estimates there were 1,567 modern slavery victims in Australia between 2015 and 2017.

## Australia's Path to Regulation

Most forms of modern slavery and exploitation are already illegal in most jurisdictions and in Australia it has been covered under the Commonwealth Criminal Code.

Since 2010, new more specific regulations have been introduced in California, France, Italy, the EU and the UK.

In February 2017 the Australian government commenced an enquiry into establishing a Modern Slavery Act to "equip and enable the business community to respond effectively to modern slavery and develop and maintain responsible and transparent supply chains." Around 200 submissions from corporations and organisations were received and considered prior to the release of an interim report.

During this time the NSW the state government was also developing legislation which was passed in June 2018 (but is not yet in force). The Modern Slavery Act was referred to the Standing Committee on Social Issues for inquiry to determine whether the NSW Modern Slavery Act is necessary; and whether inconsistencies or duplication between the NSW Modern Slavery Act and the Commonwealth Act have been sufficiently addressed by the Draft Modern Slavery Amendment Bill 2019 (and Draft Modern Slavery Regulation 2019).

## Australia's Modern Slavery Act

Australia's new [Modern Slavery Act 2018](#) was passed by parliament on 29 November 2018 and came into effect on 1 January 2019. The new legislation consolidates Australian law within a Modern Slavery Act and introduces new provisions for corporate disclosures and reporting, requiring public disclosure within six months after the end of each organisations financial reporting period.

## Requirements of the legislation

The Modern Slavery Act requires mandatory disclosure from organisations that carry out business in Australia with revenues over AUD\$100m. The law is estimated to impact around 3,000 entities, including many law firms.

Included entities need to prepare annual Modern Slavery



Statements addressing the modern slavery risks identified in their operations and supply chains and the steps taken to identify, mitigate and remedy the risks or incidents. The first reports are due at the end of each reporting entity's first full financial year after January 1, 2019. For most Australian law firms, this means the end of June 2020.

Modern Slavery Statements are public documents and need to be signed off by the firm's leadership, and as such, will need to fit within the firm's formal risk management procedures and include demonstrable actions to back them up.

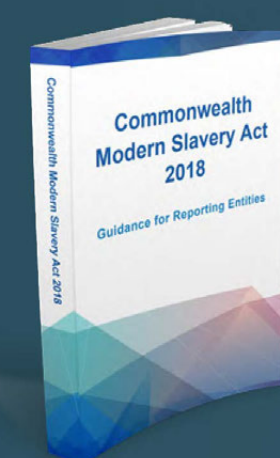
There is no set template for statements and while each reporting firm will be able to decide how to structure its statement there are seven mandatory criteria:

1. identify the reporting entity
2. describe the reporting entity's structure, operations and supply chains
3. describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls
4. describe the actions taken by the reporting entity and any entities it owns or controls to assess and address these risks, including due diligence and remediation processes
5. describe how the reporting entity assesses the effectiveness of these actions
6. describe the process of consultation with any entities the reporting entity owns or controls (a joint statement must also describe consultation with the entity giving the statement), and
7. provide any other relevant information.

When preparing statements, firms should also consider how they will continue to develop and strengthen their response to modern slavery over time.

Firms that are not required to comply with the Modern Slavery reporting requirement can chose to voluntarily comply, but they must formally notify the Modern Slavery Business Engagement Unit of their statement.

## Compliance Guidelines



The Department of Home Affairs released [detailed guidance](#), developed in consultation with businesses and civil society on 28 September 2019. The guidelines will assist businesses and organisations to understand and comply with the new Modern Slavery Act. The [guidelines](#) detail the entities that are required to report under the new law, when they need to report, how to respond to each of the mandatory criteria set out in the Act and what modern slavery is.

# SPOTLIGHT ON MODERN SLAVERY

## NSW Legislation

The NSW Modern Slavery Act 2018 requires 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. The NSW legislation was passed and assented to the legislation in June 2018, shortly before the Commonwealth Government introduced their bill on 28 June 2018.

Both regimes seek to ensure that companies have a publicly-available modern slavery statement that customers and the public can scrutinize enabling consumers and contractual counter-parties to assess, make decisions and participate in a debate about ethical supply chains.

In June 2019 the NSW Government announced a review of their intended legislation which began in August 2019 with the scheduled release of review findings due on the 14th of February 2020. The government's response was finally released on 28 September 2020. The NSW government reaffirmed its commitment to implementing a modern slavery regime for NSW but wanted to seek greater harmonisation with the Commonwealth's Modern Slavery Act reporting requirements before introducing necessary amendments that complement the Commonwealth Act and which are not inconsistent with it.

Both regulatory regimes seek to ensure that companies have a publicly-available modern slavery statement so that customers and the public can scrutinize enabling consumers and contractual counter-parties to assess, make decisions and participate in a debate about ethical supply chains.

## How does Australia compare to other jurisdictions?

There are three comparable regulations in similar countries to Australia

1. The UK Modern Slavery Act (2015) is a broader Act, which contains provisions confirming the offence of modern slavery. Reporting disclosures is one section (54), whereby guidelines for reporting criteria are provided, however, not mandated. The threshold for companies to report is GBP£36m however the public sector is not subject to reporting provisions.
2. The US, amendments to the Tariff Act of 1930 now forbid goods made with forced labour from entering the country The California Transparency of Supply Chain Act (2012), requires retailers and manufacturing companies with worldwide annual revenues of USD\$100m or more that sell/operate in California to report on their specific actions to eradicate slavery and human trafficking from its direct supply chain.

3. The Corporate Duty of Vigilance Law was adopted by the French Parliament in February 2017. It requires approximately 150 of the largest French companies to assess, address, and report on the adverse impacts of their companies on people and the planet, including impacts linked to their companies and those of suppliers and sub-contractors. Concerned parties can bring allegations of noncompliance before the court, who can issue fines of up to EU€10m for failing to publish a plan or EU€30m where a failure has resulting in damages that would have otherwise been preventable. Formal enforcement provisions are unlikely — however, a proposed central repository of statements would facilitate non-compliant companies to be “named and shamed”.

## Realising the benefits

Strong due diligence frameworks create a robust governance and accountability structure. At an operational level businesses benefit from improved due diligence processes where they have closer relationships with their suppliers and greater transparency over supplier practices. Providing boards and leadership teams with the information they need to efficiently discharge their duties, and use their oversight to motivate change, is a precondition for strengthening the organisation's brand and trusted reputation.

### Five Leading Practices

**Identifying Risks:** Organisations on the front foot in identifying modern slavery risks have trained procurement staff that include modern slavery risk considerations as part of pre-qualification supplier questionnaire and interview processes. This includes strategic decision making relating to new country entry and expanding product or production lines.

**Assessing data:** Businesses are utilising data collected through self-assessment questionnaires and front-line team observations to compliment publicly sourced information (e.g. the Global Slavery Index) to risk assess large numbers of suppliers to segment procurement category groups for further due diligence attention.

**Mitigate:** The most effective mitigation activities are those that focus on building strong relationships with suppliers to improve supplier capabilities and to better understand their needs, limitations and those of their workforce. Involvement or leadership in industry specific forums (e.g. those for cotton and regional specific garment manufacture) are demonstrating progress in affecting systematic change and positive impacts on the workforce.

**Remediate:** Like mitigation, the most impactful remediation activities do not occur in isolation. Partnerships between the private sector and NGOs are proving to be very effective in supporting grievance mechanisms, and facilitating payment of withheld wages. Some businesses are addressing remediation by directly employing survivors of modern slavery.

**Monitor and Improve:** Leading organisations are embedding supply chains (and modern slavery) risk factors within corporate risk registers to ensure formal monitoring, reporting and escalation of risks and progress to mitigate risks. It is important for all organisations to recognise that supply chain risk management is an evolutionary process and will require review and adjustment as the business learns and adapts to its risk environment.

## What AusLSA are doing?

The Australian Government's new Modern Slavery legislation and regulations will require most AusLSA members to develop new systems to research, understand manage their supply chain for modern slavery risks. AusLSA will work with members to share resources and information and look at the opportunities to develop tools to better manage this process.



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 is the most significant disruption to the legal industry in generations. Changes to the working arrangements for staff, combined with the additional personal pressures on staff, has placed chronic stress on many people. The disruption has also impacted firm's ability to deliver the existing programs that have been developed over the last few years to help support their staff and even to 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. 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 significant impact on psychological wellbeing.

## GENDER EQUALITY

Many would expect Australia to be in the leadership group of developed nations when it comes to gender equality. However, The [World Economic Forum's 2020 Global Gender Index](#) ranks Australia in 44 out of 153 countries surveyed while New Zealand sits at 6. Australia is not even placed in the top 10 in East Asia and the Pacific, sitting below the Philippines and Laos. Australia has dropped five places in the last two years and fallen to 44 from a position of 15 in 2006. In the economic participation index (which measures wages, employment and workforce representation) Australia has dropped even further from a position of 12 in 2006 to a position of 49 in 2020.

Clearly, progress has been made since the gender equality movement commenced with the Victorian Suffrage Society and the first female trade union, from 1882. But comparing contemporary Australian gender equality against these historical benchmarks of the twentieth century or of those of other cultures, skims over the fact the women like many other groups still do not enjoy the same resources, opportunities, rewards or security as traditionally powerful groups.

Improving gender equality boosts the productivity and performance of organisations and the economy and helps to build stronger societies, economies, businesses and individuals. 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.

Corporate Australia, however, is changing. Between 2009 and 2019 the number of women on the Boards of ASX200-listed companies grew from 8.3percent to 29.7 percent. In 2019, forty -five percent of appointments to ASX200 boards were women.

The percentage of women in the 100 largest companies is 27.7% and in the 1,000 smallest companies it is 15.7%. Forty-five percent of appointments to ASX200 boards were women.

In the legal sector the focus on in gender equality has been strong, with state law societies and law firms supporting the Law Council of Australia's commitments, targets and programs including the [Diversity and Equality Charter](#) and [Equitable Briefing Policy](#).

The 2018 [National Profile](#) of the legal profession in Australia revealed that there are female 39,700 solicitors which make up fifty-two percent of the legal profession. However, the WGEA only measured thirty-five percent of women in key management roles. The then Law Society of NSW Chief Executive Officer, Michael Tidball, said *'the growth in number of female lawyers emphasised the need for law firms and law societies to increase their efforts and strategies to boost the number of women in leadership positions'*. An [Australian Financial Review partnership survey](#) conducted since the 2018 National Profile, found that two-thirds of the 128 new partners appointed at the nation's larger law firms were women.

The Law Council is committed to taking measures that ensure a level playing field for all members of the Australian legal profession. A major step towards this has been the development of a [National Model Gender Equitable Briefing Policy](#). The Policy includes interim and long-term targets with the objective of briefing women in at least thirty percent of all matters and paying them thirty percent of the value of all brief fees by 2020. The Law Council's 2018-19 survey of performance against this policy was 27% and 20% respectively.

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

## Comparison of Gender Equality Performance

	AusLSA Members	Total Legal Services	All Professional Services	Accounting Services	Aust Industry
Policy	91%	84%	83%	74%	75%
Targets	64%	48%	42%	39%	32%
Female Management Promotions	Not measured	63%	47%	49%	49%
Composition Key Management/General Manager	34%	35%	28%	23%	32%
Composition Lawyers and Professionals	64%	63%	46%	53%	53%
Gender Pay Gap (professionals)	Not measured	10%	17%	8%	16%

Source: [WGEA Data Explorer](#)

## 2020 AusLSA Member Performance

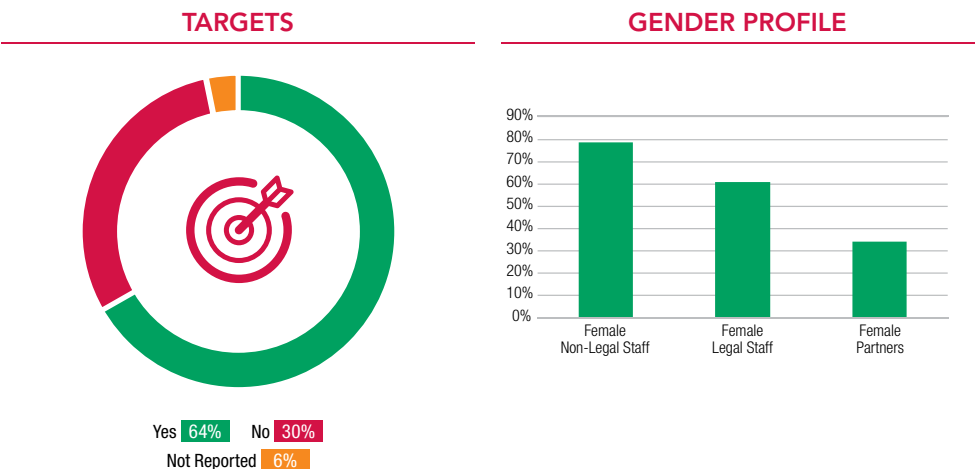
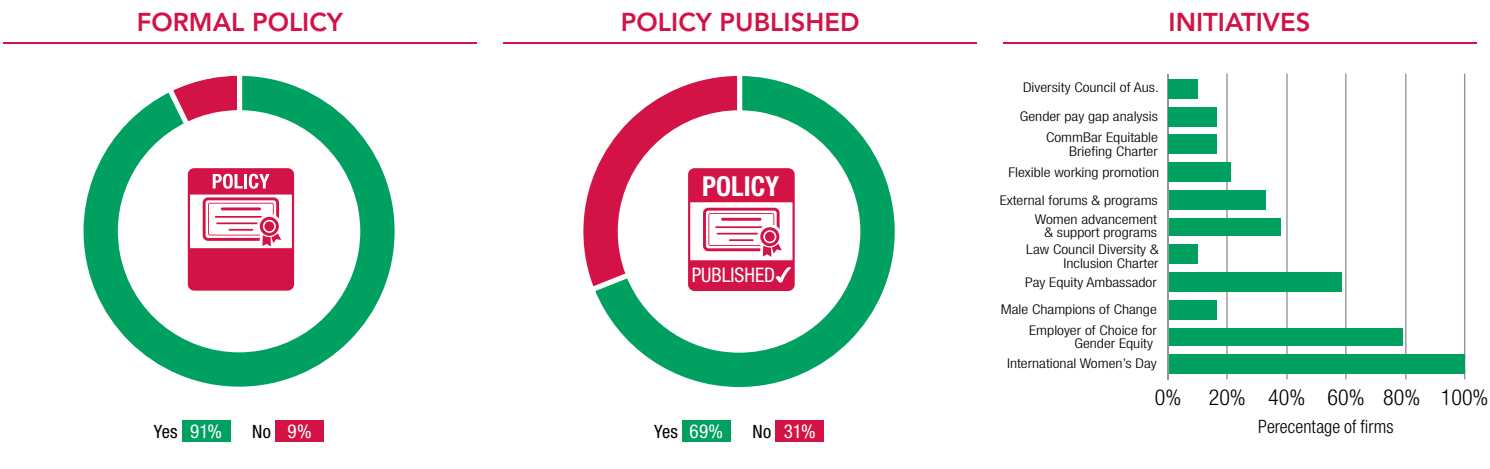
Over previous years AusLSA members have made commitments and set new standards to improve the balance of opportunity for both men and women. Our 2020 results indicate that these commitments have become standard in the sector.

Ninety four percent of respondents have a gender equity policy, which is up from 91% last year, and remaining firms are implementing diversity and inclusion policies which address many issues in common with gender equality. This year seventy- three percent of firms have decided to publish their gender equality policies signifying an increased level of policy commitment and transparency.

For the last three years all reporting firms have continued to allocate the key oversight responsibility for implementing this policy to either a partner, manager or committee. This increased from ninety-seven percent in 2017. There is strong evidence that leaders and leadership teams are taking greater public accountability for their firm's performance on pay equity with fifty-seven percent who had Managing Partners who were [WGEA Pay Equity Ambassadors](#), up from forty-nine percent in 2016. However this year there has been a reduction in AusLSA firms who are also [WGEA Employers of Choice for Gender Equity](#) which decreased from a 2019 peak of sixty-nine percent to fifty nine percent this year.

Despite these widespread commitments and programs, improvement of gender ratios of law firm partners has shown limited progress. In 2016 when we commenced measuring gender representation of female partners, the ratio sat at 26.4%. This year the level is thirty percent. This is in comparison to an overall proportion of female lawyers amongst AusLSA members of fifty-eight percent. While there is progress to be made, these results are consistent with or better than similar professions as reported by [WGEA](#). For example, the accounting services also have an equal representation of women across their employee base but only twenty-three percent in key management positions.

Slow growth in gender balance in senior positions can be partially justified by the effect of lags between the growth in female numbers and the building of required experience and seniority for promotion, there is little doubt historical imbalances in equality of opportunity are also a significant factor. As we continue to see continued improvement in these numbers over time that supports the hypothesis that member firm's equity policies and practices should achieve a continued improvement in these numbers over time.





# GENDER EQUALITY

## Challenges and Opportunities

While it will take some time for the impact of the COVID pandemic to be fully realised and reflected in the data, a number of hypothesis may be made on the likely impacts on gender equality outcomes.

Firstly, during times of business stress the supporting or operational roles are commonly the first effected by redundancy, restructures retrenchments and reductions in hours. In AusLSA law firms operational and non-professional staff are seventy-nine percent female.

Secondly, the rates of promotions are likely to be impacted by commercial uncertainty and a potential slowing of business. It follows that if promotions decrease then the opportunity to improve the gender balance in senior positions will also be slowed.

Thirdly, COVID has 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 percent of their 'working hours' with no remuneration in comparison to men (thirty-six percent). The additional demands of professional and home duties created by COVID may impact disproportionately on women's wellbeing as well as longer term impacts on their career.

Law firms could address the COVID pressures and impacts on women in a number of ways.

- By working to better understand the competing needs of women in the workplace, firms can respond by providing the required flexibility to manage these demands, including flexible working hours, additional leave or concessions on performance assessments that consider extenuating circumstances.
- Considering how they can more directly support employees with the practical provision of these carer roles including coaching, childcare programs and targeted wellbeing support.
- 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 is a catalyst for increased rates of violence. Unfortunately, ethnicity, religion, social class, 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.

But there are fundamental issues that transcend these immediate COVID pressures and need ongoing attention. Female representation has now grown to fifty-eight percent of the legal staff, yet they still only occupy thirty percent of partner positions.

Apart from responding to COVID, firms also need to continue with the fundamental changes required. 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 who are dismantling barriers to women's participation at senior levels.

The process recommended by the Work Place Gender Equality Agency and detailed in their [Gender Strategy Toolkit](#):

- 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 ion the identified barriers – Modify and update the design and implementation of the strategy to respond and consider new opportunities

# FLEXIBLE WORKING

As a result of the COVID pandemic, the most significant and sudden change for many in the legal profession has been working from home. The impacts of this have been felt at both a personal and professional level.

Not only are many lawyers and support staff working from home, but in most cases their clients were also similarly disrupted. To add to the challenge domestic cohabitants (including young and school aged children and other household members) were often also home. And finally, almost overnight, courts switched to remote or highly restricted hearings, lodging and other document processing.

Forcing the move from established office-based environments which have been in place for many generations has broken down some of the misconceptions about flexible and remote working. However, the lack of control over the pace and extent of the change means there have also been problems and losses incurred by businesses and employees. We now need to review the benefits and the costs of remote working to both individuals and their firms and consider strategies to manage the blend of home and office-based environments.

Last year we wrote that flexibility was becoming increasingly important to AusLSA member employees as workers sought to balance competing life opportunities and priorities. We observed that more and more Australian law firms were successfully adjusting the way they worked and the systems they had in place that allowed people to contribute effectively and efficiently with more time and location flexibility.

Fast forward 12 months and this groundwork has meant that most law firms have been able to successfully serve their clients, support their employees, maintain commercial viability and many to even grow. 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 meant that many firms were in a position to quickly expand working from home as circumstances dictated.

Many of the assumptions and anticipated pain points that seemed to create earlier barriers and slowed the broader adoption of flexible working have now been tested and have proved to be overstated, easily overcome or reduced by the unique combination of commitment, adaptation, critical mass and appetite for tolerance and flexibility.

Flexibility is linked to a wide range of organisational benefits, including

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

Flexible working also has a significant impact on enabling gender equality in the workplace. Female workforce participation rates have grown from sixty-five percent to seventy-four percent between 2015 and 2019. More women in the workforce emphasises the need to accommodate the responsibilities shared by both women and men in family life. Having someone who requires care disrupts the career paths of the higher proportion of women who provide home based caring. This can drive a reduction in the participation of women in the workforce, including law firms, between the ages of thirty and fifty-four. Flexible work policies encourage the sharing of family responsibilities.

Australian state-based law societies have been active in helping firms to deliver improved flexibility for their practicing 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 Flexible Working

	AusLSA Members	All Legal Services	Accounting	All Professional Services	Australian Industry
Policy	100%	89%	83%	72%	57%
Paid Parental Leave	97%	82%	58%	77%	81%
Paid Parental Leave - weeks	16 (related to tenure)	11	11	9	10
Secondary Carers Leave	97%	80%	67%	57%	42%

Source: [WGEA Comparison tool](#)

## 2020 AusLSA Member Performance

The impacts of closed offices and grounded planes across Australia and the world would have been catastrophic for law firms if not for the commitments and progress of flexible working programs and agile working approaches.

AusLSA members are sharing stories of massive and sudden transitions to complete remote and flexible working arrangements that went surprisingly smoothly. Early indications were that staff were comfortable and effective working in remote settings while juggling home office teething issues and additional roles including family caring duties and travel restrictions. While no firms reported preparing specifically for the extent of during widespread shutdowns and travel restrictions, they have proven to be very resilient.

Access to flexible working by Australian lawyers is relatively high in comparison to other professional services organisations and Australian industry in general. The recent uptake of digital technologies in the industry have assisted law firms to develop programs and increase flexible working options.

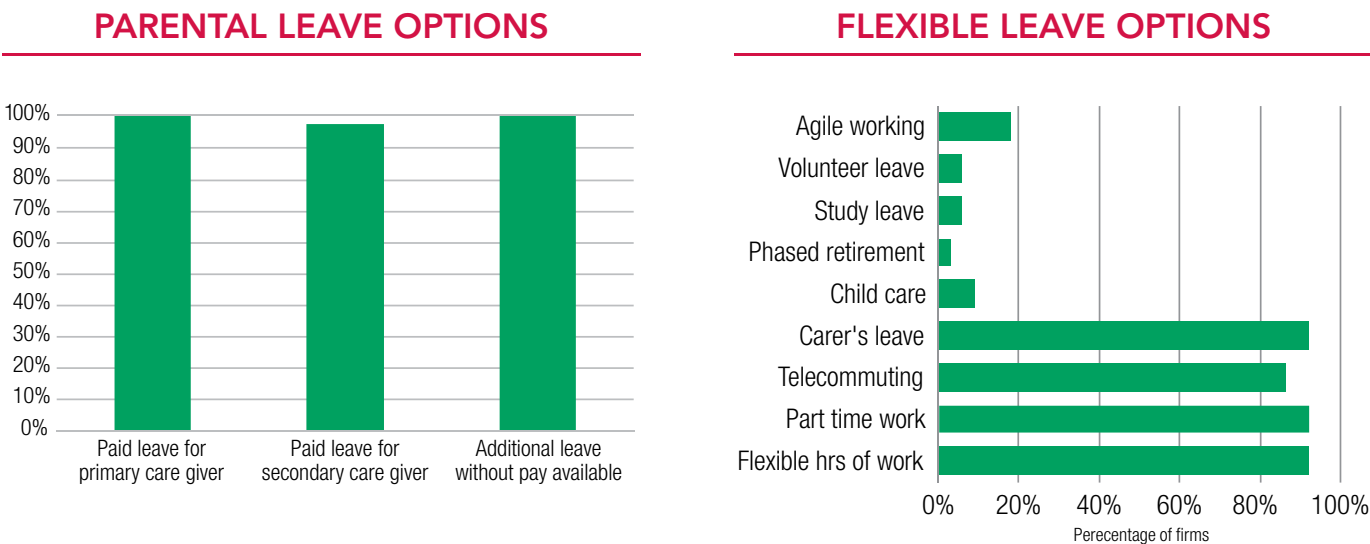
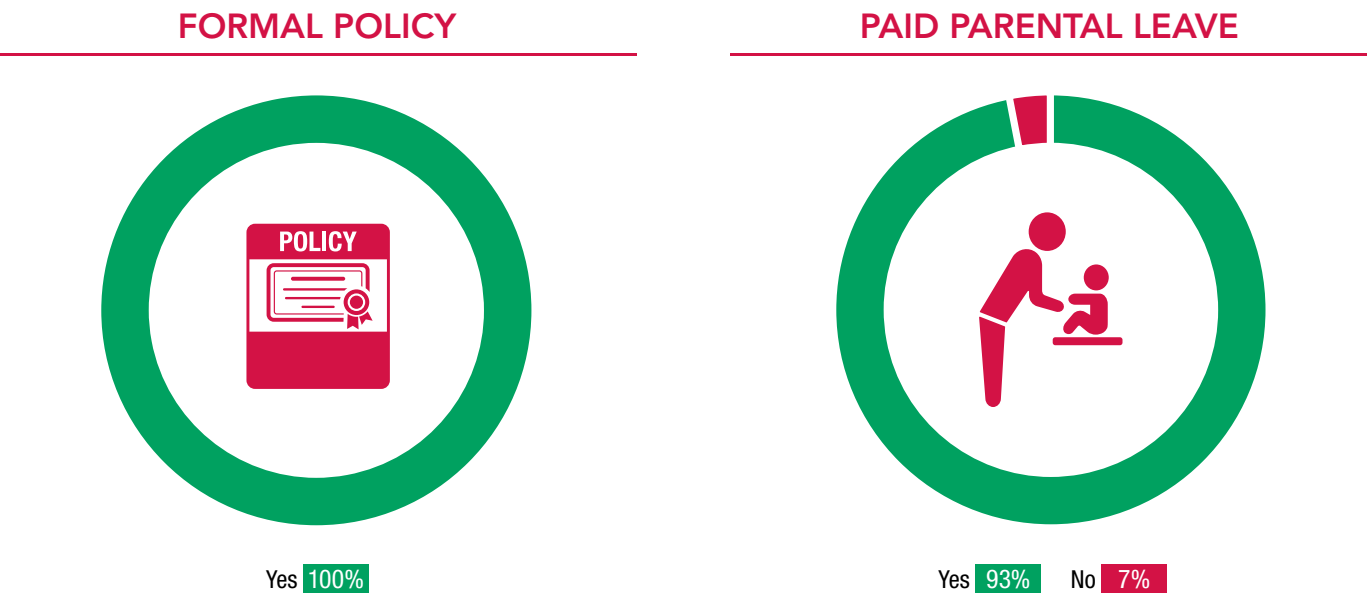
The experiences with remote working were improved by (among other things) the prior investment in technology, agile working systems and behaviour change. The foundation of technology and work processes has been enhanced quickly to find new solutions to emerging issues and needs. The flexible working approaches, that have allowed individuals and teams to manage immediate priorities to deliver their projects has enabled firms to find new ways to market their practices, win and deliver new work.

AusLSA reporting has always indicated that a solid understanding and support of flexible working for all staff as well as supporting parents and other carers in the workplace has been in place. This is echoed for the fourth consecutive year, and all report respondents have indicated that flexible working policies and programs in place. The number of firms that have previously implemented flexible working options has better prepared them for when their offices closed in February and March.

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

Ninety-seven percent of firms provide paid parental leave for secondary carers in addition to their paid primary carer schemes which increased from ninety-three percent in 2018.

The percentage of women resigning or leaving the firm following maternity leave can be an indicator of the effectiveness of flexible working and other support arrangements available to successfully balance their family commitments with their career. On average only six percent of female legal staff from our reporting firms resigned during or within six months after returning from maternity leave which has reduced by more than half from fourteen percent in 2019. This may indicate that flexible working options that support and enable and encourage women to continue working have improved.



# FLEXIBLE WORKING

## Challenges and Opportunities

No one could have been fully prepared for the pace and extent of the February shift to remote and flexible working. This meant that firms needed to scramble to identify emerging issues and challenges and find solutions to deliver business outputs and support their staff in a difficult time.

New flexible working arrangements and support were common strategies to help staff adapt. Useful initiatives include; greater flexibility for leave arrangements, additional carers leave, new supporting technology as well relief from billing and productivity targets.

In the past flexible working was often accepted in principle, however in reality only infrequently adopted by a minority of staff, for temporary arrangements or for adhoc 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 didn't truly integrate flexible working and many firms didn't have the systems in place, or the trust required to make the concepts work on such a massive scale.

There is strong evidence to suggest that the tide of flexible working has turned and that expectations from current staff and a competitive employment market have shifted dramatically. COVID has provided a unique one off opportunity to truly re-evaluate the future of the work environment. From the perspective of law firms flexible working has delivered many the benefits expected. At best law firms have maintained productivity, and profitability. Workers are also reporting increased productivity, flexibility, and improved lifestyle. Flexible working has allowed many people to pivot to meet new personal priorities including caring for children at home following school and childcare restrictions. Of course, as we consider the future role of flexible work and working from home we also need to address the problems that are experience by some people including boundaries between work and home and working, feelings of isolation and longer hours.

The COVID experience has developed an understanding that flexible working can become a normal behaviour. Now is the time to check in with employees to understand what they loved and want to keep vs what has been hard and is not sustainable. What is the balance they want to retain and how can flexible working policies be adjusted and fast tracked to a new normal that supports employee and business goals?

Firms will need to continue to evaluate the effectiveness 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 careful monitoring:

- 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

And finally, while flexible working is showing early signs of providing great lifestyle and convenience benefits to staff a sudden change has left firms less prepared for the potential downsides of isolation. The mental and emotional stresses of a high performing legal practice have been increased by the other demands and pressures from living in a COVID world, as well as the emotional strain of fear and uncertainty about the future. See more in the Mental Wellbeing section of the report.



# DIVERSITY AND INCLUSION

Diversity is a foundation of the Australian story and inclusiveness 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 the awareness that our systems are not as inclusive as we believed has led us to confront these shortcomings and commit to address and change ourselves and our organisations.

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. Inclusion is a vital ingredient in achieving the benefits of a diverse workforce.

Successful inclusion captures the range of talents and skills that different employees can bring to the workplace arising from their varied 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 percent more revenue and are fifty percent 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.

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 [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.

## 2020 AusLSA Member Performance

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. Law firms acknowledge their responsibility and the benefits of improving diversity within their teams and leadership. This year every one of our AusLSA reporting law firms had a policy in place to specifically outline their diversity values and commitments (with one firm acknowledging their policy only partially covered all the aspects that AusLSA outlines).

Fifty eight percent of firms promoted their commitment by publishing their diversity policy through their websites or similar means, an increase from forty-six percent in 2018. This increase in the promotion of their positions and commitment to diversity can benefit firms through a greater level of stakeholder engagement and oversight.

All reporting firms have now 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-eight percent of firms allocated accountability to a partner and seventy-one percent established committees to assist with planning and delivery of actions across the firm.

Only fourteen 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.

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 LGBTI Inclusion as well as the associated areas of Flexible Working, Indigenous Reconciliation, Psychological Wellbeing. These areas provide additional depth and insight into the commitments and performance in creating a workplace that that supports inclusion and benefits from diversity.

## Challenges and Opportunities

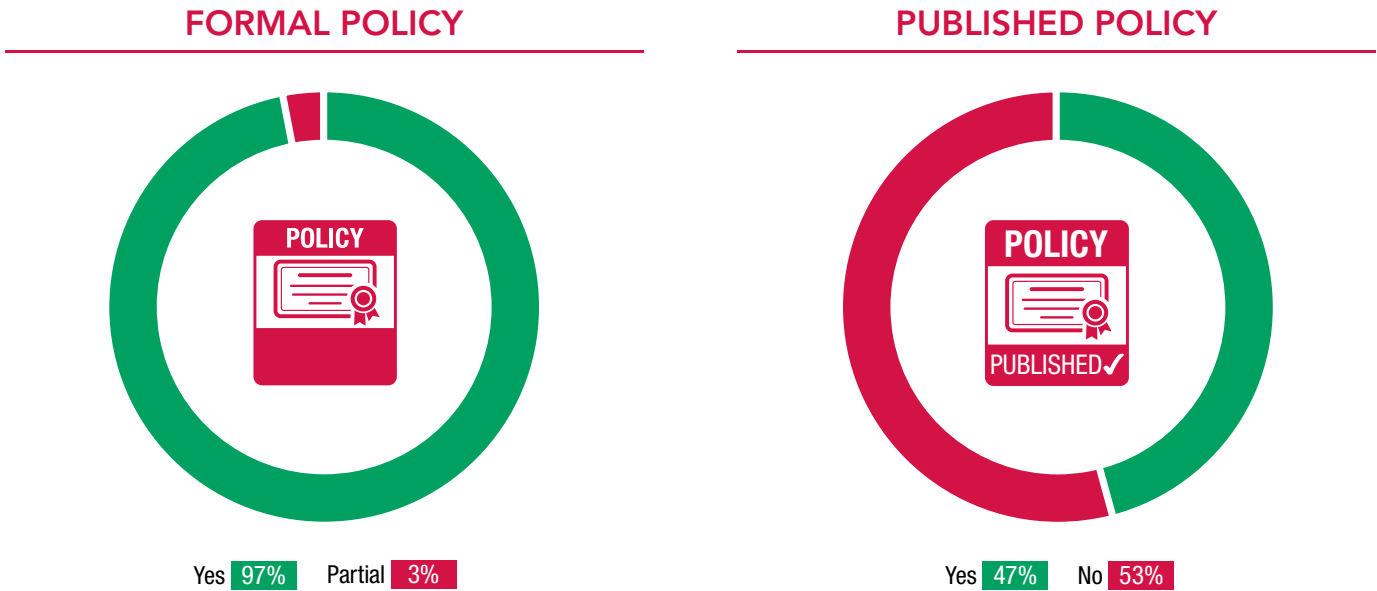
Even as the cultural diversity of the Australian population increases, government, corporates, and law firms remain disproportionately represented by CEOs and Partners from Anglo-Celtic backgrounds. For example, the last Australian census showed that ten percent of Australians had an Asian background, 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 percent of Partners across all firms. A recent survey of 11 of Australia’s biggest law firms which polled 5,000 staff from across Australia, found that while 20 per cent of non-partner lawyers and 25 per cent of law graduates were of an 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 percent of law firms in the 2016 Acritas Diversity [study](#) were rated as ‘very diverse’. While we can currently measure activity in diversity programs, ongoing progress in this space is needed to keep pace with the diversity that exists in the wider Australian community.

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 standard, the real challenge for workplaces and managers is to improve the inclusion of diverse individuals and groups and provide a set of key 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
- A culture of identifying and confronting biases.



# LGBTI INCLUSION

Diversity and inclusion initiatives that visibly acknowledge and support LGBTI 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 ability and contribution, regardless of their personal characteristics, 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 LGBTI community and the opportunity to build a greater community understanding. The result was a improved awareness of the lived experiences of the LGBTI community and an acceptance of our responsibilities to overcome misconceptions, prejudices and otherwise unconscious biases.

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 LGBTI people in the workplace:

1. **RESPECT** the rights of LGBTI through effective policies, due diligence and effective grievance mechanisms;
2. **ELIMINATE** discrimination against LGBTI employees in the workplace through sensitizing staff and managers, equalizing benefits, and eliminating discrimination from hiring and workplace practices;
3. **SUPPORT** your LGBTI employees at work – by creating an affirming, inclusive environment for LGBTI employees, and supporting LGBTI staff groups;
4. **PREVENT** discrimination and related violations against LGBTI suppliers, distributors or customers by using leverage to insist that business partners also uphold equality;
5. **ACT** in the public domain through standing up for LGBTI people in everywhere you do business.

## 2020 AusLSA Member Performance

Overall, AusLSA members are reporting a growth in the strategic management and program-based response to promoting LGBTI inclusion. This continues with another year of growth in 2020.

Eighty-eight percent of firms reported having an LGBTI inclusion policy (up from sixty-two percent in 2016). However, only fifty-eight percent of firms have decided to make their commitments public by publishing their commitment on their external website.

Eighty-four percent of firms created specific accountabilities for the implementation of their policies and programs, an increase from sixty-three percent in 2016 to this year. Well governed committees are an important factor in the way that firms engage with their people to create cultural change and ninety-one percent convened workplace-based committees which is an increase from sixty-four percent in 2016.

Ninety-four percent of AusLSA members participated in a range of different work-based activities and initiatives to support LGBTI support and inclusion. The average number of activities or initiatives undertaken at each firm increased by fifty-two percent to seven activities and initiatives annually. Twenty-one firms (up from fifteen in 2017) ran activities for IDAHOBIT and twenty-five for Wear it Purple (up from eight in 2017). Seventeen firms (fifty-seven percent) reported being members of Pride in Diversity, an extensive program supporting employees to implement LGBTI inclusion programs. Of these, fifteen reported participating in the Pride in Diversities [Australian Workplace Equality Index](#) (AWEI) which is a comprehensive evaluation and benchmarking process. Nineteen firms provided LGBTI awareness training (up from thirteen in 2016).

## Challenges and Opportunities

The work to deliver equality for LGBTI employees and other stakeholders of law firms is not complete and further commitment is required. While much of corporate Australia publicly supports the rights of their LGBTI members, some workplaces have chosen not to publicly or explicitly express or systematically support the rights of the LGBTI community. The Australian National postal survey provided those organisations already engaged in LGBTI inclusion the opportunity to walk the talk, and for those not yet involved, provided a catalyst for internal change. We were also still confronted by those including many of our political, business and community leaders who show that they were unable to completely accept and include LGBTI people as equal citizens. These attitudes and opinions illustrate the range of different attitudes and behaviours that impact LGBTI people in their workplaces.

An undercurrent of prejudice creates high human and business cost in many workplaces. The 2018 [Australian Workplace Equality Index](#) (AWEI) survey conducted by [Pride in Diversity](#) found twenty-five percent of respondents had personally witnessed or been made aware of negative commentary or jokes targeting LGBTI people within the last year. One in ten would not support their LGBTI colleagues talking about their life at work, having photos on their desk, or bringing family members to work events. Only half (49.85%) of the LGBTI respondents were completely out at work. Gay men (65.01%) and gay/lesbian women (63.51%) were most likely to be completely out at work, with significantly lower numbers for bisexual men (12.79%) and bisexual women (17.94%). Only two in five (38.86%) trans and gender diverse employees, and one in four (25%) intersex employees, were completely out at work.

Awareness and understanding is a key stepping stone to inclusion. Comprehensive awareness training for teams and all levels of management is critical for a truly inclusive work environment and should cover:

- the unique challenges faced by LGBTI 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

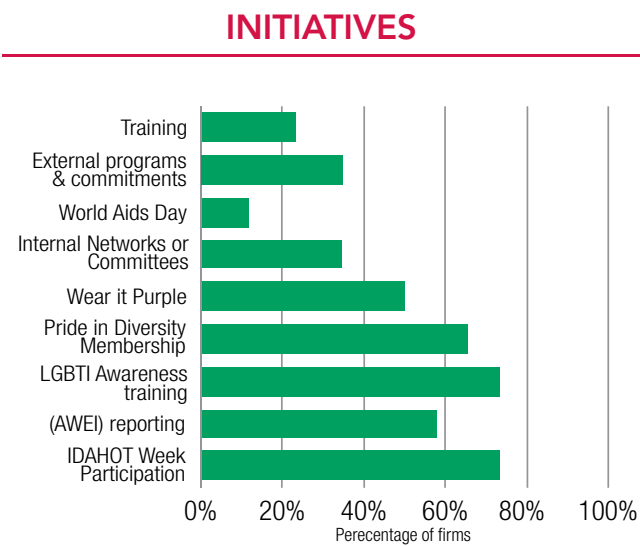
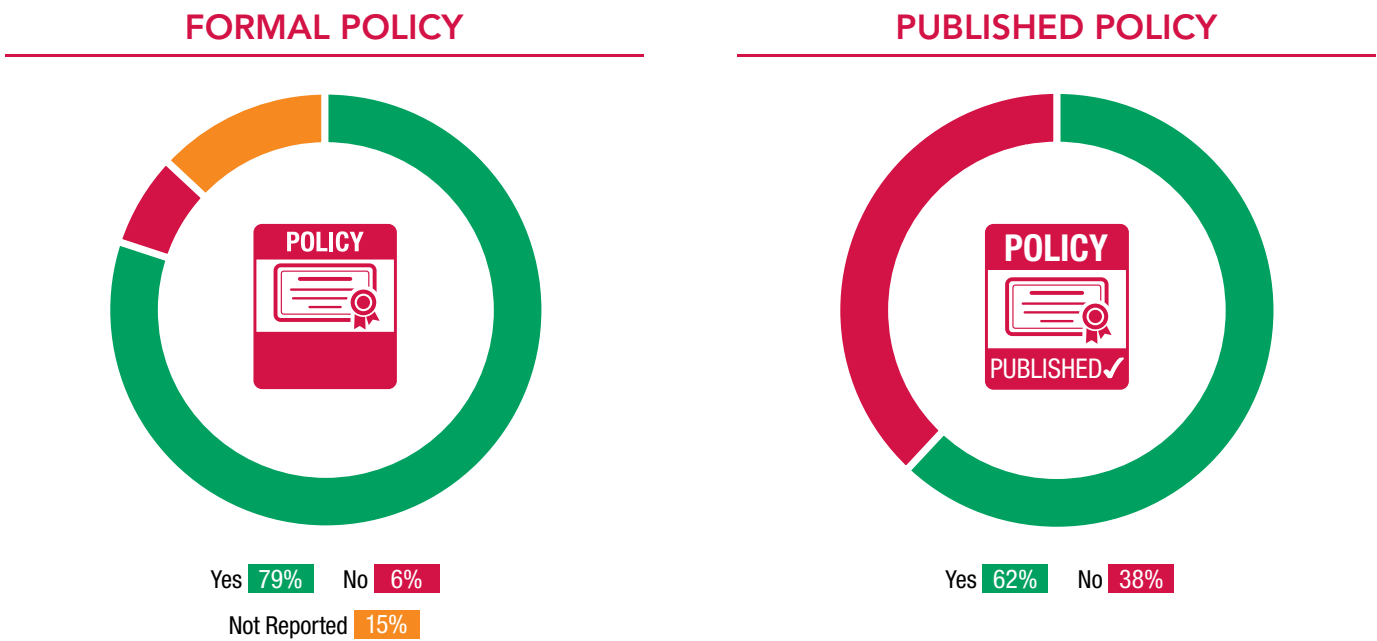
The first three years of AusLSA reporting on LGBTI inclusion has shown encouraging growth, commitment and activity, however there are still a significant number of reporting members who are yet to recognise this important issue with a formal and public response. While the progress of those members who do address LGBTI inclusion is encouraging, there is still work to be done.

[Australian Workplace Equality Index](#) illustrates that many individuals and some parts of the LGBTI community are experiencing higher levels of acceptance in the workplace. This has enabled leading organisations to shift their focus to underrepresented 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 antidiscrimination 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 LGBTI inclusion strategy.

Leading practice in this area of inclusion includes:

- targeted measures to combat the underreporting of LGBTI bullying and harassment
- the tracking and analysis of LGBTI bullying and harassment reports
- ensuring any internal or external counselling or Employee Assistance Programs understand the challenges faced by LGBTI people in the workplace
- additional tailored support for transgender, gender diverse, and intersex employees
- collecting lifelong data for LGBTI employees comparing engagement, pay, retention, promotions, and exits
- Other areas of focus should also include:
- the low visibility and engagement of same-sex attracted women in the workplace
- targeted measures to facilitate the reporting of LGBTI bullying and harassment and
- the analysis of lifelong data for LGBTI employees on pay disparity, promotions, and tenure



# PSYCHOLOGICAL WELLBEING

Arguably, this year has seen more change and uncertainty for individuals and businesses than any time in this generation. It will take time to understand the immediate and longer-term impacts on psychological, physical, emotional and financial wellbeing.

While no one anticipated the disruption experienced in 2020, many law firms were at least partially prepared to support their people’s resilience and ongoing psychological wellbeing though 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 have been built 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.

The legal profession is famed for a culture of stoicism and perfection in the face of the work pressure and long workdays required to meet the high expectations of employers and clients. Sustaining these standards while juggling working from home and other COVID pressures has led to many lawyers being exposed to illness when their tolerance to stress is exhausted. When people are continually pressed beyond this threshold, without the opportunity to properly recover, lasting health and performance impacts can result. Studies have shown that half of law students, one third of lawyers and one fifth of barristers suffer a level of disability or distress due to depression.

The Mental Health First Aid Manual estimates that sixty percent of depression is undiagnosed and untreated and that mental ill health is the third most common source of disease burden after cancers and heart disease and is the major cause of disability in Australia. Julia Gilliard recently addressed the Committee for Economic Development of Australia stating that eight million working days are lost annually in Australia through untreated depression. Estimates put the cost of lost productivity from absenteeism at 4 per cent of GDP or about \$10,000 per year for each employee with untreated depression. In 2016 Gallup found that the cost of presenteeism through ambivalence or disengagement from work is ten times higher affecting around seventy percent of the Australian workforce.

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 an objective to decrease work related psychological ill-health. It promotes psychological health and safety in the legal community through 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

## 2020 AusLSA Member Performance

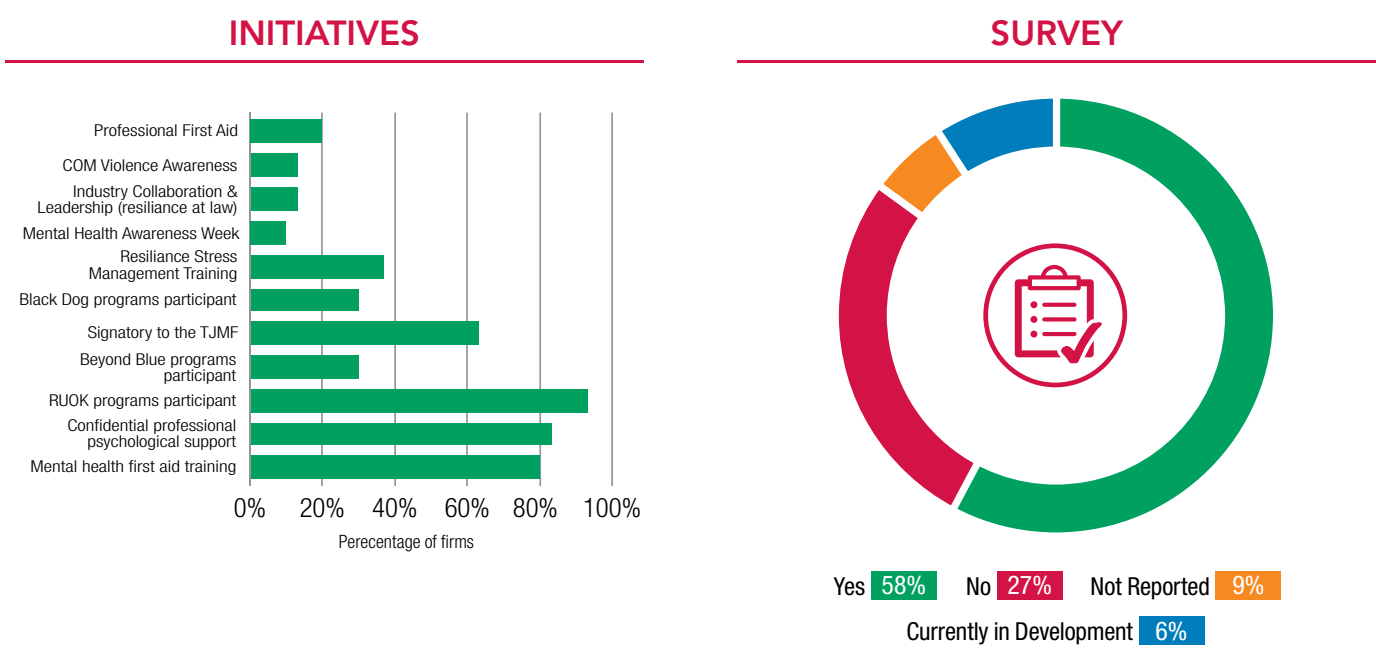
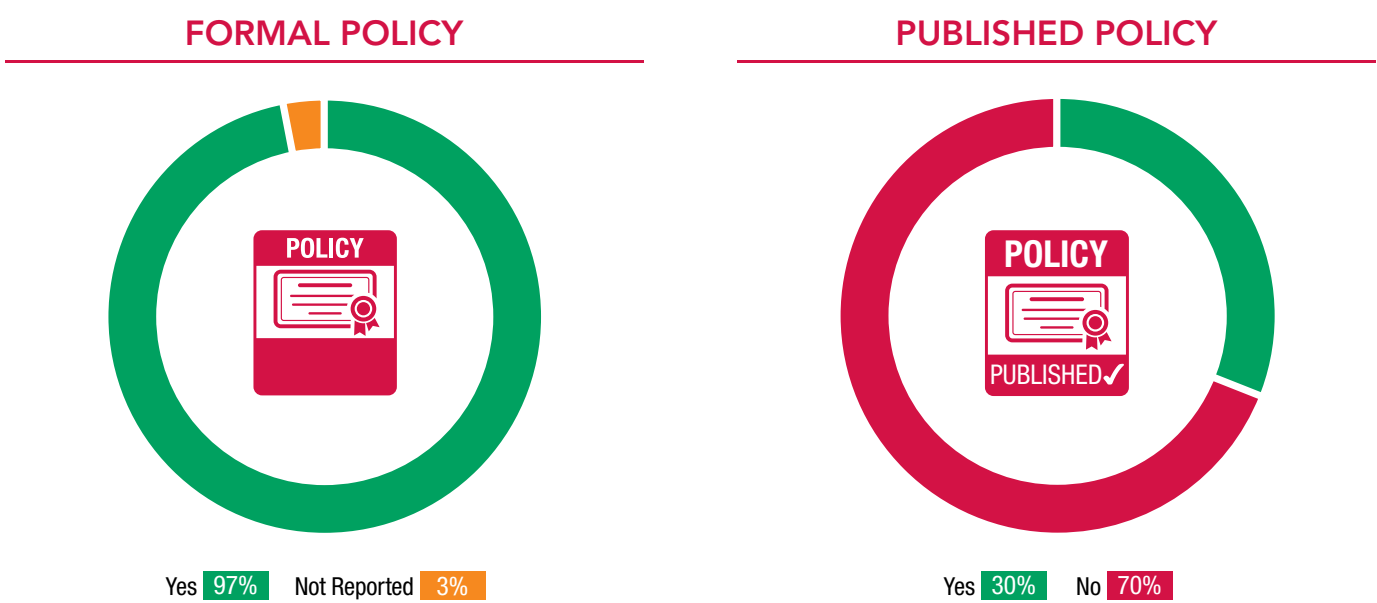
During 2020 AusLSA members ramped up and adjusted delivery of psychological wellness initiatives in response to the impacts of COVID and their changed working arrangements. This included additions to their range of COVID specific initiatives in flexible working as well as psychological wellbeing.

The number of AusLSA members with formal policy-based commitments to address psychological wellbeing is now at ninety-four percent. However, only just over one third of firms (thirty-five percent) make these commitments publicly. The AusLSA framework encourages the disclosure of mental health issues and firm policies to reinforce management’s values and a culture of leadership that helps to reduce stigma of caring for mental health.

All but one of these firms have a management structure in place for their policy implementation. The inclusion of workplace committees jumped from forty-eight percent to fifty-nine percent this year which is a signal that mental health is becoming more embedded in firm culture. Forty-eight percent of firms allocated the responsibility for their policy implementation to a partner in the firm. Strong management and governance supports implementation of policy and delivers greater potential to improve awareness of the issues and shift firm culture.

Sixty-one percent of firms were signatories to the Minds Count - Tristan Jepson Memorial Foundation Workplace Wellbeing Best Practice Guidelines for the Legal Profession which is unchanged from last year.

Firm based activities and initiatives to address mental illness and support psychological wellbeing were common with all surveyed firms participating. On average firms had 5.9 different initiatives in place, an increase from 4.6 last year. All firms participated in RUOK day and ninety-seven percent offered formal confidential psychological support delivered through employee assist programs. Ninety-one percent provided mental health first aid type training which increased from eighty percent last year.





# PSYCHOLOGICAL WELLBEING

## Challenges and Opportunities

Most forecasts for the immediate future indicate that individuals, business, governments and society will experience a continued level of disruption and that the mental health issues that are emerging now may manifest and become more serious and chronic as time passes.

Improved health and wellbeing are more likely in environments that are physically and psychologically safe. These feelings of safety are built from experiencing a caring and supportive workplace culture, which in turn relies on a level of connection with your workplace and colleagues which firms will need to more carefully and deliberately develop. There are dangers if firms do not bring a systematic strategic planning approach to programs in such a significantly changed environment including:

- allocation of resources to ineffective wellbeing programs
- complacency from responsible managers who mistakenly believe the issues are being effectively managed
- affected staff members sensing that the firm's concern is superficial, token or maybe even cynical
- poor mental health outcomes
- opportunity cost from missing higher impact changes.

The COVID challenge is for workplaces is to maintain the positive parts of their culture developed in pre COVID era in a time where few of the characteristics of their operations or relationships remain unaffected.

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 and some willingness to take measured risks to think and do things differently.

All change in organisational culture should be driven from the top through accountability, advocacy and modelling changed behaviours. Effective leadership in this area requires a significant commitment to research and listen, in order to develop a well-grounded approach that staff will find credible. Leaders cannot sustain this 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.

It is an old management adage that what gets measured gets managed. Systematic research and information gathering about the firm's mental health is needed, particularly when face to face interactions are more fragmented. It can be difficult to measure an organisation's mental health status and to assess the effectiveness and benefits of changes over the longer term. Some relevant metrics of psychological wellbeing that firms should consider involve the collection and expert analysis of sick leave, annual leave, absenteeism, complaints and grievances, incidents and injury records. These are steps in recognising and developing an understanding of the issues. Over time, improvements in understanding develops the firm's capacity to identify changes in risk areas and allows them to prioritise, evaluate program impacts and to provide early warning of emerging issues or trends.

# PHYSICAL WELLBEING

Law firms have long understood the link between their team’s health and the levels of engagement and productivity of 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.

Law firms were one of the most proactive and most highly publicised groups responding to the unknown risk of COVID by closing offices and implementing remote working to protect the health and safety of their employees and clients

COVID has significantly shifted the way many of us work and the demands of personal life which has combined with our personal choices to put pressure on our physical wellbeing.

The early evidence suggests that people have responded, and their physical health has been affected 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 selfcare, exercise and healthy eating.

But others have found additional workload and family commitments has increased their unhealthy habits. Many people are finding that COVID working from home makes them more sedentary by spending longer working hours at their desks with less opportunities for movement and exercise. These long intense hours in combination with personal commitments can reduce the amount of health 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.

Many AusLSA members already recognise their broader obligations to their workforce but they also know that improved workplace health and wellbeing delivers real financial savings and productivity through:

- increased productivity, alertness and concentration among staff
- 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 for their employees.

## 2020 AusLSA Member Performance

Overall, the commitment to providing support for safe workplaces, health checks, physical fitness and wellbeing initiatives is widespread and includes a variety of different approaches to programs and initiatives.

Ninety one percent of firms again reported having a physical health and wellbeing policy or strategy. All but two members had allocated the responsibility to implement their policy to director or manager within the firm including those without a policy in place. Sixty four percent of these firms also involved workplace-based committees (up from fifty-four percent last year) to help build broader participation and ownership in their program implementation. This also suggests a high 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 to increase resilience. The most common physical wellness initiative, provided by all respondents, was the provision of specific ergonomic equipment, assessments and training. All firms provided flu shots and health checks were provided by seventy two percent of firms. Workplace physical fitness programs including gym memberships, mat style and HIIT classes were also popular, being provided by ninety one percent of firms.

## Challenges and Opportunities

We know that the promotion of positive, healthy lifestyle initiatives are fundamental to reducing chronic health conditions as well as promoting happiness and productivity. The challenge is how to deliver this health support in a COVID environment.

The COVID working arrangements across Australia and specifically in Melbourne and Sydney were 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 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 current restrictions it is difficult to quickly identify the amount of risk and to supply correct furniture and equipment and to 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.

While the benefits of proactively promoting good health and rapidly addressing 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 needs 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 the development of a methodology for the setting of objectives and targets and measurement of program impacts.

### FORMAL POLICY



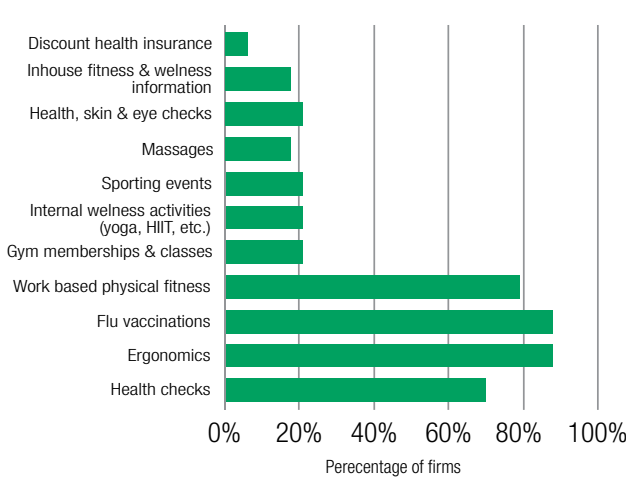
Yes 91% No 6%  
Not Reported 3%

### PUBLISHED POLICY



Yes 34% No 66%

### INITIATIVES



Modern communities are increasingly made up of people and groups who are drawn together based on their shared interests, objectives and values. To be a recognised and respected part of the community, law firms need to articulate and demonstrate aligned values and participate in its strengthening.

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 employees, customers, suppliers and other partners who value working with people who share their perspectives and values.

Law firms can contribute to communities in three main areas:

- running their organisation based on a business vision, mission and objectives that serve the interests of the community and avoid community risks or adverse social impacts
- providing core services and products that meet community need 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

This year pro bono programs have been dealing with two massive social disruptions; the 2019-20 bushfire disaster and the 2020 COVID pandemic.

In response to the bushfire disaster a wide range of organisations within the legal assistance sector (including Legal Aid NSW, Victorian Legal Aid, Justice Connect, CLCs NSW, the Law Society of NSW, the Law Institute of Victoria, the Victorian Federation of CLCs and the NSW and Victorian Bar Associations) coordinated response to mobilise resources and develop a formalised process for volunteering pro bono legal support for those affected by the bushfires.

As the impacts of the COVID pandemic continue to grow, legal pro bono providers are feeling the pressure to adapt to the increased and changed demands while innovating to deliver their support in an effective and safe way. The pandemic has created a range of simultaneous economic, employment, health and equality emergencies felt most significantly by individuals already experiencing disadvantage and those not-for-profits, community organisations and charities that assist them.

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 legal support to those without adequate access to justice. Pro bono assistance is in high demand in a range of practice areas, including employment law, criminal law, immigration, 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 services as a core part of their community engagement or corporate social responsibility (CSR) strategies. In many cases the focus of their practice integrates well with elements of their CSR strategies including philanthropy, non-legal volunteering, diversity and inclusion programs, and indigenous reconciliation programs.

The role of pro bono legal work in Australia has become increasingly visible both within the legal profession and the community. The increase in engagement with the [National Pro Bono Target](#) and requests for pro bono information from clients are factors in increasingly structured pro bono programs. 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 Australian Pro Bono Centre (Centre) has worked with AusLSA to incorporate pro bono program information into its Sustainability Framework since 2015. The Centre oversees the National Pro Bono Target (Target). The Target provides the most used measure of pro bono performance in Australia. Signatories agree to use their best efforts to provide at least 35 hours of pro bono legal services per lawyer per year. Since the Target was established in 2007 the number of target signatories have increased from 58 to 187 law firms. Signatories to the target now cover 15,778 FTE lawyers who conduct 551,428 hours of pro bono legal work. This is an average of 36.4 pro bono hours per lawyer or equivalent to 306 lawyers working full time ([the 13th Annual Performance Report](#)). This year's pro bono report, which covers a significant period affected by the Bushfire disaster and the COVID pandemic, records annual increases of seventeen percent in total pro bono hours and of twelve percent in the number of lawyers covered by target signatories.

## 2020 AusLSA Member Performance

This year's AusLSA results demonstrate a strong stable commitment to delivery of pro bono legal services amongst AusLSA's members. Anecdotaly, members have been reporting a higher interest from staff in participating in the firm's programs through the twin crises of bushfire recovery and COVID impacts.

Ninety-seven percent of our law firm reporting members had a formally endorsed pro bono strategy in place, with the remaining member having a strategy in development. All of these firms had a formally appointed person responsible for implementing this strategy and reporting back to the firm's leadership team. The most popular pro bono program management approach amongst AusLSA members is leadership by a partner in the firm, which has increased from forty-six to sixty-five percent in the last two years.

Eighty-one percent of all AusLSA members are signatories to the National Pro Bono Target (an increase from seventy-seven percent last year) with forty-seven percent of those members currently meeting the Target and a further twenty-two percent setting goal dates in which to achieve it.

## Challenges and Opportunities

The fundamental feature of a sustainable pro bono practice continues to be the strength of the relationship between a lawyer or law firm and the organisation supporting pro bono clients. The expansion of partnerships between law firms and community legal centres, pro bono referral organisations and other community organisations are key to adapting to the twin Australian Bushfire - COVID crises and the development of new 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.

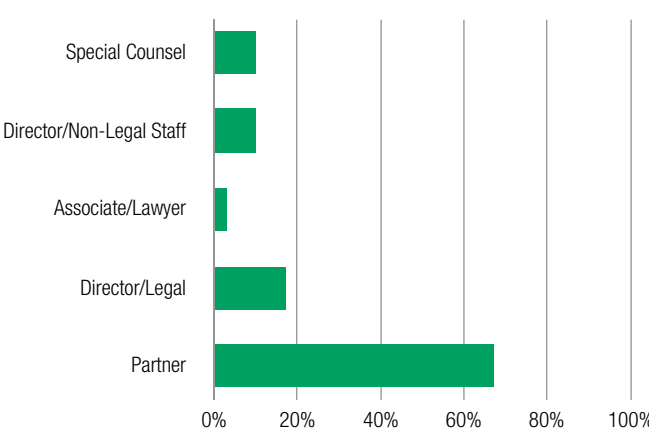
Additional useful tools co-developed by the Centre include its publication, The Australian Pro Bono Best Practice Guide, which helps law firms develop, and better manage, their pro bono programs and practices. In March 2017 the Centre, in collaboration with a number of pro bono coordinators and with substantial input from the legal sector and experts in mental health, launched [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.

### FORMAL STRATEGY



Yes 94% Currently in Development 6%

### MANAGEMENT & ACCOUNTABILITY

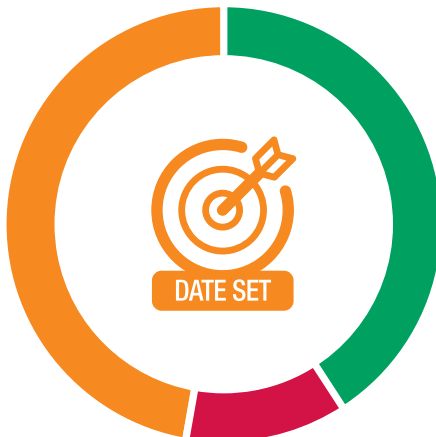


### ASPIRATIONAL TARGET SIGNATORY



Yes 77% No 23%

### TARGET PROGRESS



Target currently met 41% Goal date has been set 12% No date currently set 47%

# NON LEGAL VOLUNTEERING

According to the most recent [State of Volunteering in Australia](#) report, volunteers comprised an average of fifty-seven percent of total staff in volunteer based organisations and contribute an estimated 743 million hours to the Australian community. Volunteer’s work increases the amount of social services provided while bringing new insights and skills that increase the effectiveness and efficiency of their delivery. 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 percent of these increasing resources to volunteering over the last ten years). The average participation rate by staff was twenty-one percent. Half of all corporations managing a formal program sought to integrate workplace volunteering through more in-depth community partnerships.

However, this year research from the [Australian National University](#) shows COVID-19 has impacted the volunteering sector substantially. Between February and April 2020, two thirds of volunteers are estimated to have been unable to continue to volunteer, given the COVID restrictions. The decline has led to a reduction in volunteering equivalent to 12.2 million hours per week or a projected 630 million hours over 12 months. Female volunteers and volunteers over the age of 65 were most likely to have intentionally stopped or have otherwise been unable to continue volunteering. The report also found a greater decline in life satisfaction and psychological distress from those who were unable to continue volunteering.

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.

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

In a similar way to pro bono legal programs, non-legal volunteering programs provide employees with an opportunity to practise 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.

The [2016 Giving Australia Report](#) described a series of drivers for supporting volunteering and giving in the workplace:

- seeking to do good by making a positive contribution to the community
- generating social impact
- employee expectations
- a business desire to attract and retain the best people (employee engagement)
- a strategy for the community to allow the business to operate and implement its plans.

## 2020 AusLSA Member Performance

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

Eighty-eight percent actively supported their employee’s and partner’s participation on boards and administrative positions in not-for-profit community organisations.

The most popular types of volunteering activities undertaken in 2020 include sixty-nine percent of firms who participate in various charity events and appeals, fifty-three percent who provided student tutoring and mentoring, forty-four percent who arranged blood donations, twenty-five percent who participated in secondment of staff to NGOs and sixteen percent that hosted or led external charity events.

Only twenty-eight percent of firms with volunteering programs said they monitored the levels of staff participation, but a further fifty-six percent said they were currently developing systems for future reporting. The average participation rate reduced from forty-one percent to thirty-seven percent which is an expected result given the impacts of COVID restrictions on volunteer opportunities.

## Challenges and Opportunities

Volunteer programs always benefit from 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 effectively with corporate organisations. Thirty percent 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 tragic juxtaposition that while COVID produces 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 volunteer community organisations
- work with partners and service providers to innovate new options to delivering volunteer services
- train and equip volunteers in COVID safe working including virtual volunteering
- maintain engagement with volunteers in your firm to respect the strong social connections and return to pre-pandemic or ‘new normal’ operations.
- volunteering Australia is urging all Volunteer Involving Organisations to prepare further for how COVID-19 will disrupt 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 a more agile and responsive way to deliver programs and activities to meet the challengers of COVID.

Firms may also need to review their risk assessments and mitigate any new or heightened risks posed by COVID-19. This should include an assessment of how volunteer insurance is impacted by the new conditions and the various state of emergency declarations.

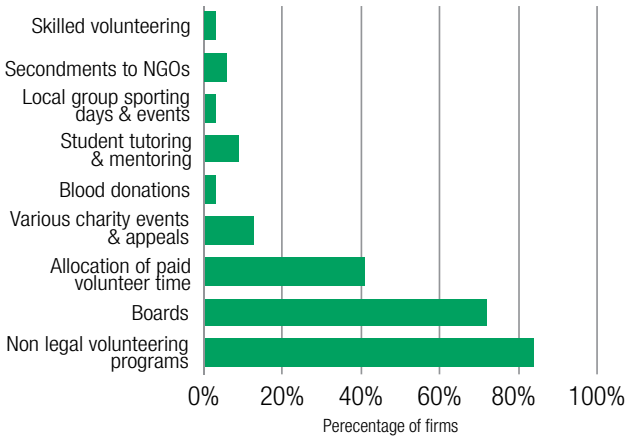
While firms pivot and respond to rapidly emerging needs, they need to continue their work on the foundations of their programs. The investment in non-legal volunteering programs or initiatives at individual law firms involve significant time and financial costs. Established systems are in place to record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

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

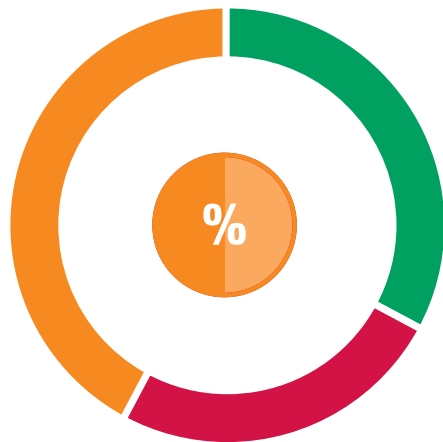
### VOLUNTEERING COORDINATION



### INITIATIVES



### PARTICIPATION MONITORED



# CHARITABLE GIVING

Charities generate almost four percent of Australia’s GDP or around \$55 billion and facilitate the contribution of over 600 million hours of volunteer work - equivalent to 320,000 full-time jobs. The demand for critical services provided by not-for-profit organisations and charities is significant and growing. As economies are placed under increasing strain, charities will play an ever more critical role in responding to community needs and building social capital and resilience. This period saw two crisis that will significantly increase the strain on the Australian charity sector over the short, medium and long term.

The bushfire crisis affected hundreds of thousands of Australians who lost homes, livelihoods, and businesses and suffered both physical and mental health issues. The immediate response from individuals and business (which occurred in a time of relative economic security and stability) was swift, with over \$530 million donated to various charities by the end of January 2020. However, the rebuilding process is ongoing and will take significant resources and effort over a number of years.

As the country was reeling from the impact of the fires, the COVID pandemic hit. Associated with this many charities have begun to report a significant reduction in revenue whilst their demand is rising. The types of fundraisers that often form large portions of charitable income, including events, collection drives, commerce, and workplace giving have all been restricted by COVID and may 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 charitable sector is concerning.

In response to changing demand for services and revenue opportunities charities have been responding in various ways. Philanthropy Australia surveyed 101 grant-makers about the impacts of COVID on their plans and experiences. It found that eighty-eight percent of respondents had considered how they will support their partners with seventy-two percent increasing flexibility, forty-eight percent untying restricted funding, forty-two percent increasing financial grant support and thirty two percent establishing dedicated COVID-19 grant programs.

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

## Corporate Giving

The [2016 Giving Australia Report](#). Found 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 licence, 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 and longer-term partnerships that deliver on their community and social development objectives. In 2016 these community partnerships accounted for sixty-nine percent of the total value of business giving across larger Australian businesses.

## 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 percent of reporting businesses facilitated payroll giving, fifty-six percent provided donation matching programs, and forty-six percent had a formal workplace volunteering program. Payroll giving allows employees to make regular donations from their pre-tax pay and receive the tax benefit straight away. It has become an important component of giving within large business.

Since 2002, payroll giving has raised more than a quarter of a billion dollars in new funding for charities and ATO data from FY17 shows 173,500

working Australians donated \$36m to charities through employee payroll giving which was then multiplied by employer contributions.

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 30-40% 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.

The 2016 Giving Australia Report and the 2018 Workplace Giving Australia JB HiFi Case Study described a series of drivers for supporting giving and volunteering:

- seeking to do good by making a positive contribution to the community
- generating social impact
- employee expectations
- a business desire to attract and retain the best people (employee engagement)
- a strategy for the community to allow the business to operate and implement its plans.

## 2020 AusLSA Member Performance

Ninety-four percent of AusLSA’s reporting members have formal charitable giving programs in place which are made up of corporate and workplace giving. Ninety-one percent of members make corporate type donations through their business or related trusts. Seventy-two percent operated a formal workplace giving program for staff, matching the payroll donations made by their employees.

This year the number of firms who collected information about the participation of their employees in charitable giving programs increased from twenty-eight percent to forty-one percent with a further twenty-eight percent reporting that they were developing new processes to collect this information. The average participation rates recorded by those participating firms is thirty-one percent.

Thirty-four percent of firms have formal foundation-type structures or separate entities to plan and administer their charitable giving. Seventy-five percent of firms regularly undertook internal charity appeals and events while fifty percent participated in external events. Firms also reported participating in giving drives such as the provision of 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 50 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.

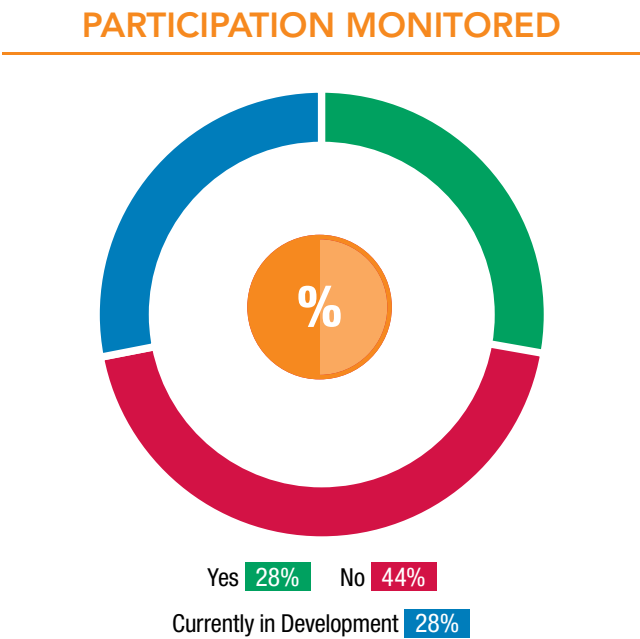
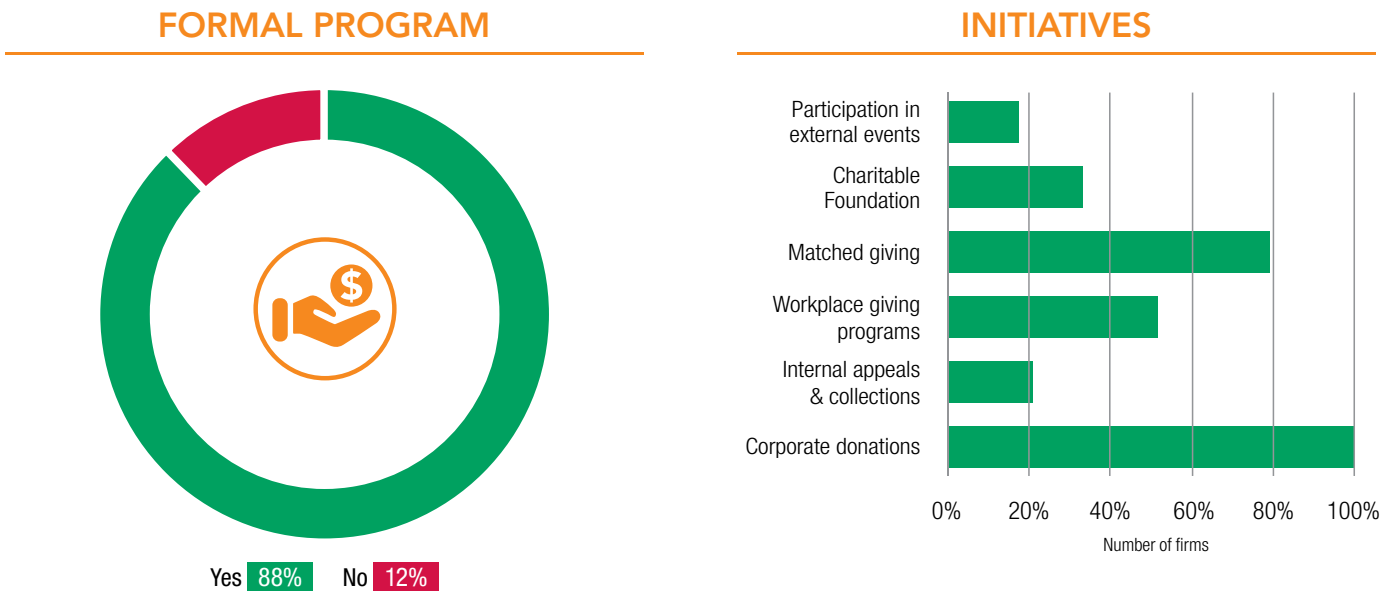
Leading law firms and Australian businesses increasingly integrate their charitable giving programs with their core business strategies and delivery. This model combines management support, giving, pro bono and ties their investment and outcomes into the achievement of their broader business purpose. This approach leads to greater and longer-term commitments to support charities addressing the longer-term issues of both bushfire and COVID recovery.

There are more charitable giving programs that would benefit from this broader type of strategic partnership however to establish 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 four thousand employers who offer payroll giving employ almost three and a half million workers. However, only 175,300 workers are currently donating which suggests ninety-six percent of employees at these companies who have access to a payroll giving program are not donating. There are many variables that influence a workplace-giving program’s success. In addition to matched donations from payroll giving employers can lead by providing employees with compelling charities and clearly communicating the needs for and benefits of being a donor. Workplace Giving Australia provides an extensive range of supporting materials and campaigns that support organisations grow their giving programs. The One Million Donors platform provides a range of specific workplace giving toolkits, resources and a recognition.

Law firms should identify and manage 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

Aboriginal and Torres Strait Islander reconciliation is a journey of improving mutual trust and respect and closing the gaps in opportunity. Reconciliation encourages cooperation and improved harmony between first Australians and non-Indigenous Australians.

The history of Aboriginal and Torres Strait Islander treatment since European settlement is one that has excluded many of our 790,000 first Australians from the benefits of mainstream society and has built a legacy of disadvantage and inequality. The reconciliation process is a critical step to improving our understanding of how our history has shaped our relationships, connection, and respect for each other's culture.

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 Aboriginal delegates from across Australia. They issued the Uluru Statement from the Heart with a recommendation for an Indigenous voice to parliament.

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 with Aboriginal and Torres Strait Islander people

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 people's needs and
4. improve and share access to data and information to enable Indigenous communities to make informed decisions.

Reconciliation Australia's Reconciliation Action Plan (RAP) program provides a framework for organisations to realise their vision for reconciliation based around the themes of Respect, Relationships and Opportunities.

Reconciliation Australia's 2017 State of Reconciliation in Australia report discusses five dimensions of reconciliation; historical acceptance, equality and equity, institutional integrity, unity and race relations. In Australia the legal profession has filled an important role by working in each of these five dimensions to improve equality and 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
- strategic partnership including sponsorships, corporate giving and volunteering
- Reconciliation Action Plans through Reconciliation Australia
- development of Indigenous lawyers
- National Reconciliation Week and NAIDOC Week activities
- a more diversified supply chain through procurement from Indigenous-owned businesses.

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.

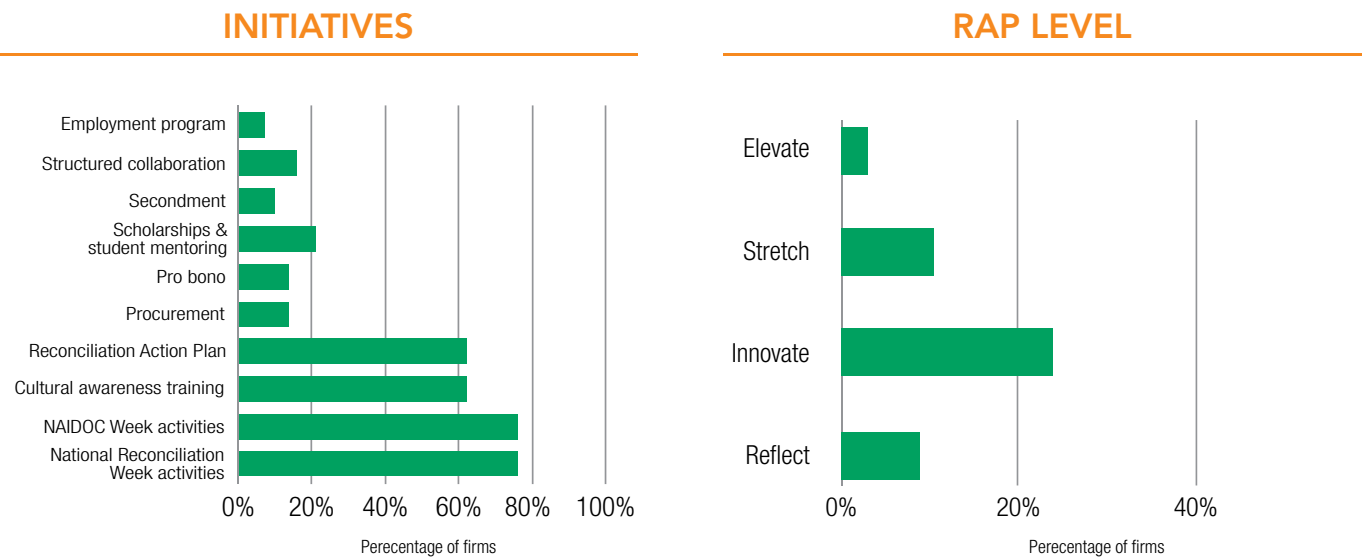
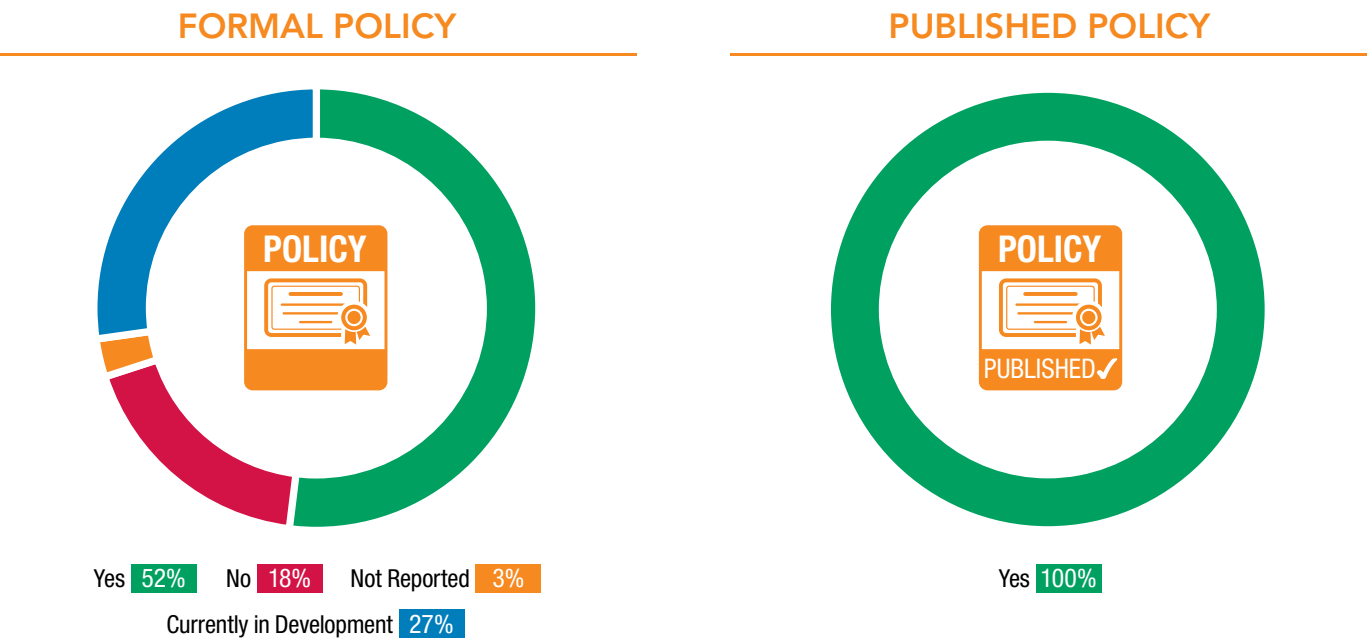
## 2020 AusLSA Member Performance

The last three years have seen a significant increase in reconciliation commitments and activities by AusLSA members. This year eighty-four percent of reporting firms either have an indigenous reconciliation policy or have one in preparation. This is an increase from sixty-six percent over the last three years. All these firms shared their approved policies publicly. Ninety-six percent of these firms had formal management structures in place to implement their policies and report progress. This is an increase from seventy-seven percent three years ago. Management mechanisms in place range from committees, partners, directors and combinations of these with ninety-five percent involving in house committees.

This year sixty-six percent of firms have developed a Reconciliation Action Plan (RAP) that had been reviewed by Reconciliation Australia, which has increased from forty-five percent in the last three 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 commitments through a focus on specific programs and initiatives.

Firms were most active as participants in initiatives and events designed to raise awareness and provide recognition to reconciliation and indigenous issues. Ninety-seven percent of firms were involved in some type of reconciliation related programs participating in an average of 5 activities or programs up from 2.8 last year. An additional two firms took part in NAIDOC week activities this year taking the participation to seventy-seven percent of firms (the most popular initiative followed by seventy-four percent of active firms that provided indigenous cultural awareness training. Other popular initiatives include; National Reconciliation Week activities – sixty-five percent, pro bono support – fifty-five percent, scholarships and student mentoring – thirty-nine percent, indigenous employment and internship programs - thirty-two percent, affirmative procurement programs – forty two percent, non-legal volunteering and secondments – twenty-nine percent and structured collaboration for reconciliation – twenty-six percent.



# RECONCILIATION

## Challenges and Opportunities

Participation in business and employment is a key element that drives sustainable self-sufficiency for indigenous people and for many indigenous families and communities. Indigenous people, like many minority groups, are underrepresented in the legal profession and its supply chain. The [National Profile of Solicitors 2018 Report](#) conducted by the NSW Law Society found that the percentage of the profession nationally identifying as Aboriginal and/or Torres Strait Islander reduced from 1.2 percent only 0.7 percent compared with 3.3percent in the general population.

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.

There is also opportunity to improve the recruitment of Aboriginal and Torres Strait Islanders for firm internships and other programs by staggering their program scheduling outside the peak recruitment times. Promoting for these intakes should also be reviewed to ensure that they are effectively reaching indigenous students.

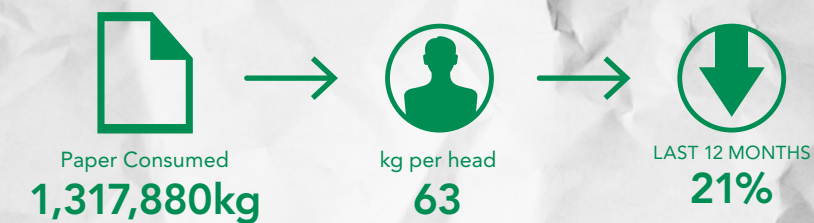
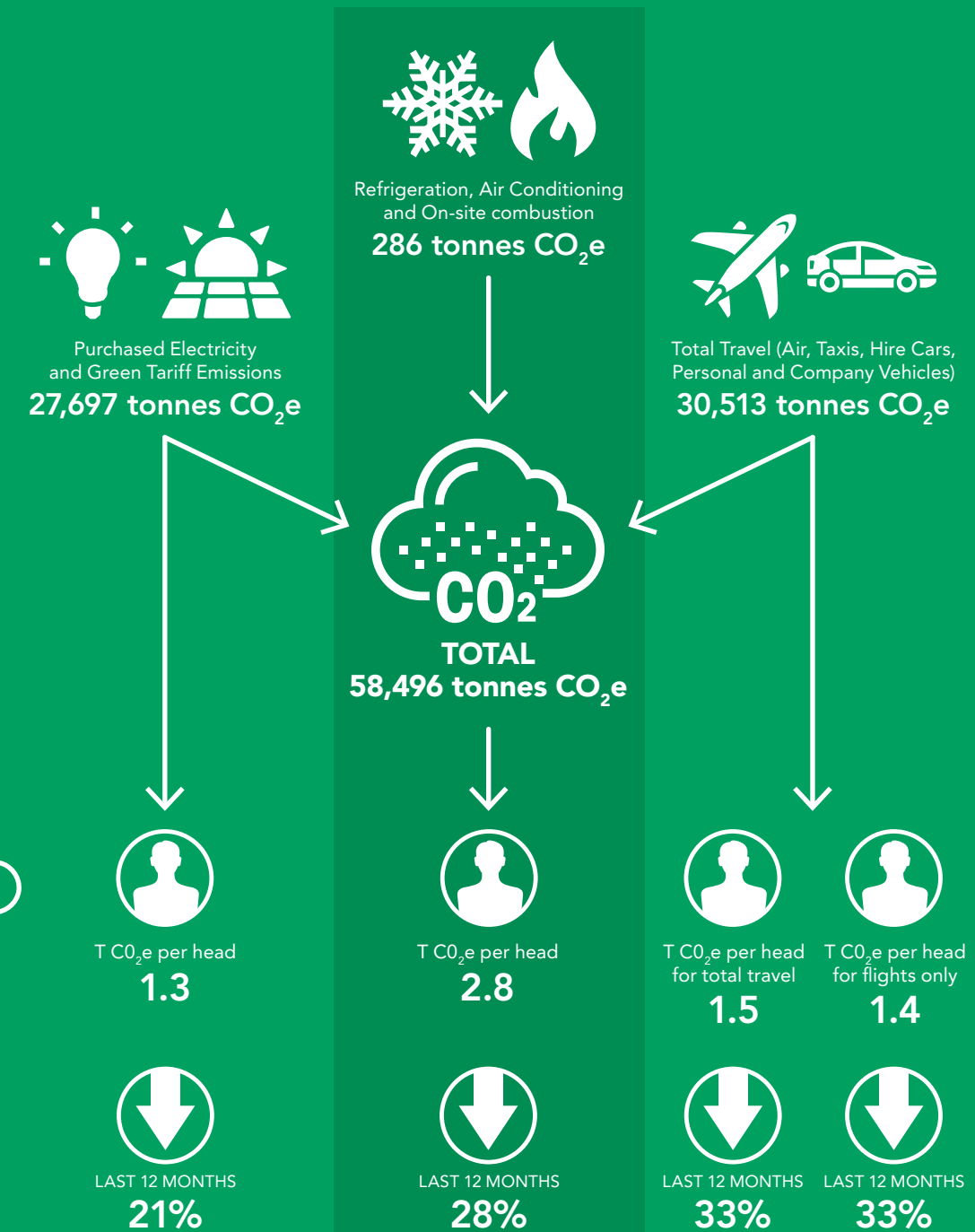
Increasingly indigenous businesses are providing supplier diversity through competitive goods and services that are used by law firms and other businesses. But for these businesses to grow and to increase their range of products and services further they need the increased demand and support from businesses like law firms. [Supply Nation](#) is the leading directory for indigenous 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 respect, relationships and opportunities and implementing and measuring practical actions. While RAPs can be useful in any organisation, those firms that feel they are too small to benefit sufficiently from a RAP program should still identify the best opportunities to contribute to reconciliation that align with their skills and capacities with a focus on impact. Examples of useful initiatives include helping to train and employ indigenous lawyers and staff in their business, searching for appropriate indigenous businesses to supply required goods and services, awareness and inclusion training for staff and pro bono and other support for indigenous NGOs and people.

Having plans and policies is an important part of the challenge but strong leadership, commitment, and transparency are possibly more important to changing established beliefs, behaviours and outcomes. In businesses this requires deeper engagement with leadership, employees, stakeholders and more meaningful connections with Aboriginal and Torres Strait Islanders. 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.

This year the 'Closing the Gap' targets set by governments to achieve progress for basic equality for first Australians showed that progress on many of the most important targets are continuing to be missed in the many of Australian states. These disappointing results suggest the current strategies to increase the inclusion and equality of opportunity are failing or at least are insufficient. This has led to the development of a new national agreement on "Closing the Gap" which was negotiated with a greater inclusion with indigenous representatives and is intended to be implemented as a partnership with Aboriginal and Torres Strait Islander people.

# ENVIRONMENTAL PERFORMANCE 2020 HIGHLIGHTS





# ENVIRONMENTAL PERFORMANCE

Environmental reporting has been a feature of AusLSA's reporting since 2009 and includes the greatest level of quantitative information provided the report.

2020 has been unlike any other year in AusLSA's reporting history. From January 2020 the operations of law firms, which normally include significant amounts of domestic and international travel and the operation of extensive facilities and equipment, changed dramatically.

This year's results reflect the massive reduction in the amount of travel undertaken and office vacancies in both Victoria and NSW. Changes also reflect a major shift in how interactions with clients and the courts occur. A range of stakeholder relationships, transactions and processes shifted to online and virtual realms which has further reduced consumable and other waste production.

Up until this year most of our members had completed many of the practical energy efficiency opportunities at their offices which had resulted in a plateauing of their energy savings. The most recent changes in work practices made necessary because of COVID, while potentially short term, provide new experiences that test some of the existing assumptions and provide interesting alternative options about the working environment and the level of resource use in law firm offices.

This year AusLSA has seen an increase in approaches to embed this commitment with systems such as AusLSA's Environmental Management System (AEMS) that assist in measurement, monitoring and continued improvement and there has been a good amount of interest from new AusLSA members in the development of their AEMS which they will progress in 2020-21. Such systems demonstrate to clients and members of the firm that they are proactively managing their environmental impacts in a time where this is of increasing global importance.

This year's report continues to measure all the parameters counted in previous years including 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.

*Note. Minor year-on-year adjustments have been made to this report that reflect updated greenhouse gas emissions co-efficients for electricity and business travel. This provides alignment to the National Greenhouse Emissions Regulations (NGER) standards.*

## 2020 AusLSA Member Performance

Despite the COVID-19 pandemic, it was pleasing to see that thirty-three member firms participated in AusLSA's member report this year. This represents 20,901 law firm employees.

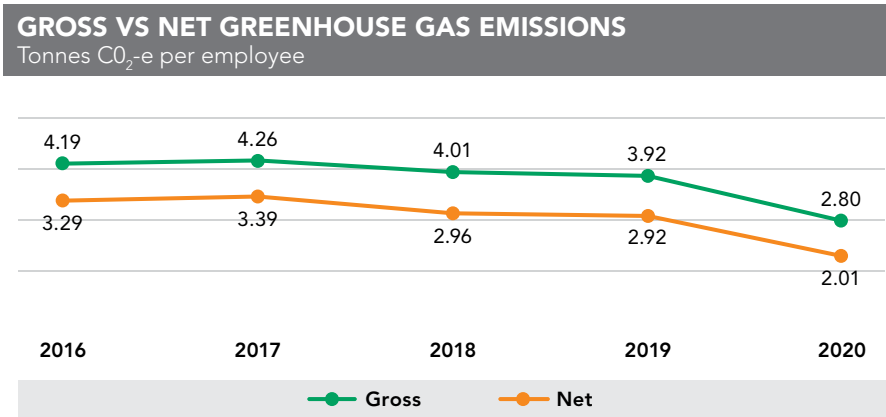
While there were some early predictions that member firms may reduce employee numbers due to the pandemic we found that employees actually increased by 508 compared with last year. A breakdown of our member firms showed that 13 firms had some level of headcount reduction while the remaining 20 grew in number.

COVID proved to have a significant impact on all our other business operations causing a significant reduction in resource use. The various state government lockdowns and firm-based safety measures reduced the consumption of electricity in member's offices. The barriers to travel also significantly reduced emissions from their business travel. The levels of paper generated from a greater use of remote working, also decreased markedly.

Member firms reduced their gross total greenhouse gas emissions by twenty-eight percent per employee from last year and their total paper use by twenty-one percent per employee.

While the 'COVID-enforced' circumstances provided members with greenhouse gas emission reductions, it is pleasing that this did not dissuade members from the continued purchase of offsets, which represented twenty-eight percent of gross total emissions.

While the impacts on COVID in the medium and longer term are uncertain, the high levels of disruption are almost certain to initiate a range of business changes surrounding how we to work and communicate. The environmental data from 2020 shows how the environmental impacts of law firm's operations would significantly improve if this happens.



# RENEWABLE ELECTRICITY AND CARBON OFFSETS

Renewable energy in Australia is energy created from sources other than fossil fuels, including wind, hydro, solar and bio-energy. In 2019/20, [renewable energy production](#) comprised twenty-four percent of our annual electricity generation, and for the first time, wind overtook hydro as our leading energy source.

Most energy retailers in Australia allow consumers to purchase some, or all of, their electricity as renewable energy (or sometimes called 'Greenpower'). Purchase of renewable energy prevents the production of greenhouse gas emissions from electricity and reduces a firm's overall carbon footprint.

Another means of reducing carbon emissions from electricity and gas use, or business travel is by using carbon offsets. Carbon offsets are produced by organisations and projects around the world that mitigate carbon production (such as agriculture and forestry, building, and biogas projects). These projects often deliver a wide range of benefits, in addition to the capture of carbon, which support environmental biodiversity, as well as social and economic outcomes to the communities where the project is located.

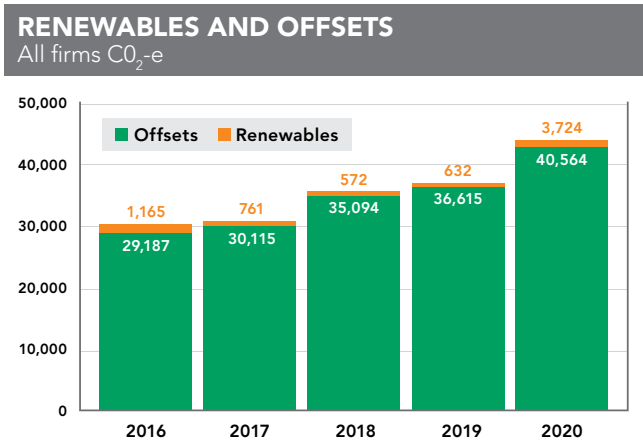
As a general principle however, organisations should not simply 'cleanse their conscience' by purchasing renewable energy or carbon offsets. Carbon offsets should be a component of a broader program to reduce the gross greenhouse gas emissions energy and travel consumption before using offsets to balance what that are unable to otherwise control.

## 2019 AusLSA Member Performance

This year almost one-quarter of our member firms reduced their net carbon emissions through the purchase of renewable electricity or carbon offsets, which was two more firms than last year. Six of our member firms purchased carbon offsets, one purchased renewable energy and two purchased a combination of both.

The below graph shows how the majority of firm's purchases are for carbon offsets rather than renewable energy. This is most likely because the costs of offsets are significantly lower per tonne of CO<sub>2</sub>e and there is an additional social and environmental value realised from their production which aligns with firms' other priorities.

Offsets purchase were 25 times higher than from renewable energy. (171,575 tonnes CO<sub>2</sub>e of offsets vs 6,854 tonnes CO<sub>2</sub>e for renewable energy). However, three firms this year made the largest investment in renewables since 2016. Greenpower purchases are an important market driver for the ongoing expansion of renewable electricity capacity in Australia.



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.

## ELECTRICITY EMISSIONS

Greenhouse gas emissions from the generation of electricity is still Australia's largest emission source although this ratio is showing a long-term decline.

In March 2020, Australian's national emissions from electricity accounted for thirty-three percent of our greenhouse gas inventory. This is a decrease of almost nineteen percent from our national peak of fifty-two percent recorded in 2010. This is largely due to an increase in renewable generation, and the corresponding decline in coal and gas fired electricity generation.

(Source: Quarterly Update of Australia's National Greenhouse Gas Inventory: March 2020)

This data was gathered before the full effects of the COVID restrictions were felt. Since then although many CBD buildings were effectively vacant, base building energy use was still required and IT centres were still operational. There is anecdotal information however that consumption of domestic power for light increased as more people were spending greater time at home.

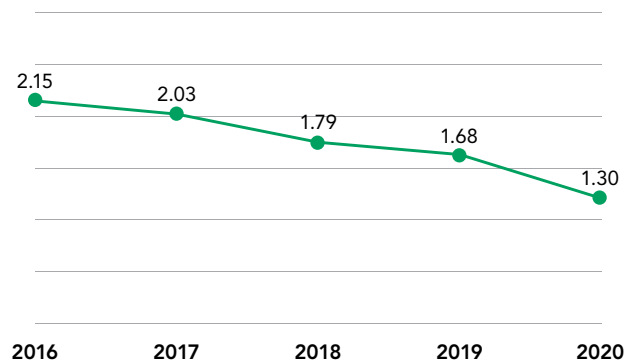
Australia's use of solar and other sources of renewable energy is increasing, and in Australia met its 2020 renewable energy target of 23.5%, or 6.2% of Australia's total energy use.

### 2020 AusLSA Member Performance

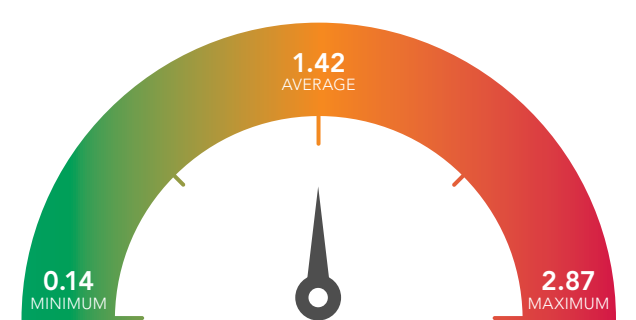
Electricity use remains our members second biggest contributor of greenhouse gas emission at forty-seven percent of members' gross total emissions.

The effects of CBD lockdowns have influenced firms' electricity consumption and greenhouse gas emissions. Greenhouse gas emissions from electricity reduced twenty-one percent per person or almost 6,000 tonnes in 2020. The total reduction since 2016 is thirty-nine percent per person.

ELECTRICITY EMISSIONS  
Tonnes CO<sub>2</sub>-e per employee



2020 ELECTRICITY  
Tonnes CO<sub>2</sub>-e per employee for all firms



## BUSINESS TRAVEL

The transport sector includes emissions from the direct combustion of fuels in transportation by road, rail, domestic aviation and domestic shipping. The main fuels used for transport are automotive gasoline (petrol), diesel oil, liquefied petroleum gas (LPG) and aviation turbine fuel. In the year to March 2020, transport accounted for 18.9 per cent of Australia's national inventory.

(Source: Quarterly Update of Australia's National Greenhouse Gas Inventory: March 2020)

The global aviation industry produces around 2% of all human-induced carbon dioxide emissions and is responsible for 12% of CO<sub>2</sub> emissions from all transports sources.

The Australian forecasts for reduction of greenhouse emissions from the aviation industry is approximately 13.2 megatonnes pa, or half the emissions from a 'normal' year. In China, the forecast fall is approximately 200 megatonnes or twenty-five percent of their normal emissions.

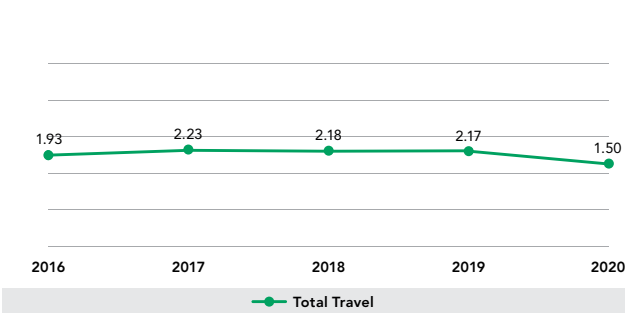
### 2020 AusLSA Member Performance

As with electricity emissions, the data in this report are as at 30 June 2020 and only represent four-five months of reduced air travel. Given that, emissions from member firms arising from total travel comprise fifty-two percent of our gross total emissions. While this is a small reduction from fifty-five percent last year, business travel continues to be our largest contributor to greenhouse gas emissions.

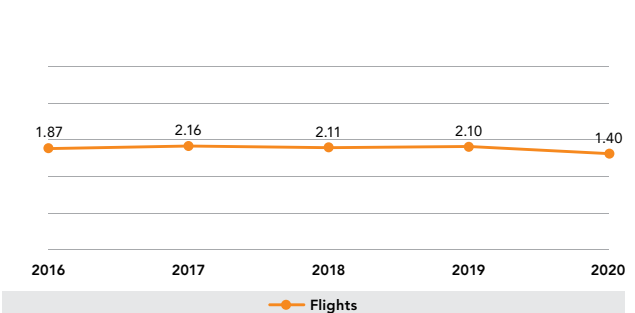
In absolute terms, however, total travel emissions reduced by 13,300 tonnes from last year, or thirty percent (1.5% per person). The 2020 total travel emissions per person are now at their lowest level for the past five years (down by twenty-two percent from 2016).

It is unclear how much of this reduction can be accurately attributed to COVID travel restrictions, however given that our member firms continue to be able to operate and service clients using remote technologies, we have to consider the ongoing need for excessive business travel.

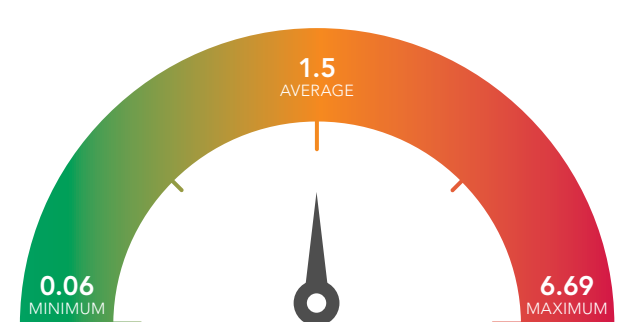
TOTAL BUSINESS TRAVEL EMISSIONS  
Tonnes CO<sub>2</sub>-e per employee



BUSINESS FLIGHT EMISSIONS  
Tonnes CO<sub>2</sub>-e per employee



2020 TOTAL TRAVEL  
Tonnes CO<sub>2</sub>-e per employee for all firms



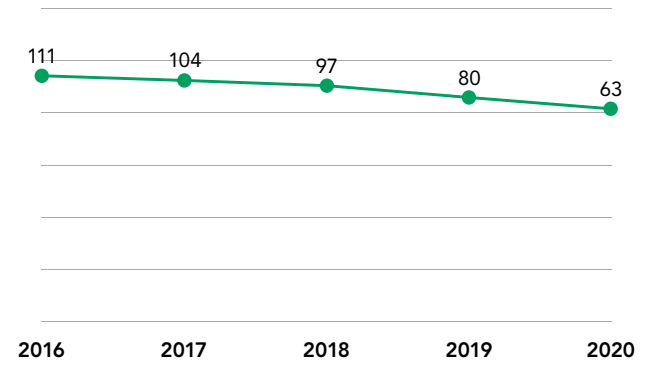
## PAPER USE

Australia's national paper consumption is 223kg per person while the US and Canada used an average of 229kg of paper per capita annually, Western Europe got through 178.7 kilograms, Latin America 43.02, Asia 41 and Africa 7.51 kilograms per person. That makes Australia the third largest consumer of paper per capita in the world.

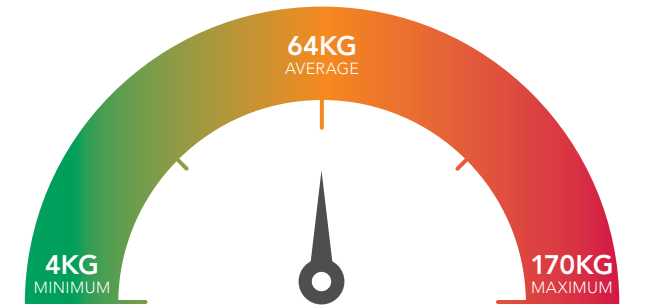
To make 400 reams of A4 office printer paper, weighing one tonne, it requires 24 trees plus the water, oil, landfill and associated pollutants generated through manufacture. The paper industry uses more water to produce a tonne of product than any other industry.

In Offices, the use of e-mail, electronic document management and filing systems, imaging products and data storage and compression techniques have all assisted to reduce paper use in recent years. Following the changed business practices implemented to address COVID, we have seen further uptake of these practices and a corresponding decrease in the use of office paper.

PAPER USE  
kg per employee



2020 PAPER CONSUMPTION  
Per employee for all firms



## 2020 AusLSA Member Performance

Our member firms reported a reduction of 281 tonnes of paper in 2020 compared to last year a decrease of twenty-one percent per person. That is equivalent to approximately 112,400 reams of paper or 6,744 trees, plus all the other environmental resources used and impacts for its manufacture.

Member firms have been consistently reducing the amount of paper they have been consuming through technology and improved processed and have reduced overall consumption by forty-three percent per person since 2016.

As with our other environmental metrics, it is unclear how much of this paper reduction can be attributed to the COVID restrictions, however further examination should be considered to determine whether or not such a trend can be maintained through 'normal' business opportunities.

## RECYCLED PAPER

Paper recycling recovers waste paper 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 quality. To be sure you're maximising the environmental benefits of recycled paper, it is generally best to choose paper products with the highest post-consumer content possible.

Advantages of recycled paper compared with virgin pulp

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

## CERTIFICATION

Certification systems allow consumers to influence forest management and other impacts of paper use by purchasing pre-certified products. Customers may however assume that all certification standards are equivalent and that all certified forest products come from sustainably managed forests but unfortunately there are some 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 verses environmental sustainability and communities. Many 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 80 gsm copy paper. The number of large paper mills in Australian has reduced over the last ten years as a result of international competition for products. 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 percent planation pulp in total. Australian Paper has also recently commissioned a recycling plant capable of significantly increasing the proportion of recycled copy paper it produces.

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 impact 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 percent 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.



Just as with other business objectives the social and environmental objectives of a law firm need robust 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 organisation. 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

There is little doubt that following the devastation of the Australian bushfires and the COVID pandemic greater interest is being shown in which organisations are part of the solution and which are a part of the problem.

The process of sustainability reporting enables an organisation and its stakeholders to better understand manage share the environmental, social and governance risks and opportunities faced by the organisation. 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 supercharges the meaningfulness of organisation’s 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, rigor 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. 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% of S&P 500 companies issued a sustainability report in 2017 compared with under 20% in 2011.

COVID has caused unprecedented and, in many cases, unforeseen disruptions to many businesses. In turn this creates significant impact on sustainability reporting in both the short and long term. For the coming period, stakeholders will want to understand many aspects of how an organisation has responded to the impacts. For example, how have organisation’s handled issues such as employee safety or supply chain disruption? What has been or will likely be the impact on diversity or employee engagement? How has COVID impacted environmental metrics and how can some of the benefits that may have arisen be sustained over the longer term?

Over the longer term there will be an opportunity to review the ESG management processes that feed into reporting, looking more broadly at the external social and environmental risk factors and the organisation’s resilience to threats.

Companies releasing public sustainability reports are considered sustainability leaders and innovators who can expect to build deeper relationships and more trusting interactions with progressive customers and employees who also share these values and priorities.

## 2020 AusLSA Member Performance

Given the complexities created by COVID, AusLSA responded by extending the timelines for submission of reporting information by AusLSA members. However, the scope and depth of the reporting provided by members has not only been maintained, but has expanded to include managing modern slavery risks in supply chains and to report on the use of serviced offices.

Despite the massive disruptions to their businesses and operations, restrictions to records access and competing operational priorities, this year, eighty-five percent of participating AusLSA members chose to publicly provide their sustainability report.

Fifty-three percent of member firms promoted their AusLSA produced report on their own website last year which increased from only twenty-eight percent in 2017 and forty-two percent in 2019. An additional nine percent of firms have advised they are preparing to publicise their report in 2020.

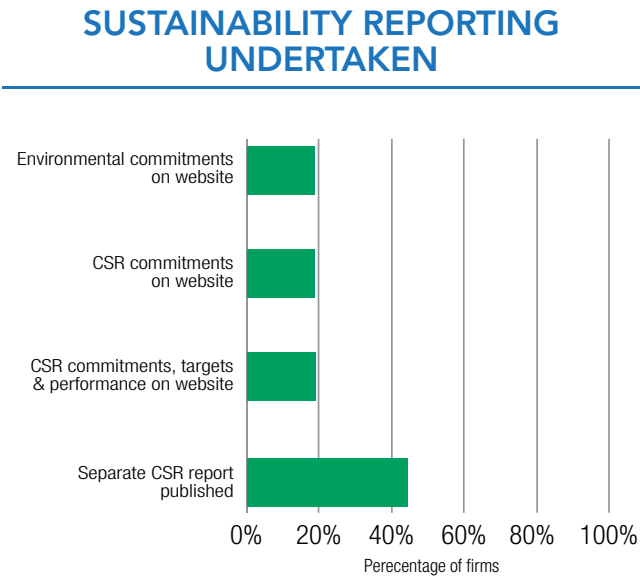
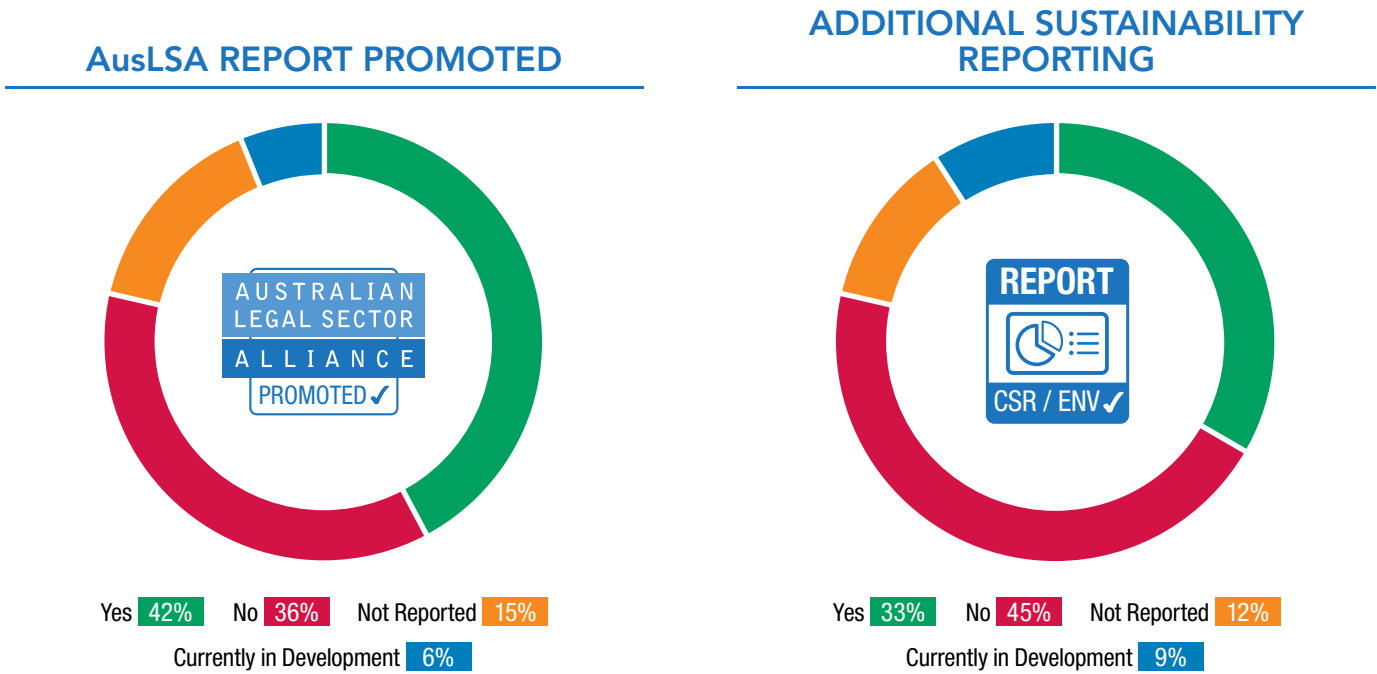
Forty-three percent of firms provided additional sustainability reporting during the year or were preparing to do so. There has been slow growth in the number of firms collecting and publishing additional standalone reporting of their sustainability and corporate citizenship. Additional reporting undertaken this year also includes reporting against modern slavery commitments, the UN Sustainable Development goals and the NSW Sustainability Advantage program.

## Challenges and Opportunities

AusLSA member law firms have greatly increased the scope, depth and communication of their sustainability reporting through the AusLSA annual Sustainability Insight over the last three years.

The AusLSA report is carefully compiled and designed to suit a diverse audience of stakeholders. However, only forty-three percent of firms have benefitted by promoting their involvement in the AusLSA report. All firms have their own communications including promotion on their websites or communications with customers or employees that would be effective in raising the profile of their sustainability commitments. Celebrating this information in the public sphere will help to reinforce the value of compiling their reports and to increase the benefits from their public sustainability 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 the all 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 additional depth of information that is tailored to their specific priorities of firms and their audiences. Some firms already choose to do this by developing a standalone corporate social responsibility style report but increased information can also be simply incorporated throughout relevant sections of their own website.



# SUSTAINABLE PROCUREMENT

The production of all goods and services uses both human and natural resources. A significant portion of any organisation’s sustainability impact can be hidden in the goods and services it procures. 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 impact. It also allows sourcing and purchasing considerations to be made that improve these impacts and signals to suppliers the need to drive change in their own businesses.

## Sustainable Supply Chain Management

A sustainable supply chain management program involves setting standards and working with suppliers to improve the sustainability impacts 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. Improving the impacts from procurement requires the identification of better alternatives such as choosing renewable electricity or selecting organic fair-trade coffee, paper produced without using materials from native forests and cleaning products which are not tested on animals.

## Standards and certifications

In Australia 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 fitouts).

## Social enterprises and affirmative purchasing

Social enterprises are becoming increasingly prevalent in law firm supply chains. Social enterprises are business that intentionally trade to help solve a societal challenge. Social enterprises seek to maximize profits while maximizing benefits to society and the environment. Many existing products and services procured by law firms can be provided by social enterprises. For example, catering services, stationary supplies, corporate gifts, artwork, coffee and fruit supplies are all available in Australia through social enterprises.

Law firms can also seek to support specific minority groups such as indigenous business or refugees through their purchasing decisions. Of note, many organisations are now working with Supply Nation, a government endorsed program providing information and a directory to assist organisations to locate 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 NGO’s and business.

## 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 percent 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 the [Asia and the Pacific region](#). Sixty-two percent 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 a Modern Slavery Act and introduces new provisions for corporate disclosures and reporting, requiring public disclosure within six months after the end of each organisations financial reporting period.

The NSW Modern Slavery Act was passed and assented to the legislation in June 2018. It requires 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. In June 2019 the NSW Government announced a review of their intended legislation which begun in August 2019 with scheduled release of review findings due on the 14th of February 2020 but finally released on 28 September 2020. The NSW government reaffirmed its commitment to implementing a modern slavery regime for NSW but wanted to seek greater harmonisation with the Commonwealth’s Modern Slavery Act reporting requirements before introducing necessary amendments that complement the Commonwealth Act and which are not inconsistent with it.

Both regimes seek to ensure that companies have a publicly-available modern slavery statement so that customers and the public can scrutinize enabling consumers and contractual counter-parties to assess, make decisions and participate in a debate about ethical supply chains.

## 2020 AusLSA Member Performance

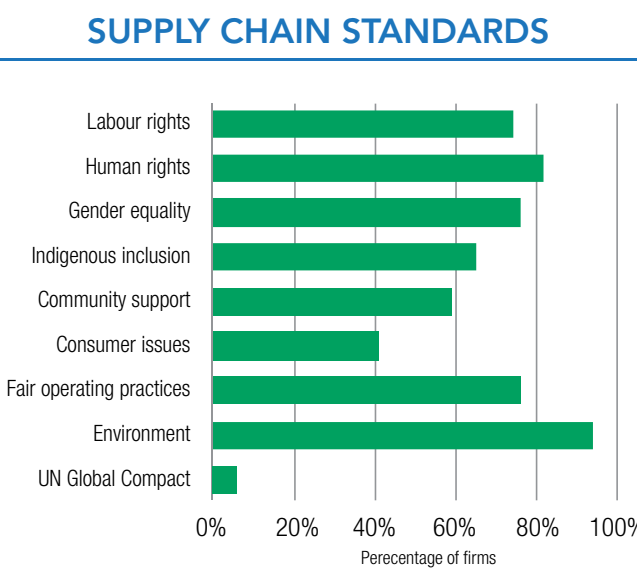
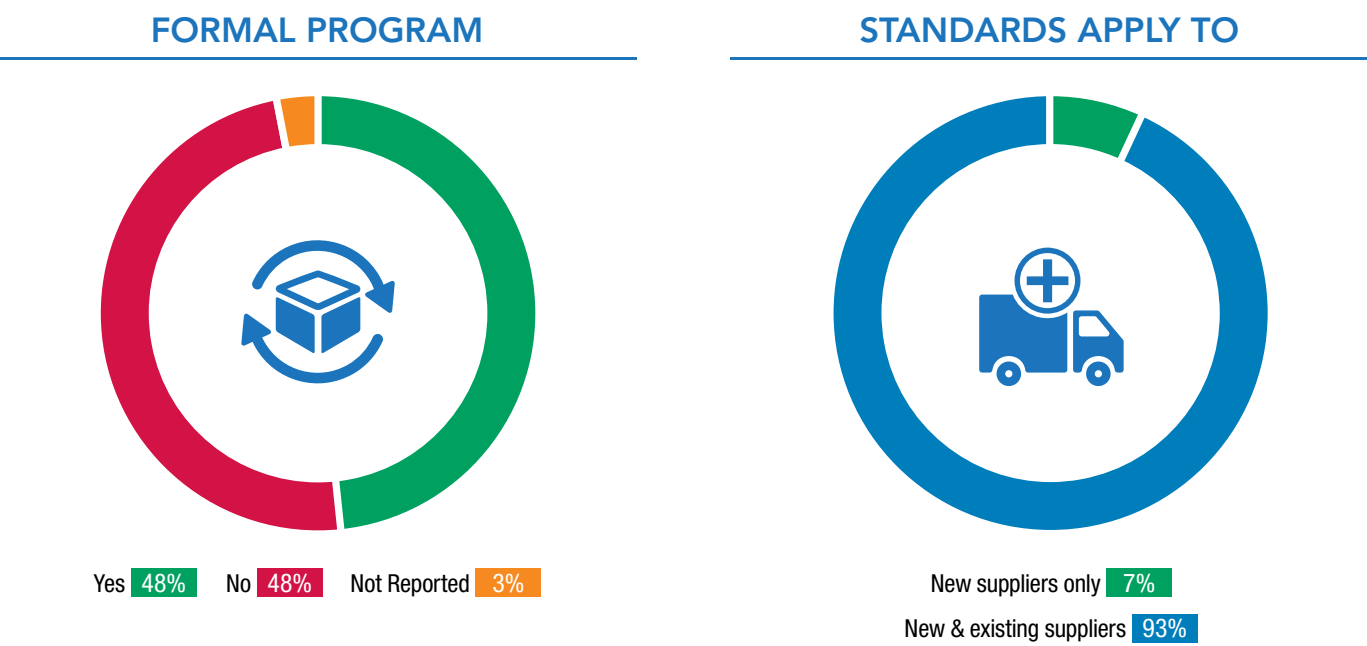
The uptake of sustainable supply chain management programs or policies that address the sustainability impacts that occur as a result of the products and services procured by AusLSA members has grown significantly this year. Fifty-nine percent of firms had sustainable supply chain programs in place this year compared with forty-eight percent last year. Ninety-three percent of these firms have now applied these standards to their existing suppliers as well as when establishing new contracts.

Of the firms with sustainable supply chain programs, environmental considerations were most prevalent with all firms considering them in their procurement decisions. The next most prevalent element was human rights issues which featured in ninety-five percent of firm’s procurement choices. Inclusion of indigenous inclusion issues increased fifty percent with eighty-nine percent of firms seeking goods and services from indigenous suppliers.

The largest change to sustainable procurement has been the preparation for compliance with the Australian and NSW governments’ reporting requirements under the modern slavery legislation (which are due on the 31 March 2021 for the majority of AusLSA members). While seventy seven percent reported that they are required to develop modern slavery statements under the Australian legislation, only fifty-nine percent had commenced programs to manage the risks of modern slavery which suggests at least 20% of firms need to take rapid action to comply with the legislative requirements.

## Challenges and Opportunities

For sustainable supply chain management practices to be workable in the business sector they need to be operationally practical and financially viable in addition to being ethically preferable. 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 difficult to find and interpret.



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

Like other areas of sustainability this process is a journey that requires commitment, leadership and innovation. It’s a challenge made easier by customers like law firms working together with suppliers to share information, systems and tools to collect and evaluate the sustainability of the products and services. 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.

The Australian Government’s recent Modern Slavery legislation and regulations will require most AusLSA members to develop new systems to research, understand and manage their supply chain for modern slavery risks. AusLSA will work with members to share resources and information and look at the opportunities to develop tools to better manage this process.



# 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 and 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 continues in the last twelve months where poor governance has 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. Codes of conduct for law firms are also reinforced by regulatory requirements of the legal profession.

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 the ability for it to meet its social purpose and responsibility.

## 2019 AusLSA Member Performance

All reporting firms have a specific code of conduct in place that deals with ethics, including; bribery, corruption, fraud, workplace bullying and sexual harassment and had a documented complaints and grievance mechanism to address both internal and external issues. All AusLSA members also provide specific training to partners and employees regarding their code.

All reporting firms have developed and operate a formal risk management plan that is reviewed regularly by the leadership team. All reporting firms also have a documented Business Continuity Plan or Emergency Response Plan which is regularly tested with one firm having one in development. Like the rest of the world Australian business’ and law firms were caught by surprise by the level of disruption caused by the COVID pandemic. In the case of Australian law firms however, their generic 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 the management of risks, continuity, ethics and codes of conduct are guided by government regulation, state law societies, customer expectations and industry standards. This has provided comfort that this has been enough to guarantee their effectiveness.

COVID and the bushfire crisis has shown how high impact scenarios can occur rapidly and relatively unexpectedly and the deep impacts these can have. They have shaken the false sense of security that the constants that we rely will stay true in the medium term. This provides a valuable lesson and highlights the real potential benefit of exploring worst-case economic, social and environmental scenarios from issues such as climate change, pollution and biodiversity loss. Risk management and continuity as well as governance systems all need to take account of these risks and 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 is predominantly influenced by organisational culture and leadership and where these are misaligned it is almost always the cultural norm that determines behaviours. It is the role of senior leadership to ensure an organisation’s culture demonstrates their publicly projected values and that the leadership and behaviours they demonstrate and reward continue to strengthen these values.



# Executive Member Reporting

2020  
MEMBER LOGO

Legend

<b>POLICY</b> 	Firm operates in accordance with a formally approved and managed policy		Firm has gender equality targets
<b>PUBLISHED</b> 	Firm operates in accordance with a formally approved and managed policy which is made available to the public		Staff surveys assess and communicate physical and psychological well-being
<b>REPORT</b> 	Firm operates in accordance with a formally approved and managed policy		Firm participates in Federal legislation
<b>AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED</b> 	Firm provides a link on their website to the AusLSA Sustainability Insight Report		Firm participates in NSW state legislation
	Firm has a Sustainable Supply Chain Management program		Firm provides code of conduct training
	Firm's supplier standards are applied to existing suppliers		Firm has documented complaints and grievance mechanisms
	Firm's supplier standards are applied to new suppliers		Firm has a regularly reviewed risk management plan
	Firm has a formal program to manage the risks of Modern Slavery in procurement		Firm has a formal Business Continuity Plan
<b>STRATEGY</b> 	Firm operates in accordance with a formally approved and managed policy		Firm coordinates and supports employee non-legal volunteering
	Firm is a signatory to the Australian Pro Bono Centre Aspirational Target		Firm operates in accordance with disability standards
	Firm active supports employees and partners participating in community organisations		Firm has a Reconciliation Action Plan – Level indicated
	0.00% Carbon emissions from cars as a percentage of gross emissions		99% Percentage of paper recycled
	0.00% Carbon emissions from natural gas as a percentage of gross emissions		100% Percentage of offices with paper and cardboard recycling
	0.74% Carbon emissions from refrigerants as a percentage of gross emissions		100% Percentage of offices with recycling of comingled waste
	89% Carbon emissions from use of electricity as a percentage of gross emissions and per square metre		75% Percentage of offices with facilities for organic waste disposal
	0.00% Carbon emissions from renewable energy as a percentage of gross emissions and per square metre		100% Percentage of offices with e-waste facilities
	5.4% Carbon emissions from flights as a percentage of gross emissions and per employee		Firm sets and monitors environmental targets
	1.4% Carbon emissions from taxis and hire cars as a percentage of gross emissions and per employee		Firm has an Environmental Management System
	100% Carbon offsets purchased as a percentage of gross emissions		AusLSA Environmental Management System
	0.00% Renewable energy purchased as a percentage of gross emissions		ISO 14001 Environmental Management System
	79,870t Total paper used (tonnes) and per employee		



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

Clayton Utz' vision is to be the leading law firm in Australia- with our clients and our people at the heart of what we do. Supported by a culture of trust, respect and cooperation, underpinned by our people strategy:

- a sustainable high performing workforce- designing our future workforce through strategic workforce planning and exploring the impact of technology. Focusing on attracting and selecting the best in market talent to support the workforce plan.
- engaging people, experience and culture- enhancing our Listening Strategy, analysing employee engagement and increasing opportunities for feedback and ongoing dialogue and connection. Continuing to enhance our employee value proposition and graduate program experience.
- talent management- developing our talent management frameworks to better support ongoing development, progression, recognition and contribution of our people.
- developing our partners and employees- implementing a new learning management system and expanding our successful curricula of career milestone learning and mentoring programs including a greater focus on virtual delivery.
- diversity and inclusion- enhancing our gender, flexibility, LGBTIQ inclusion, cultural diversity and disability programs, embedding inclusive leadership capability and building our internal interest groups.
- community- continued engagement from partners and employees via volunteering, fundraising and providing resources.

## OUR GOVERNANCE

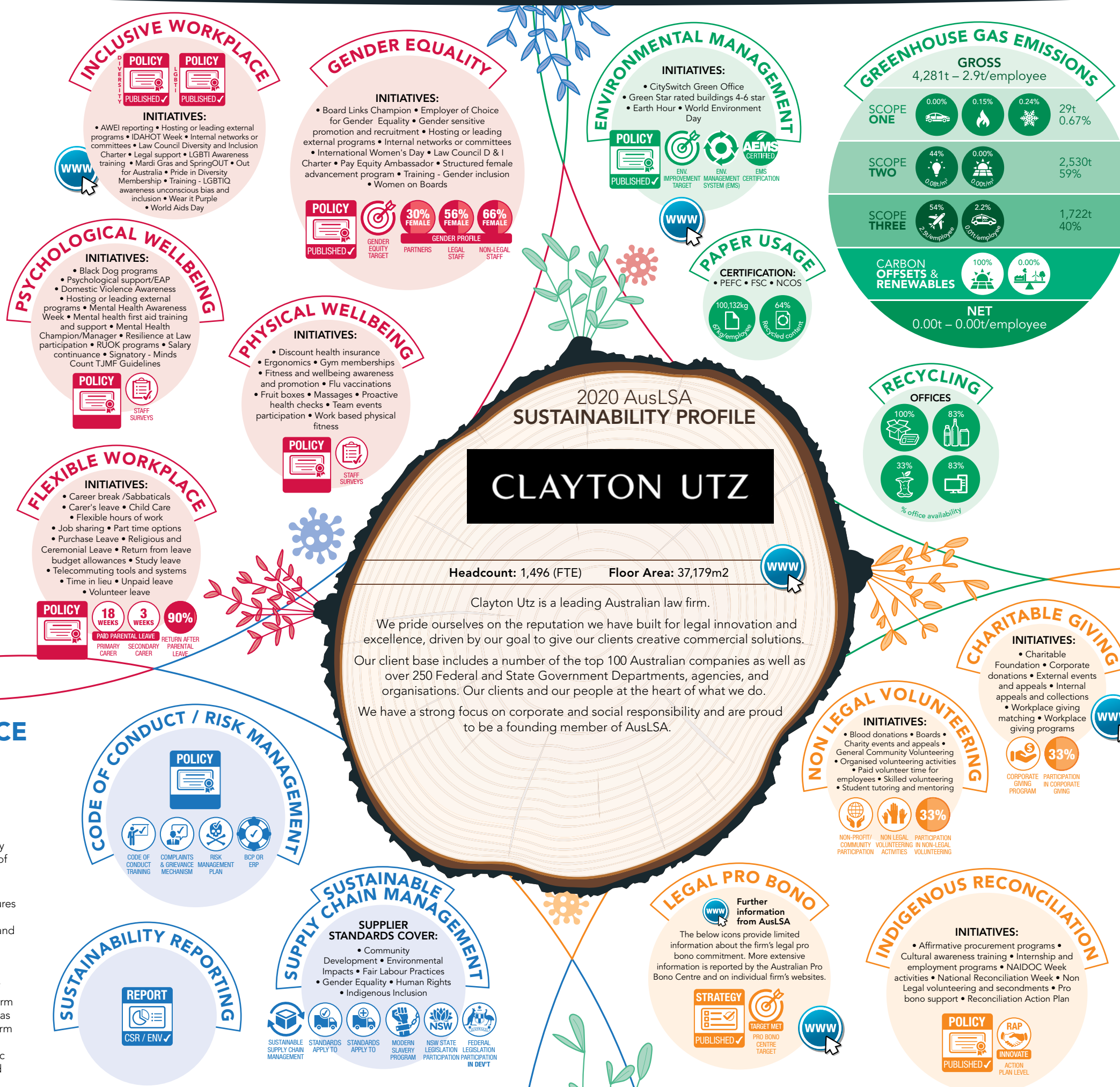
### SUMMARY AND HIGHLIGHTS:

The firm has a strong commitment to risk management and compliance and a robust governance structure to support that commitment.

The Finance Risk and Audit Committee of the board oversee this commitment, supported by the firm's Risk Management Team and Office of General Counsel.

The Firm's approach to risk and governance is supported by our robust policies and procedures available to all our employees in our Risk Management Handbook, Partner Handbook and Employee Handbook. These policies are supported by relevant training for all of our people through our CU Learn Framework.

The firm has a Cyber Security Board as part of our commitment to information security, the firm achieved whole of firm ISO27001 certification as assessed by SAI Global for the 5th Year. The firm has mature crisis management, business continuity and disaster recovery and pandemic plans which are reviewed, updated and tested annually.



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

Clayton Utz is carbon neutral.

We have measured our FY20 carbon emissions in line with the federal government's Climate Active Standard and are pleased to report that Clayton Utz have fully offset our FY20 carbon emissions in line with that standard through the retirement of carbon offset units.

We continuously seek ways in which we can reduce the impact our business operations have on the environment and encourage our people to get involved with the firm's environmental initiatives.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

Clayton Utz develops and maintains relationships with our Community Partners that connects our people and uses their resources, skills and enthusiasm.

Since 2003, the Clayton Utz Foundation has distributed over \$11.7 million in grants to charities who address disadvantage and facilitate access to justice, including \$886,000 granted in FY20. 33% of our partners and employees volunteered this year and our people fundraised over \$173,000 for community organisations.

The combined generosity of our people, the Firm and the CU Foundation saw us donate close to \$200,000 towards bushfire relief and recovery.

Pro bono work for low-income and disadvantaged people who cannot obtain Legal Aid, and for the not-for-profit organisations which support them, is fundamental to who we are as a firm. It is part of what all of our lawyers do, at every level of seniority, in every practice group and office, as part of their everyday legal practice.



### SUMMARY AND HIGHLIGHTS:

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.

## SUMMARY AND HIGHLIGHTS:

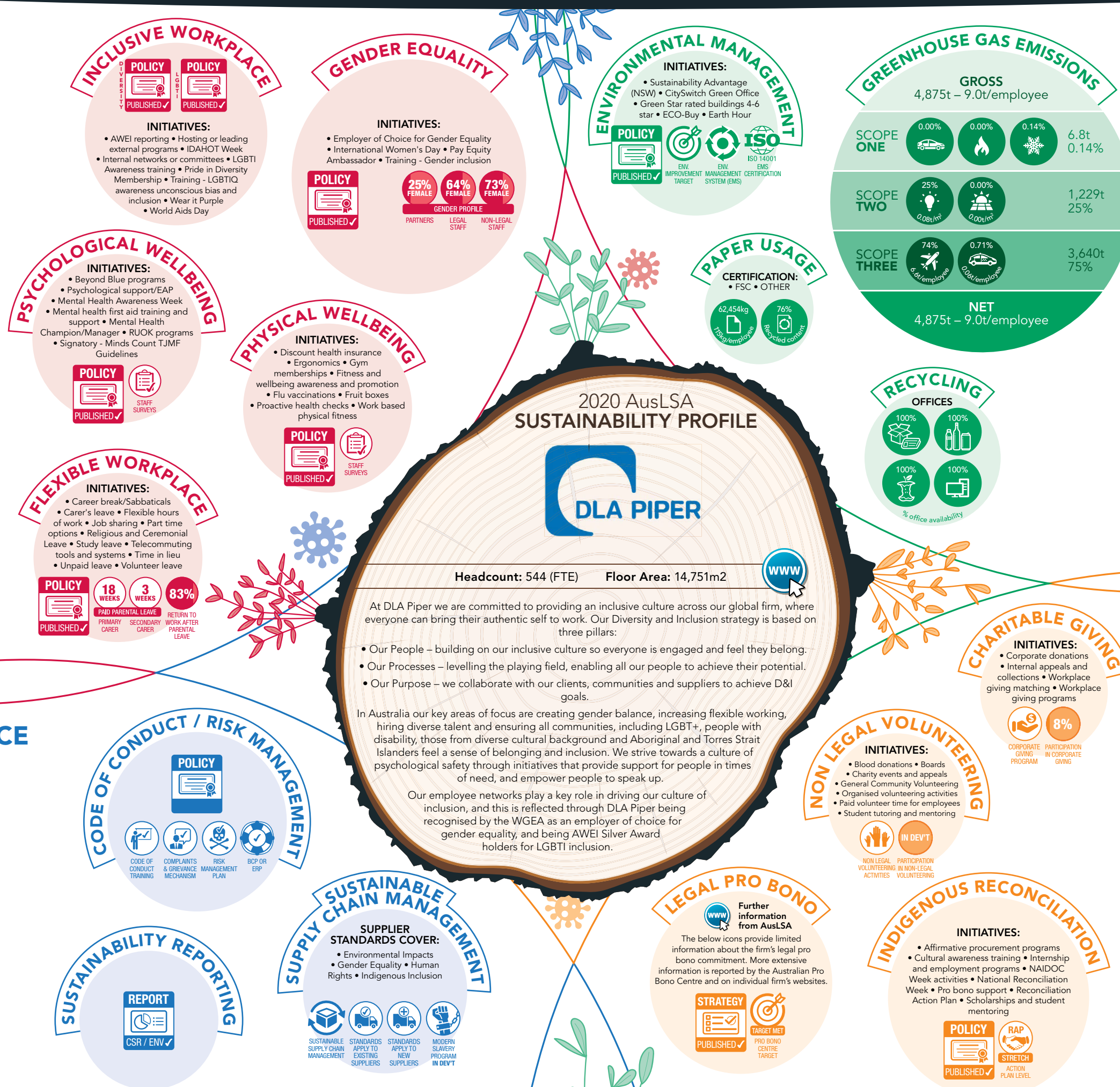
Through addressing all operational aspects of our environmental impact, the group is able to implement strategies to reduce our negative impact in four key areas: energy, waste, travel and sustainable procurement.

## SUMMARY AND HIGHLIGHTS:

This accomplishment recognises our efforts towards environmental sustainability and continuous improvement. Moreover, the environmental sustainability in DLA Piper is an integral part of our Responsible Business model, which is fully aligned with our commitment to the ten UN Global Compact principles in the areas of human rights, labour, environment and anti-corruption.

## SUMMARY AND HIGHLIGHTS:

DLA Piper's Global Scholarships program also continues in its third year, supporting the development of talented law students from the world's least developed countries, increasing diversity in the legal profession and contributing to the rule of law.





## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

Maddocks was awarded the Employer of Choice for Gender Equality citation from the Workplace Gender Equality Agency for 2019, the 16th consecutive year. In addition, Maddocks was also recognised as a Bronze Employer in the Australian Workplace Equality Index awards.

Our Maddocks Women and Maddocks Pride, networking groups organised a wide range of events in FY20, including events to mark International Women's Day, Wear It Purple Day, and IDAHOBIT Day with speakers, morning teas and donations to relevant organisations. The firm also held its first Pride Week in late August, with a week of events and training. The firm also has a comprehensive Diversity and Inclusion strategy with a focus on various diversity streams including gender, LGBTI, flexible work practices and cultural diversity.

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

This year due to COVID-19 we were not able to hold our firm wide Harmony Day event. We encouraged teams to acknowledge Harmony Day and shared a video that some of our Sydney team members had put together on what Harmony Day means to them.

## OUR GOVERNANCE

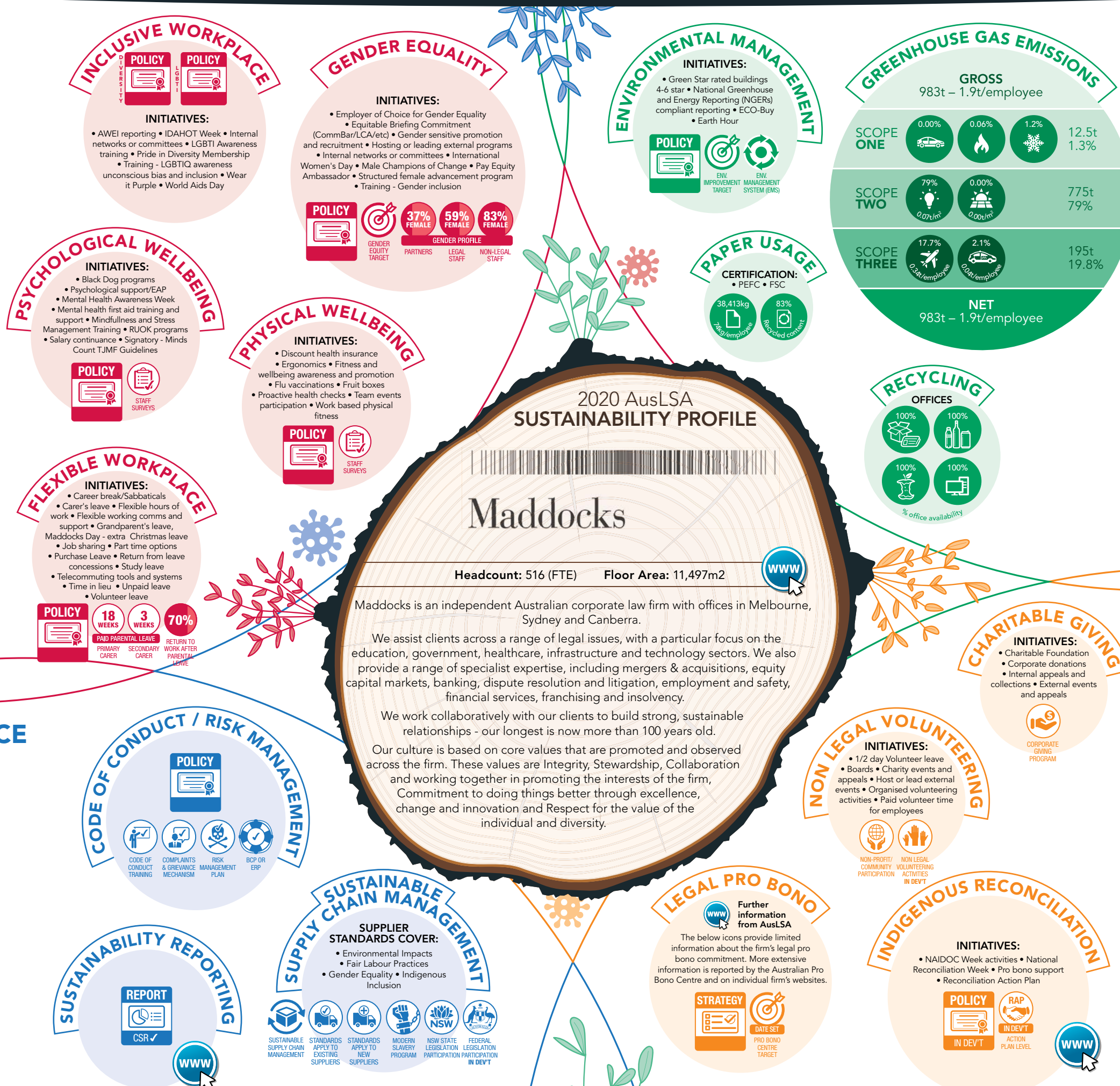
### SUMMARY AND HIGHLIGHTS:

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 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.





## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

Our people strategy is aligned with our purpose of Unlocking Success. Together with a focus on enhancing the employee experience.

Our culture is our differentiator, and our engagement efforts are certainly focused on celebrating that culture, yet enhancing those areas that need work.

We know that retaining quality employees is key to us achieving this, hence our focus on working hard to keep our employees. Our strategy sets out the direction for growth and retention, and gives every employee an opportunity to get involved and be challenged.

Our achievements include WGEA Employer Choice for Women, being the 2019 winner of the Queensland Law Society Diversity & Inclusion Large Law Firm and awarded Queensland Mental Health Achievement Award for 2016 as well as a finalist in the Legal Innovation Index Awards in 2017 are very important to us. They are important because they tell us to continue the investment and effort that goes into making cultural change across organisations and the broader industry as well as telling us to keep going.

We continue to have numerous finalists and winners in the various legal awards across the industry and extensive recognition in industry journals and publications.

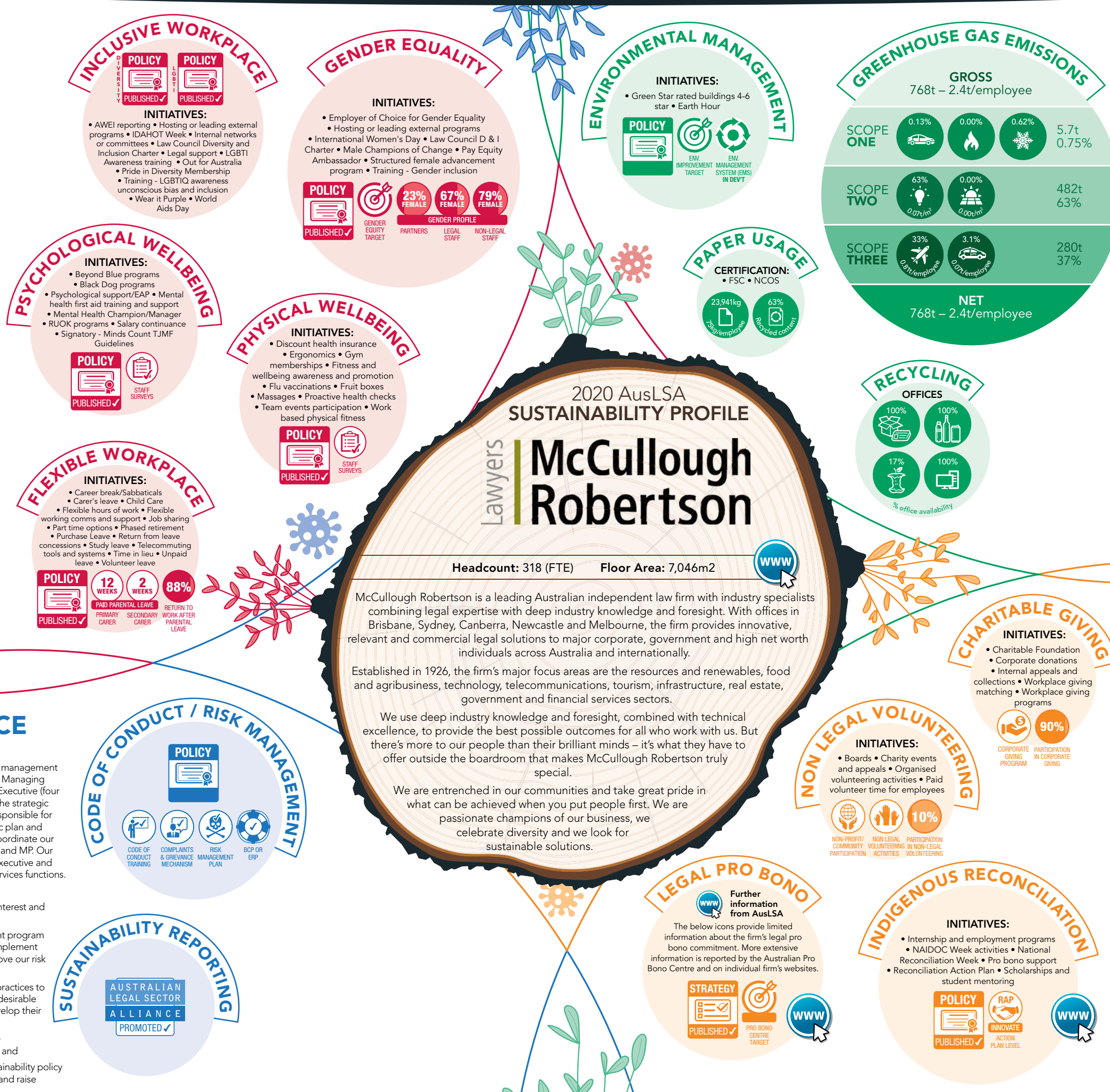
## OUR GOVERNANCE

### SUMMARY AND HIGHLIGHTS:

We adopt a corporate leadership model with senior management responsibility resting with the Executive Committee, Managing Partner (MP) and Business Unit Leaders (BULs). The Executive (four equity Partners, one of whom is the Chairman) sets the strategic direction and reviews performance. The BULs 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 and MP. Our Chief Operating Officer (COO) works with the MP, Executive and BULs 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.



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

McCullough Robertson's environmental initiatives are coordinated by an Environmental Committee made up of the Chief Operating Officer, a Special Counsel, a Senior Associate, a Lawyer, two Assistants and an IT representative.

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.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

Our strategy includes pro bono work, Partner and staff donations and scholarships through the McCullough Robertson Foundation, 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 nonprofit 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 because the vision matched our own.

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 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.



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

At Norton Rose Fulbright we value diversity and the value diverse teams bring to our clients. We strive to create an inclusive culture where our people have a sense of belonging and can bring their whole selves to work.

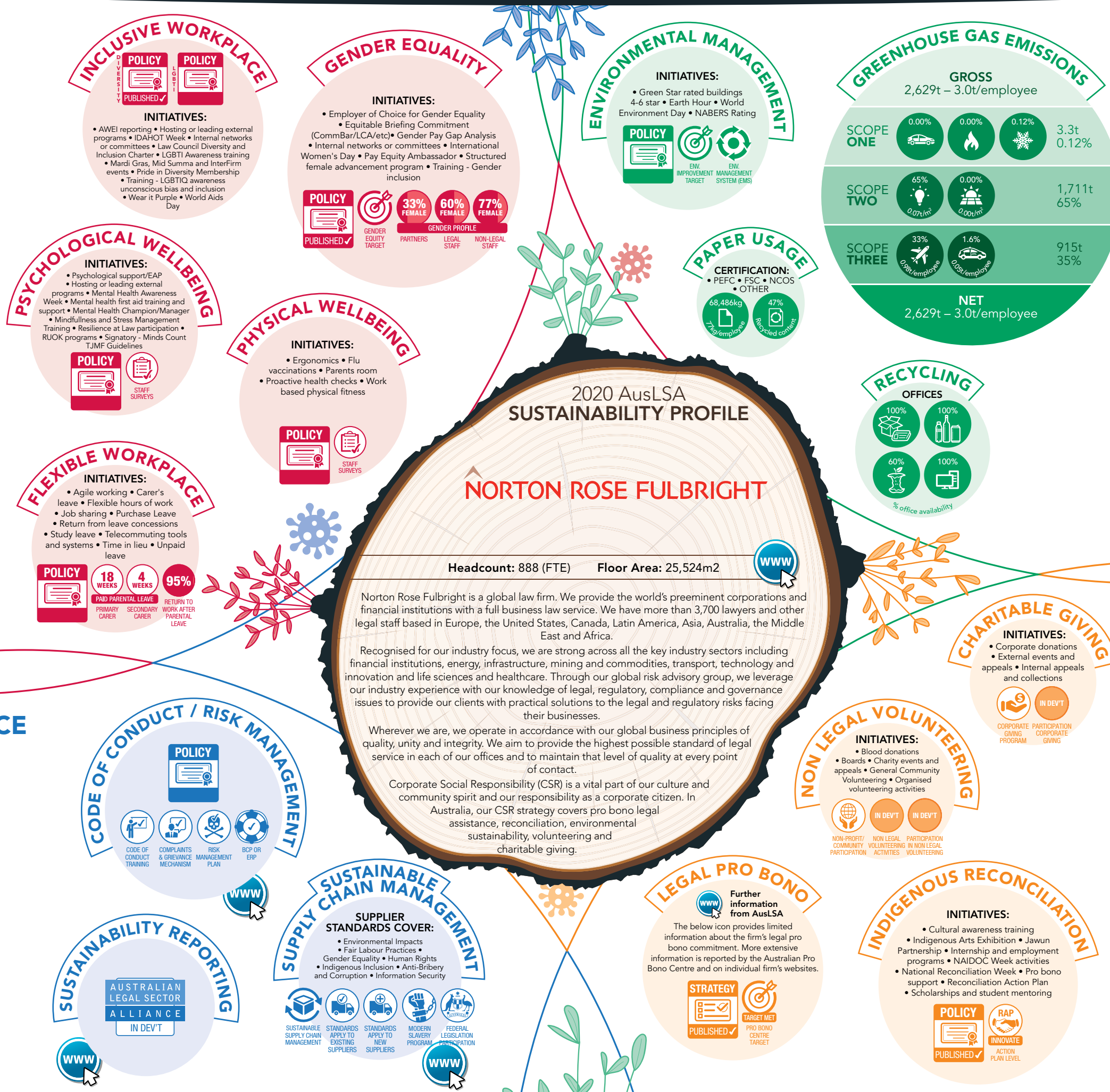
Our Diversity and Inclusion strategy covers key focus areas including cultural diversity, people with caring responsibilities, gender diversity, disability and LGBTIQ+ Inclusion.

In 2020, 33% of our partners are female and we have a strong pipeline with over 60% female senior lawyers.

Year on year we are awarded with the WGEA Employer of Choice for Gender Equality citation and from 2016 we have been named a silver employer in the Australian Workplace Equality Index (AWEI) for LGBTIQ+ inclusion.

We have clear targets in place and are committed to offering a range of diversity and inclusion programs including unconscious bias, career strategies for senior women. In addition we have comprehensive mental health and wellbeing policies, over 70 trained Mental Health First Aid Officers and world class learning and development opportunities all designed to support the individual needs of our people.

Our mental health, wellbeing and resilience programs and services are extensive, integrated and evidence based.



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

Norton Rose Fulbright is committed to sustainable practices that have a positive effect on our environment.

In March 2020, we launched our new Environmental Management System benchmarked against ISO 14001:2016 and in 2018 we adopted a global Supplier Charter which, among other things, confirms our commitment to sustainable practice both in Australia and globally.

Our Environmental Sustainability Working Group meets regularly to manage our environmental footprint and works to raise awareness of environmental issues, facilitate staff involvement in activities designed to help protect our environment and to ensure that we meet the green footprint expectations of our community, the legal sector and our clients.

On a global level, in 2018/2019, in line with SDG 2, our Global Charitable Initiative focused on reducing food waste and alleviating hunger. Offices in Australia and globally worked together to implement new sustainable food waste processes throughout our supply chain.

Our 2019/20 Global Charitable Initiative theme is 'Building Sustainable Communities' through which our people globally will unite in improving our sustainability governance and implement local sustainability initiatives that educate, raise awareness of and engage our people in sustainable practices both within our business and at home. Norton Rose Fulbright is a founding member of AusLSA.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

Norton Rose Fulbright recognises that as corporate citizens, we have a responsibility to use our skills, knowledge and resources to assist those in need in our local and global communities.

Our CSR program encompasses pro bono legal assistance, environmental sustainability, reconciliation, volunteering and charitable giving. We strive to champion human rights and environmental sustainability, empower Indigenous Peoples and communities, grow and support our younger generations, support vulnerable and disadvantaged people and campaign for and support the disability and mental health sectors.

We support our people to use their vast cross-disciplinary expertise to provide pro bono legal support to those in need in our community including Indigenous Australians, refugees and asylum seekers, people impacted by homelessness, people struggling with mental health issues and victim-survivors of domestic and family violence. We also support LGBTIQ organizations and charities advocating for sustainable practices and our older population. We are passionate about Reconciliation and will launch our third Reconciliation Action Plan in 2020.

We take a strategic approach to reducing our environmental impact and strive to adopt sustainable practices across all aspects of our business. In March 2020 we launched our new Environmental Management System which will guide our sustainability governance going forward.



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

We place a high value on the well-being of our people.

Our Managing Partner is on the board of the Minds Count Foundation and our firm is a regular supporter by monthly donation.

We have partnered with AccessEAP to provide an employee assistance program with 24 hours seven days a week access for our people and their families.

We have a range of learning and development initiatives as well as a wellness program that focuses on mental health and well-being.

We have also implemented Well being Champions along side our Wellness Committee. We are a signatory to the Law Council's Diversity and Equality Charter.

53% of our partners are females and we demonstrate a disproportionately high female leadership team. This is something that our firm is extremely proud of because this has happened organically, without any set targets for diversity.

We have a high number of part-time employees, both female and male and we have embraced flexible working across all levels of the firm.

## OUR GOVERNANCE

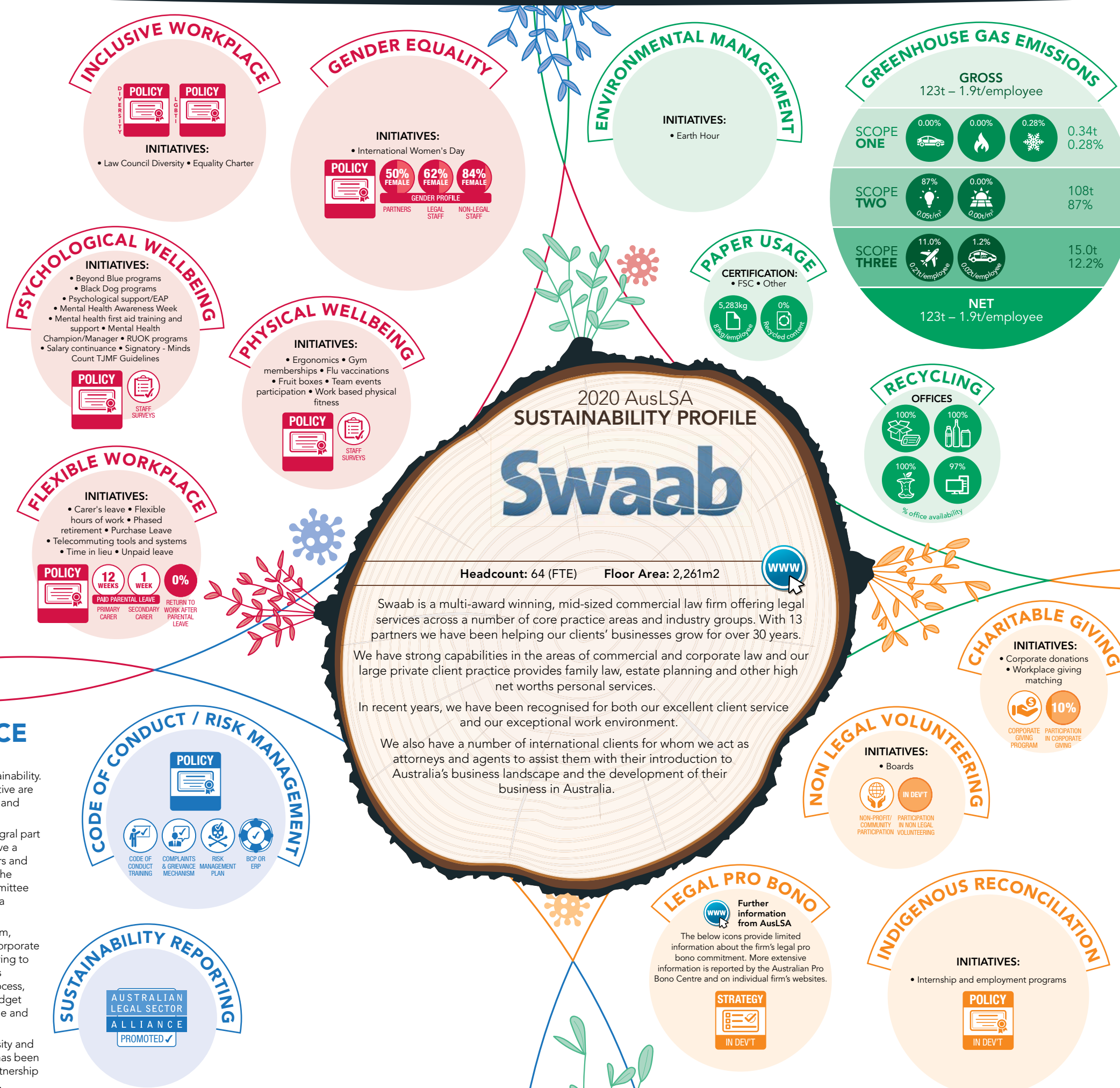
### SUMMARY AND HIGHLIGHTS:

Swaab has introduced a formal policy on sustainability. The five pillars of the firm's sustainability initiative are people, community, environmental, pro bono and supply chain.

At Swaab, sustainability is regarded as an integral part of our business management practice. We have a sustainability committee comprised of partners and staff who take responsibility for each pillar of the sustainability initiative. The sustainability committee have been successful this year in establishing a firm-wide response to sustainability.

Projects include indigenous internship program, increased community engagement through corporate citizen, developing a paper lite-program, moving to carbon neutral paper, engaging with suppliers regarding CSR as part of our procurement process, recycling drives, setting a formal pro bono budget and strengthening our relationship with Lifeline and Minds Count.

We are a signatory to the Law Council's Diversity and Equity Charter. The sustainability committee has been successful in keeping sustainability on the partnership and management's agenda on a regular basis.



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

We are committed to our green initiatives, both simple and complex, which include stationary recycling drives, waste recycling, reducing power usage through such initiatives as lighting reductions and introduced utilities such as follow me print to avoid unnecessary printing.

We are currently developing a paper-lite program to encourage everyone to reduce paper use.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

We have a formal sustainability charter which includes focus on pro bono and community engagement.

We have a structured alliance with the Minds Count Foundation and Lifeline for whom we do pro bono work.

We are working towards formalising and better streamlining our sustainability charter across the firm with respect to pro bono and community focused activities so that we have an internal formal strategy and focus.

We take on work experience students and a number of our partners have built relationships through University alumni to support law students as they progress through their university journey.

We actively encourage involvement in the not for profit sector, providing support and resources when requested by employees around organisations about which they are passionate.

We partner with Corporate Citizen for our workplace giving program.

We hold a number of fundraising events throughout the year and any money raised during firm activities is matched by Partners.



# General Members Reporting

2020  
MEMBER LOGO

Legend

<b>POLICY</b>  Firm operates in accordance with a formally approved and managed policy	 Firm has gender equality targets
<b>PUBLISHED</b>  Firm operates in accordance with a formally approved and managed policy which is made available to the public	 Staff surveys assess and communicate physical and psychological well-being
<b>REPORT</b>  Firm operates in accordance with a formally approved and managed policy	 Firm participates in Federal legislation
<b>AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED</b>  Firm provides a link on their website to the AusLSA Sustainability Insight Report	 Firm participates in NSW state legislation
 Firm has a Sustainable Supply Chain Management program	 Firm provides code of conduct training
 Firm's supplier standards are applied to existing suppliers	 Firm has documented complaints and grievance mechanisms
 Firm's supplier standards are applied to new suppliers	 Firm has a regularly reviewed risk management plan
 Firm has a formal program to manage the risks of Modern Slavery in procurement	 Firm has a formal Business Continuity Plan
<b>STRATEGY</b>  Firm operates in accordance with a formally approved and managed policy	 Firm coordinates and supports employee non-legal volunteering
 Firm is a signatory to the Australian Pro Bono Centre Aspirational Target	 Firm operates in accordance with disability standards
 Firm active supports employees and partners participating in community organisations	 Firm has a Reconciliation Action Plan – Level indicated
 0.00% Carbon emissions from cars as a percentage of gross emissions	 99% Percentage of paper recycled
 0.00% Carbon emissions from natural gas as a percentage of gross emissions	 100% Percentage of offices with paper and cardboard recycling
 0.74% Carbon emissions from refrigerants as a percentage of gross emissions	 100% Percentage of offices with recycling of comingled waste
 89% Carbon emissions from use of electricity as a percentage of gross emissions and per square metre	 75% Percentage of offices with facilities for organic waste disposal
 0.00% Carbon emissions from renewable energy as a percentage of gross emissions and per square metre	 100% Percentage of offices with e-waste facilities
 5.4% Carbon emissions from flights as a percentage of gross emissions and per employee	 Firm sets and monitors environmental targets
 1.4% Carbon emissions from taxis and hire cars as a percentage of gross emissions and per employee	 Firm has an Environmental Management System
 100% Carbon offsets purchased as a percentage of gross emissions	 AusLSA Environmental Management System
 0.00% Renewable energy purchased as a percentage of gross emissions	 ISO 14001 Environmental Management System
 79,870t Total paper used (tonnes) and per employee	



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

At Allen & Overy we recognise that people are different - visibly different through age, gender, ethnicity and physical appearance, 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 doesn't 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 they can achieve their full potential and make a valuable contribution.

It is the diversity of our people that drive the culture of our firm and are crucial for our continued financial success.



### INCLUSIVE WORKPLACE



#### INITIATIVES:

- AWEI reporting • IDAHOT Week • Internal networks or committees • Stonewall top Global Employer • LGBTI Awareness training • Out for Australia • Pride in Diversity Membership • Training - LGBTIQ awareness unconscious bias and inclusion • Wear it Purple

### PSYCHOLOGICAL WELLBEING

#### INITIATIVES:

- Psychological support / EAP • Mental Health Awareness Week • Mental health first aid training and support • Mental Health Champion/Manager • RUOK programs • Salary continuance



### PHYSICAL WELLBEING

#### INITIATIVES:

- Discount health insurance • Ergonomics • Fitness and wellbeing awareness and promotion • Flu vaccinations • Fruit boxes • Messages • Proactive health checks • Work based physical fitness



### GENDER EQUALITY

#### INITIATIVES:

- International Women's Day • Gender sensitive promotion and recruitment • Hosting or leading external programs • Internal networks or committees • Law Council D & I Charter • NSW Law Society Charter • Structured female advancement program • Training - Gender inclusion



### ENVIRONMENTAL MANAGEMENT

#### INITIATIVES:

- Green Star rated buildings 4-6 star • National Greenhouse and Energy Reporting (NGERs) compliant reporting • Earth Hour



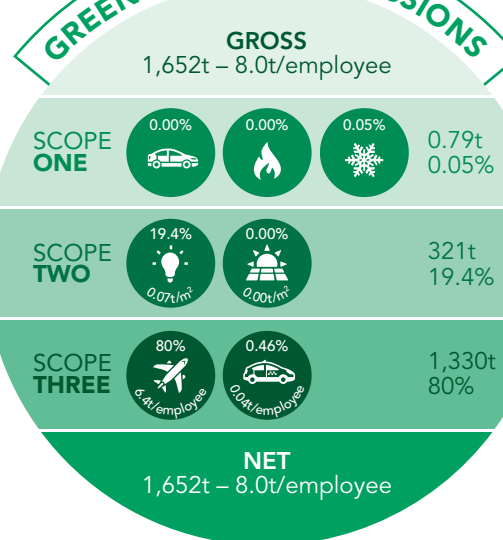
### PAPER USAGE

#### CERTIFICATION:

- NCOS • FSC



### GREENHOUSE GAS EMISSIONS



### RECYCLING



## OUR GOVERNANCE

### SUMMARY AND HIGHLIGHTS:

As a legal practice subject to the rules of the SRA, Allen & Overy LLP is subject to strict duties of confidentiality with regard to client information which we regard as fundamental to our profession and practice and which goes to the heart of our representation of our clients.

We have put in place processes which seek to protect the exchange of confidential information between us and our clients. All new employees receive compliance awareness training, which includes data protection. Our data protection policy is posted on our intranet site and forms part of our employees' terms and conditions of employment.

We also have an in-house legal team who handle queries relating to, and make sure we comply with, data protection legislation. We hold professional indemnity cover, public liability, product liability and employers' liability insurance policies.

We employ lawyers who are qualified in more than 30 different countries. It is our policy that each of our lawyers, and Allen & Overy itself, should comply with the relevant professional obligations, including those in relation to conflicts, to which they are respectively subject. We have adopted procedures to identify and, where relevant, deal with potential legal, professional and commercial conflicts.

### CODE OF CONDUCT / RISK MANAGEMENT



### SUSTAINABILITY REPORTING



### SUPPLY CHAIN MANAGEMENT

#### SUPPLIER STANDARDS COVER:

- Human Rights
- Environmental Impacts
- Gender Equality • Indigenous Inclusion



## 2020 AusLSA SUSTAINABILITY PROFILE

# ALLEN & OVERY

Headcount: 206 (FTE) Floor Area: 4,492m<sup>2</sup>

ALLEN & OVERY is one of the elite global law firms with 44 offices in 31 countries and over 5,400 staff worldwide. As a global business, we recognise that we need to rise to the challenges and opportunities of environmental sustainability by continually improving our environmental performance. Our initiatives are shared across our international offices. All of them are underpinned by our ISO14001 and ISO 50001 certified environmental and energy management system, and our executive membership of the Legal Sustainability Alliance, a collective effort by law firms in the UK and our membership of AusLSA, to take action to improve the environmental sustainability of their operations and activities.

Our objectives are organised around four core themes:

- Risk Management • Supporting the business • Awareness and initiatives • Energy.

We have set objectives in each of these areas. 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.



### CHARITABLE GIVING

#### INITIATIVES:

- Corporate donations
- External charity events and appeals • Workplace giving matching • Workplace giving programs



### NON LEGAL VOLUNTEERING

#### INITIATIVES:

- General Community Volunteering • Paid volunteer time for employees • Student tutoring and mentoring



### LEGAL PRO BONO

Further information from AusLSA

The below 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.



### INDIGENOUS RECONCILIATION

#### INITIATIVES:

- Career Tracker intern program
- Cultural awareness training
- Internship and employment programs
- NAIDOC Week activities



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

We 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 and report our performance across our global network of offices. This is underpinned by our UK ISO14001 and ISO 50001 certified environmental and energy management system, and our membership 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.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

Allen & Overy's pro bono and community investment 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 bring together our resources and experience on multi-jurisdictional projects, as well as addressing the need in local communities.

As a member of Justice Connect, we regularly assist on matters referred through this service. In Western Australia, we are a stakeholder in the Law Access advisory committee overseeing the clearing-house, a system designed to help people obtain pro bono legal assistance in areas of law where there is limited or no assistance. We also regularly assist on matters referred to us through Law Access.

Our community and volunteering initiatives include relationships with Wayside Chapel, The Salvation Army Beacon Centre, a support and accommodation facility for the homeless and Lady Lawley Cottage (Australian Red Cross), a residential respite care service for children with disabilities.

We also support the community through participation in the Australian Business and Community Network (ABCN) mentoring program and various other activities selected by staff.



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

Allens has a long-held commitment to a diverse and inclusive workforce, where we value the contribution that people from different backgrounds and life experience bring to our firm.

Our Inclusion and Diversity Council is chaired by our Managing Partner and oversees Allens' inclusion and diversity strategy and progress.

Our career model, policies and initiatives, including our approach to flexibility and Women at Allens Program, have all been developed with an emphasis on the engagement, career and professional development and promotion of all our employees. Flexibility is a key priority for us and we encourage flexible work practices for all of our people.

Our LGBTI network, ALLin, provides opportunities for members to build relationships with each other, clients and the community through events and pro bono legal assistance on matters of interest to the LGBTI community.

We were named by the Workplace Gender Equality Agency as a 2019-2020 Employer of Choice for Gender Equality (the fifteenth consecutive time we have been awarded this citation) and were recognised as a Bronze Employer for LGBTI inclusion in the Pride in Diversity 2020 Australian Workplace Equality Index.

We have set a target of at least 35% female partners by 2022.

## OUR GOVERNANCE

### SUMMARY AND HIGHLIGHTS:

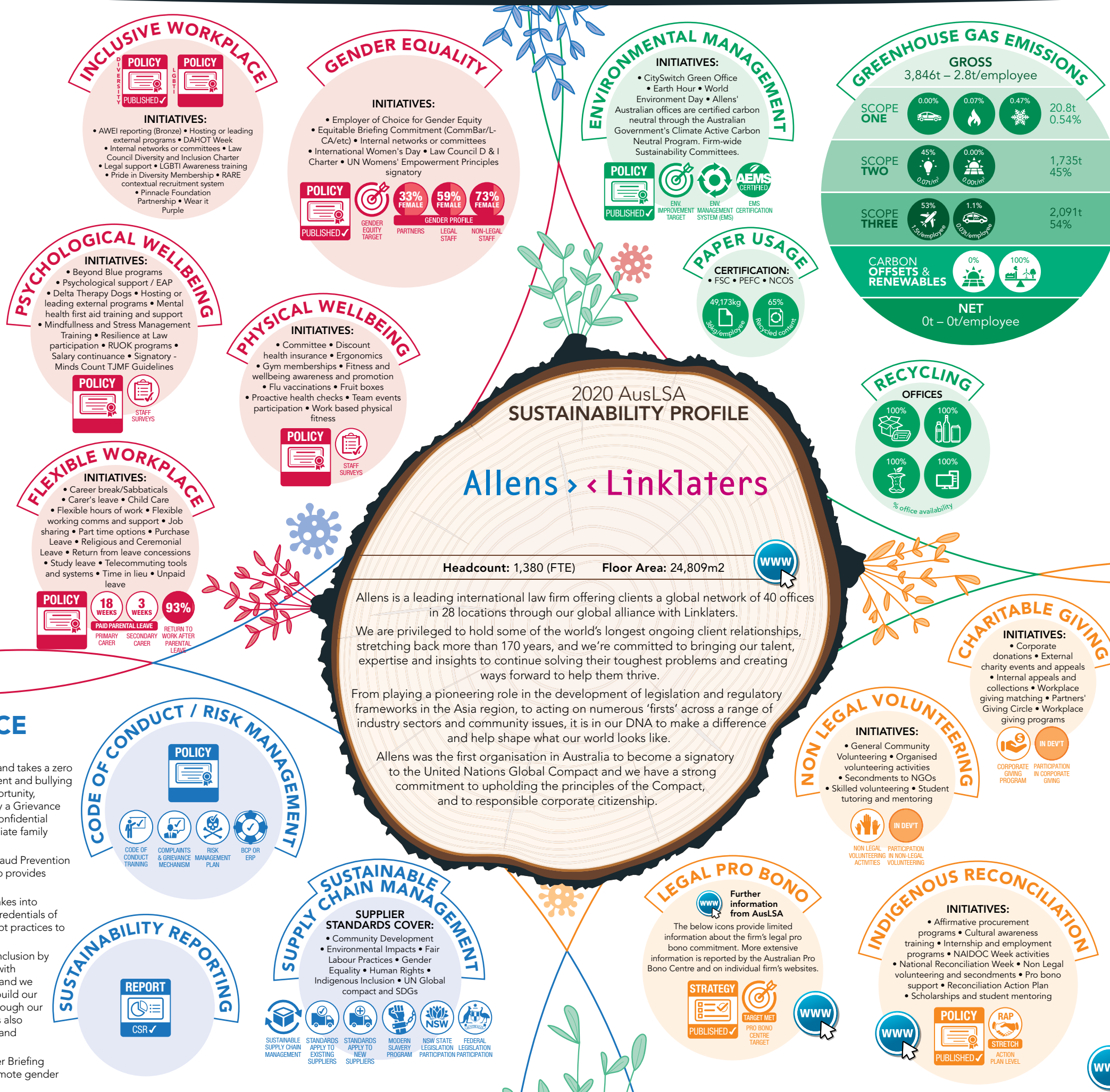
Allens maintains the highest ethical standards and takes a zero tolerance approach to discrimination, harassment and bullying in the workplace. Our Equal Employment Opportunity, Bullying and Harassment Policy is supported by a Grievance Policy and access to a free, independent and confidential counselling service for all staff and their immediate family members.

The firm has 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 the environmental, social and ethical credentials of suppliers 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 were the first law firm to join Social Traders to build our procurement spend with social enterprises. Through our RAP, and as a member of Supply Nation, Allens also supports and seeks to engage new Aboriginal and Torres Strait Islander suppliers.

The firm also has an Equal Opportunity Barrister Briefing Policy to encourage briefing practices that promote gender equality in the legal profession.



## 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.

Allens has been certified as carbon neutral under the Australian Government's Carbon Neutral Program (for our Australian offices) since December 2014. We also maintain an AEMS-certified Environmental Management System.

This year, our continued efforts to reduce our energy use, greenhouse gas emissions and paper use have included recycling and waste reduction campaigns and upgrading our document management system to promote electronic filing practices.

Through our Sustainability Committees, we also participated in events such as Earth Hour, World Environment Day, National Plant-a-Tree Day and Ride2Work Day, and organised campaigns to promote awareness of environmental issues and encourage the adoption of environmentally responsible practices.



## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

Allens' Community Engagement Program includes our pro bono practice, Reconciliation Action Plan, sustainability work and philanthropy. Across our Program, our people contribute their expertise and professional skills to improve access to justice, alleviate disadvantage, advance reconciliation and promote sustainability.

Our proud history of leadership in pro bono and community work has seen us lead the way on constitutional recognition, carbon neutrality and refugee rights. We are proud to work with many inspiring organisations to make a difference in our community.

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 a Reconciliation Action Plan in place for over 10 years. Through RAP initiatives, Allens creates employment opportunities, builds capacity through staff secondments and supports access to education.





## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

Ashurst is committed to being an outstanding employer of choice for all of our people.

As a global elite firm we are committed to being the best advisor to our clients and to providing a diverse and inclusive workplace that concentrates on development, innovation, and flexibility. We are focused on developing a high performance culture and a distinguished people and client experience to attract, develop and retain the best talent in our industry.

In the current Covid-19 environment we have been able to quickly adapt to increased remote working and envisage that this will be a sustained way of working for us into the future to support our people and the communities that we operate in.

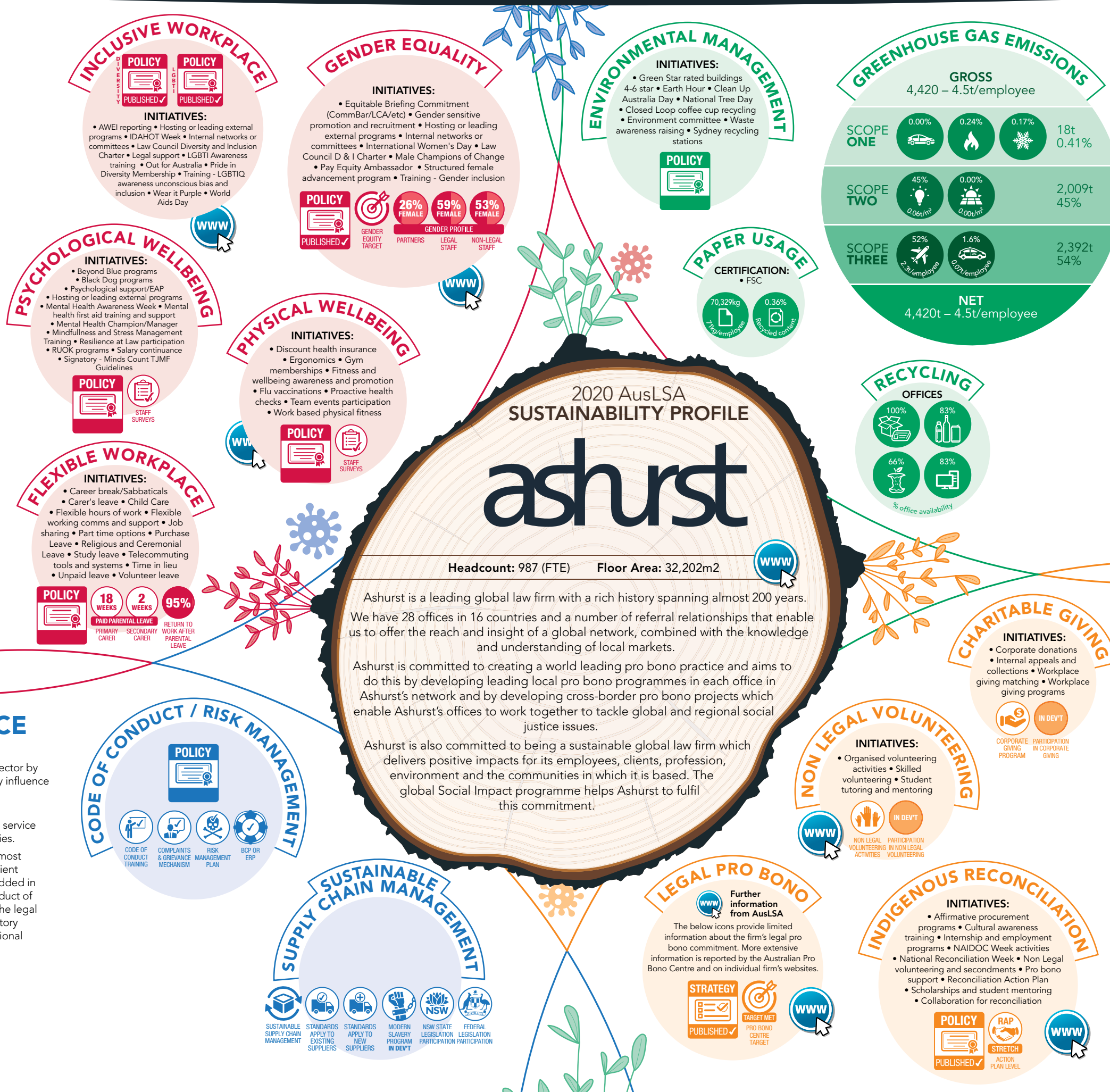
## OUR GOVERNANCE

### 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. Furthermore, the legal profession has specific obligations and regulatory requirements to manage governance, professional standards and ethical behaviour.



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

Ashurst recognises its responsibility to protect the environment by ensuring the sustainable use and disposal of scarce resources, and seeks to do so by managing its supply chain and consumption of resources.

The firm takes a precautionary approach to environmental challenges.

Ashurst aims to:

- Apply the principles of sustainable development, namely, development which meets the needs of the present without compromising the resources of the future;
- Strive to adopt the highest available environmental standards in all areas of operations;
- Assist in developing solutions to environmental problems and support the development of public policy; and
- Undertake initiatives to promote greater environmental responsibility and engage, educate and empower its people.

## 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, Diversity & Inclusion programme and Sustainability Initiative.

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 nine priority areas which include: Citizenship & Global Displacement; Climate Crises & Resilience; Death Row & the Criminal Justice System; Financial Inclusion & Social Finance; First Nations Peoples; Gender Rights; LGBTI+ Rights; Modern Slavery; and Rural, Regional & Remote Australians.

We had a global result of 62,158 pro bono hours (including coordination time) in the 2019/2020 financial year.





## 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 marital 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 2010 and comprised of Partners and senior firm leaders, the Baker McKenzie Diversity & Inclusion Committee is the leadership group responsible for progressing and implementing the goals of the Firm's Diversity and Flexibility Strategy.

Our D&I Committee Members are responsible for leading these award winning diversity initiatives and programs:

- Baker Women
- Baker Balance
- Baker LGBTI & Allies
- Baker DNA
- Baker Indigenous Engagement
- Baker Wellbeing (Australian Law Awards - Wellness Initiative of the Year 2020)

## OUR GOVERNANCE

### SUMMARY AND HIGHLIGHTS:

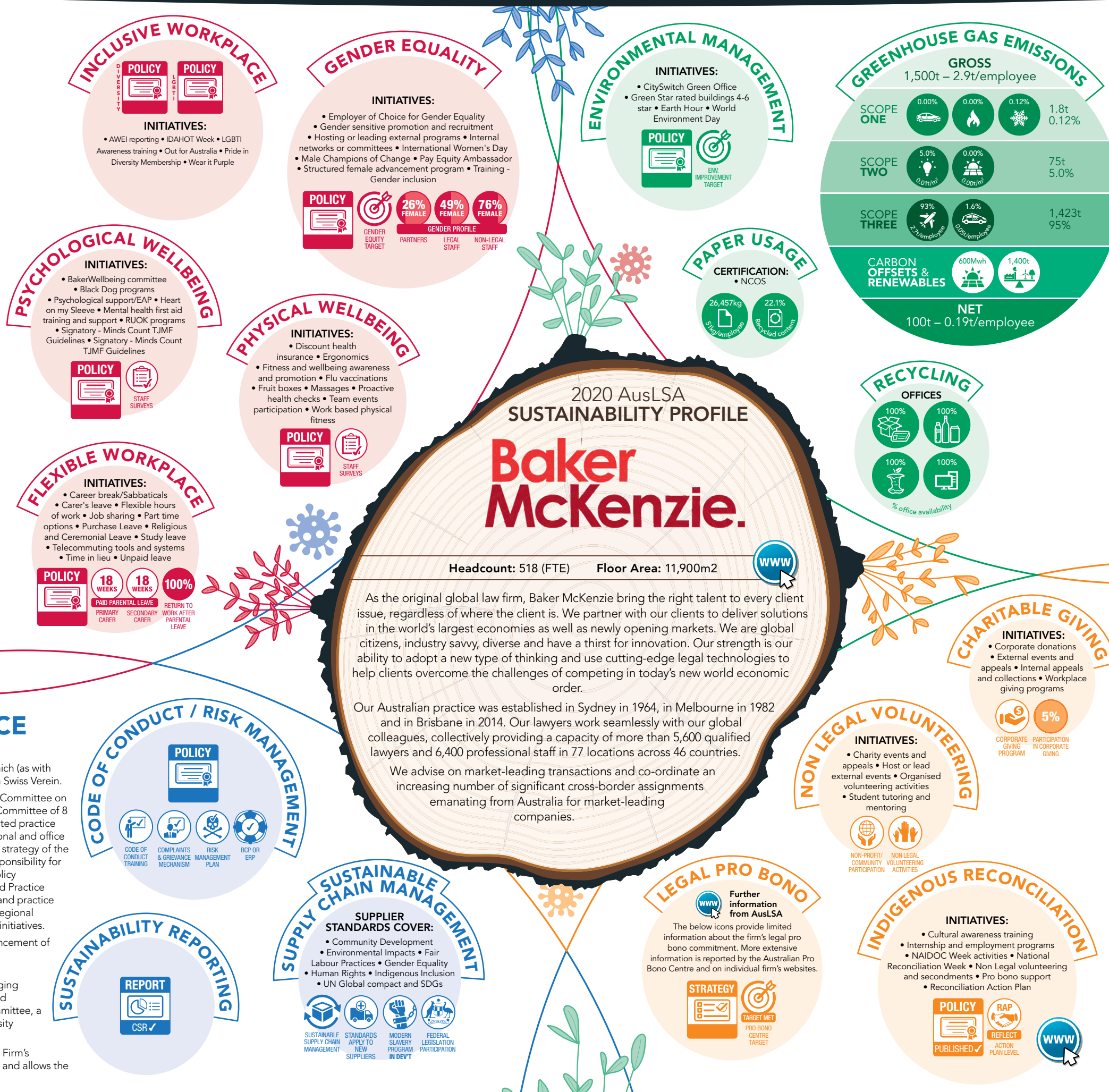
Baker McKenzie is an Australian partnership, which (as with other Baker McKenzie entities) is a member of a Swiss Verein.

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.





### SUMMARY AND HIGHLIGHTS:

BN has also partnered with a well known online survey platform provider to enable us to confidentially collect, understand and act on employee feedback in order to create a better workplace.



## SUMMARY AND HIGHLIGHTS:

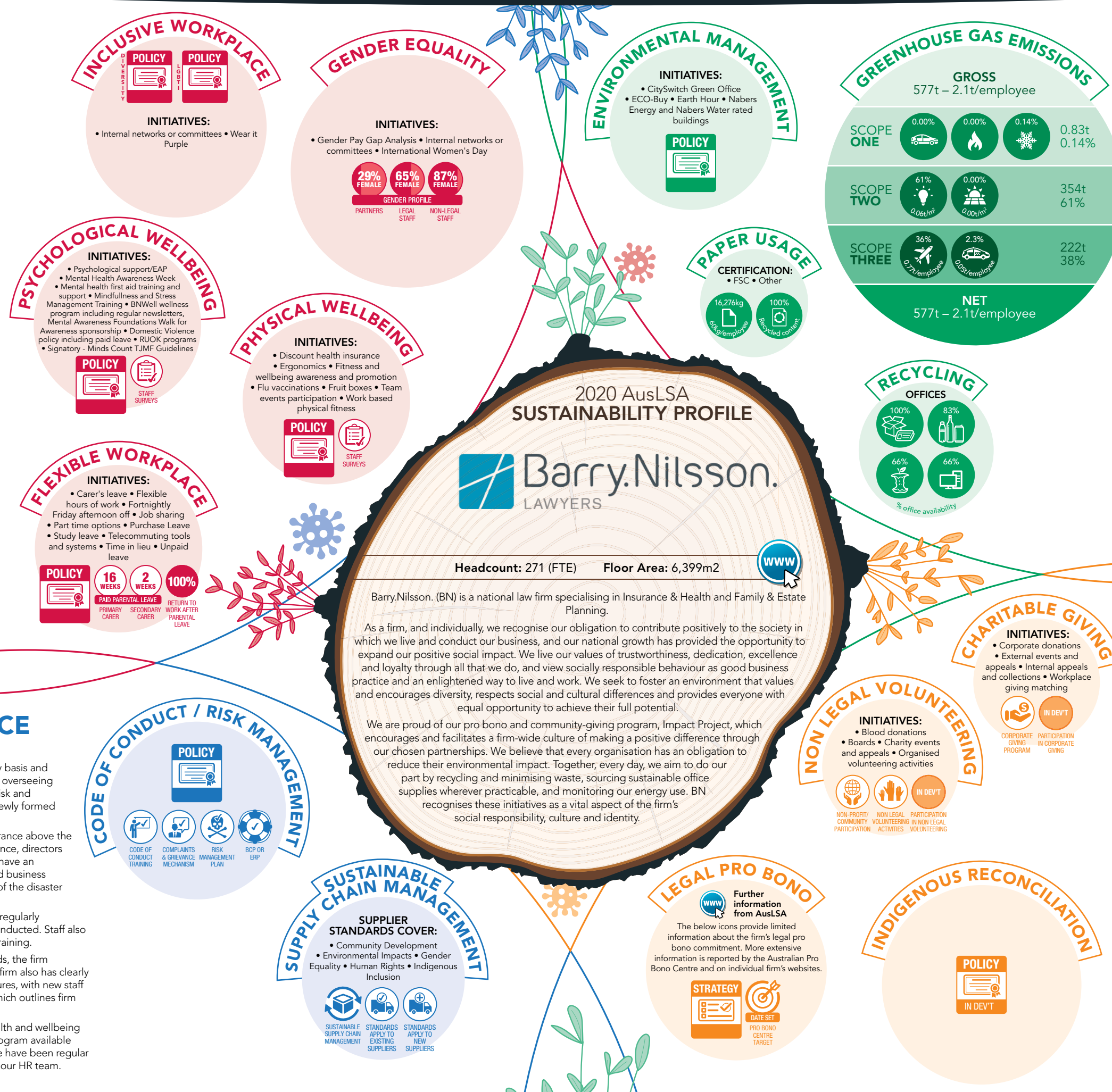
As part of our ongoing commitment to the health and wellbeing of all staff, we have an Employee Assistance Program available and throughout the COVID-19 pandemic, there have been regular "check in" calls with all staff from a member of our HR team.

## SUMMARY AND HIGHLIGHTS:

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.

## SUMMARY AND HIGHLIGHTS:

In 2019, Impact Project announced a community partnership with the Junior Indigenous Marine and Environmental Cadets Program (JIME) and pledged to raise \$200,000 to enable the educational program to expand nationally. To date, we have raised over \$90,000.





## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

As a firm Carroll & O'Dea promotes equality and well-being in the work place. I

nitatives are in place to ensure staff can easily communicate with one another on both a workplace and social level. The firm holds regular Linkers 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.

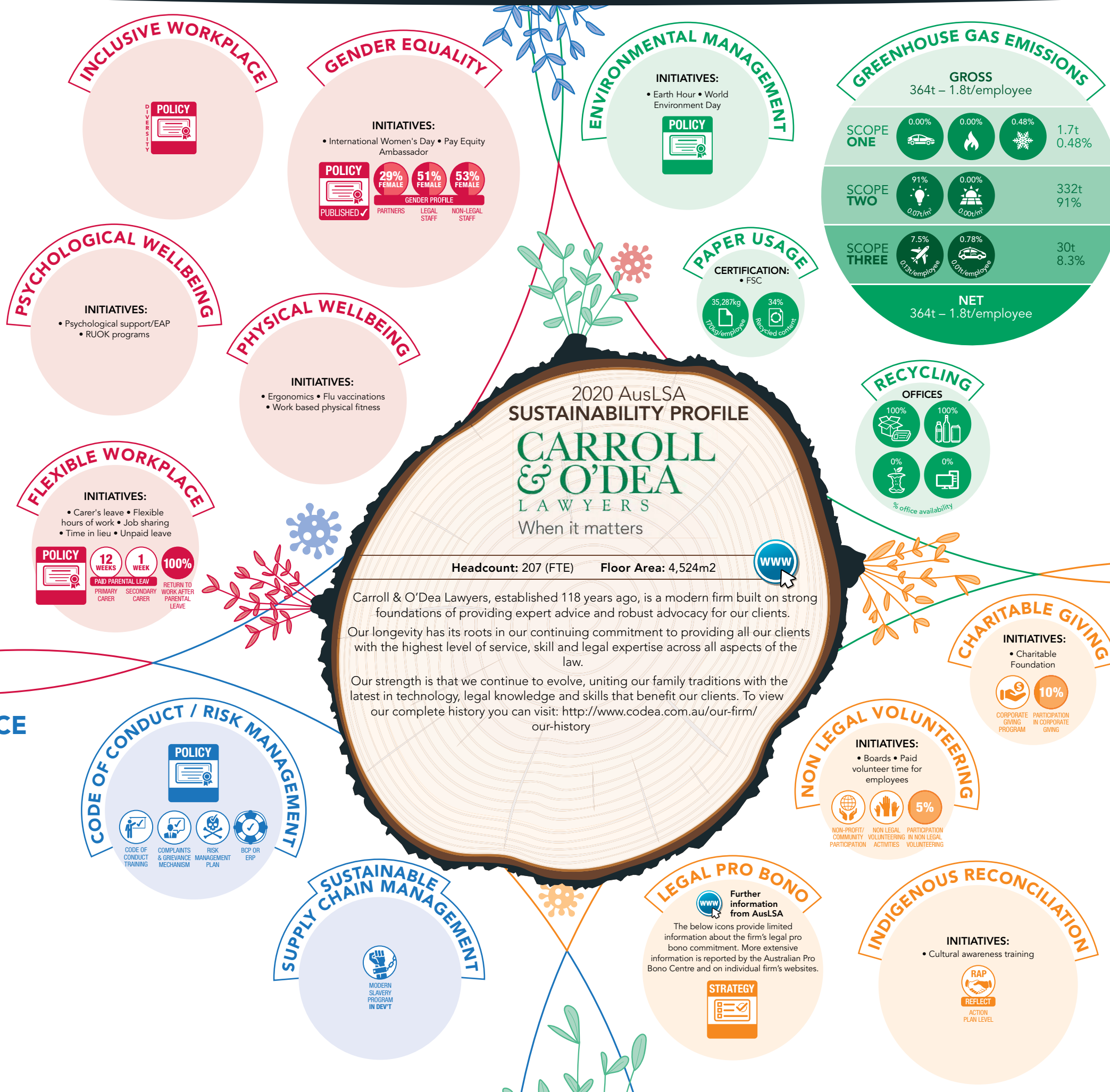
The diverse capability of our workforce is what positions Carroll & O'Dea to deliver high quality, tailored services to our diverse range of Clients. We recruit people from all background. We believe that diversity encompasses different ethnicity, gender, language, age, religion, socio-economic background, physical and mental ability, experience and education.

We offer regular internal and external leaning and development 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.

## 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.



## 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

## 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.



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

We are proud of our dynamic culture of innovation, opportunity and balance. Our core 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.

The results of our engagement activities speak for themselves. Our 2019 Engagement Survey revealed that 70% of our staff feel engaged with the practice, meaning they are satisfied, motivated, committed and advocates of Colin Biggers & Paisley.

Flexibility is core to our success. Most of our employees have some kind of flexible work arrangement - ranging from working from home, part-time, staggered working hours and so on.

We offer a wide range of benefits, both wellbeing and financial. With these initiatives and activities, coupled with a culture that values collaboration, inclusiveness and balance, it's not hard to see why our people love coming to work.

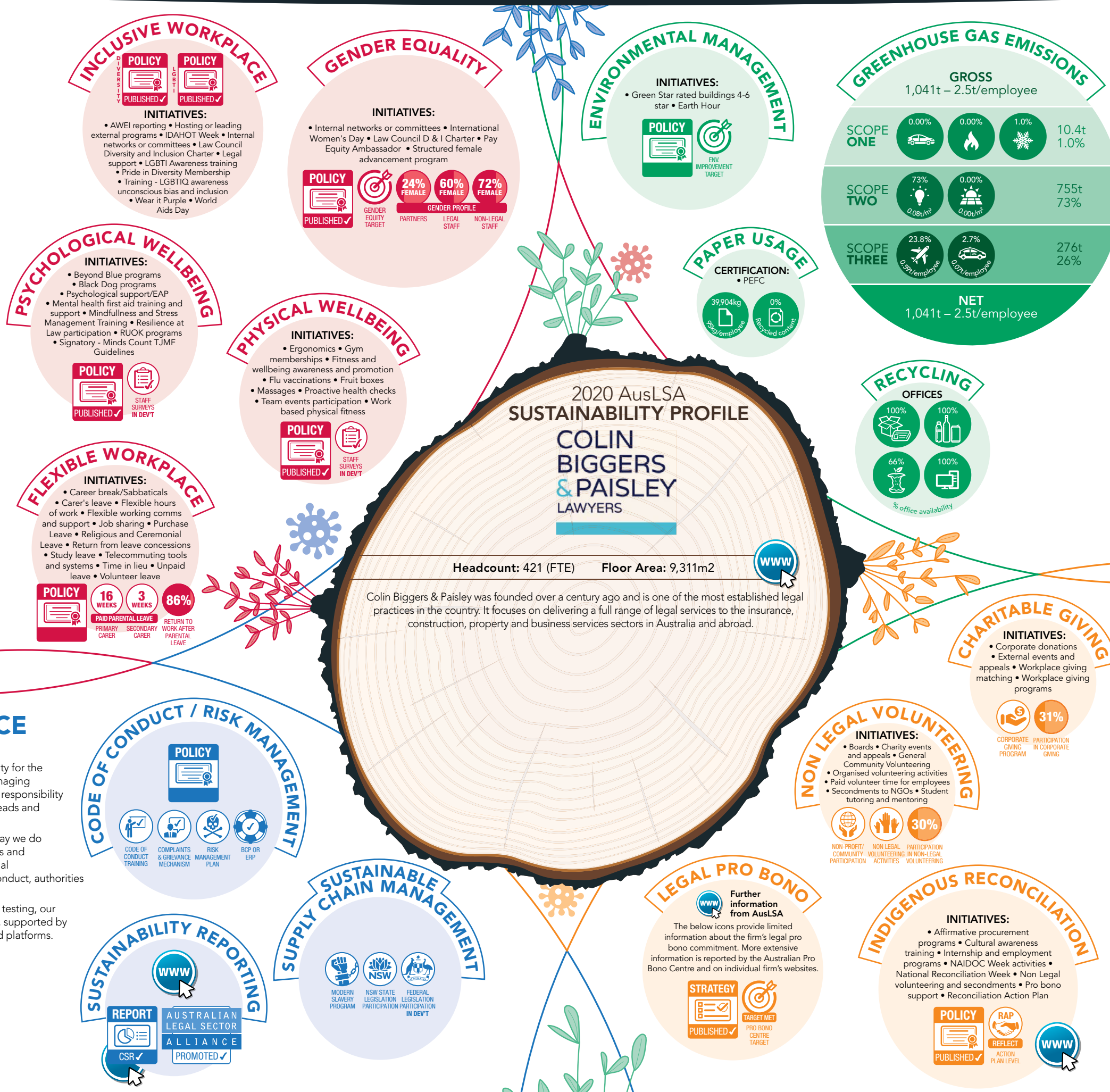
## OUR GOVERNANCE

### 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.



## 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.



## 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.





## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

As Australia's leading independent law firm, we provide our people with exceptional opportunities at every stage of their careers. 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 build positive and engaged teams.

We offer high-quality professional development programs to equip our people with the skills they need to succeed, and market leading benefits to reward their contributions to our success. Our tailored benefits and programs evolve with individual circumstances and we support our people throughout their career.

We encourage flexible working, and provide a range of benefits including five weeks of leave, a great bonus scheme, paid super and parental leave, 18 weeks of paid parental leave, health and wellbeing programs, and more.

By bringing together engaging, ambitious individuals to create top performing teams, we've established ourselves as the law firm of choice for talented lawyers with a drive to help our clients through their most significant and challenging matters.

## OUR GOVERNANCE

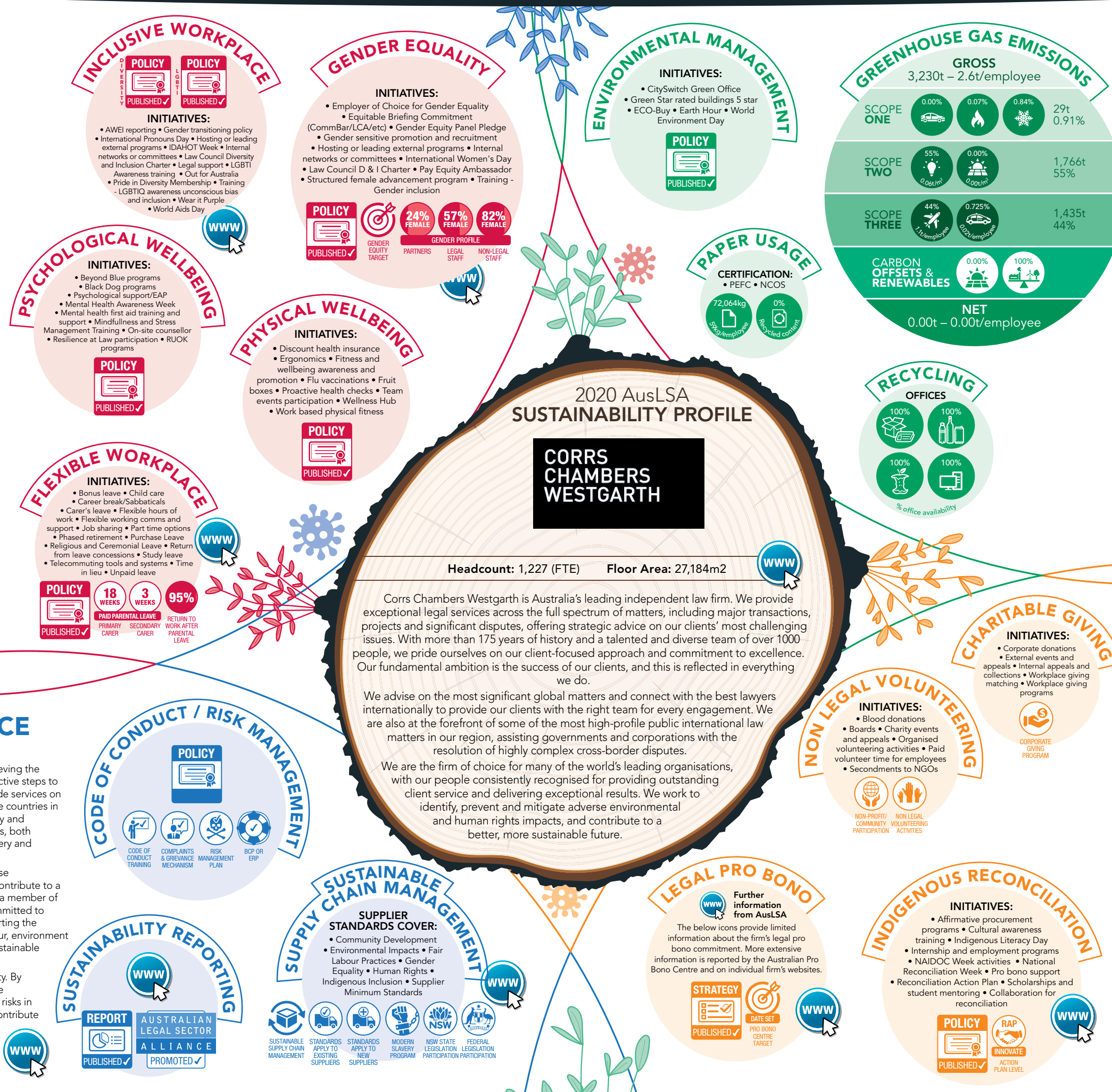
### SUMMARY AND HIGHLIGHTS:

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.



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

We are dedicated to promoting sustainable environmental practices across our workplaces, and shrinking our environmental footprint by reducing greenhouse gas emissions, championing recycling and discouraging wasteful paper usage.

All 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, and use the latest technology to maximise energy efficiency and sustainability, minimise water usage and improve indoor air quality.

We are a supporter of Earth Hour and World Environment Day, and we require our suppliers to have sustainable, environmentally-friendly business practices.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

From local schools to global organisations, 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.

We support meaningful reconciliation with the indigenous peoples of Australia, and have formalised this commitment through our Innovate Reconciliation Action Plan (RAP). Corrs was one of 18 law firms to declare support for the Uluru Statement of the Heart in 2019, recognising it as a historic mandate to create a fuller expression of Australia's nationhood and a next step towards reconciliation.

We continue to support a number of key pro bono partnerships including Hagar Australia, Justice Connect, The Salvation Army, The Big Issue, Very Special Kids, Oxfam and more. We are also a signatory to the National Pro Bono Aspirational Targets.



### SUMMARY AND HIGHLIGHTS:

We have recently launched an online learning platform named iQ which has a broad range of tools to enable staff to upskill or gather knowledge.

## SUMMARY AND HIGHLIGHTS:

All Principals and Senior Managers (of finance, P&C and marketing) also attend a quarterly Principals' meeting. Senior Managers within the business also meet with the Group Managing Principal on a regular basis.

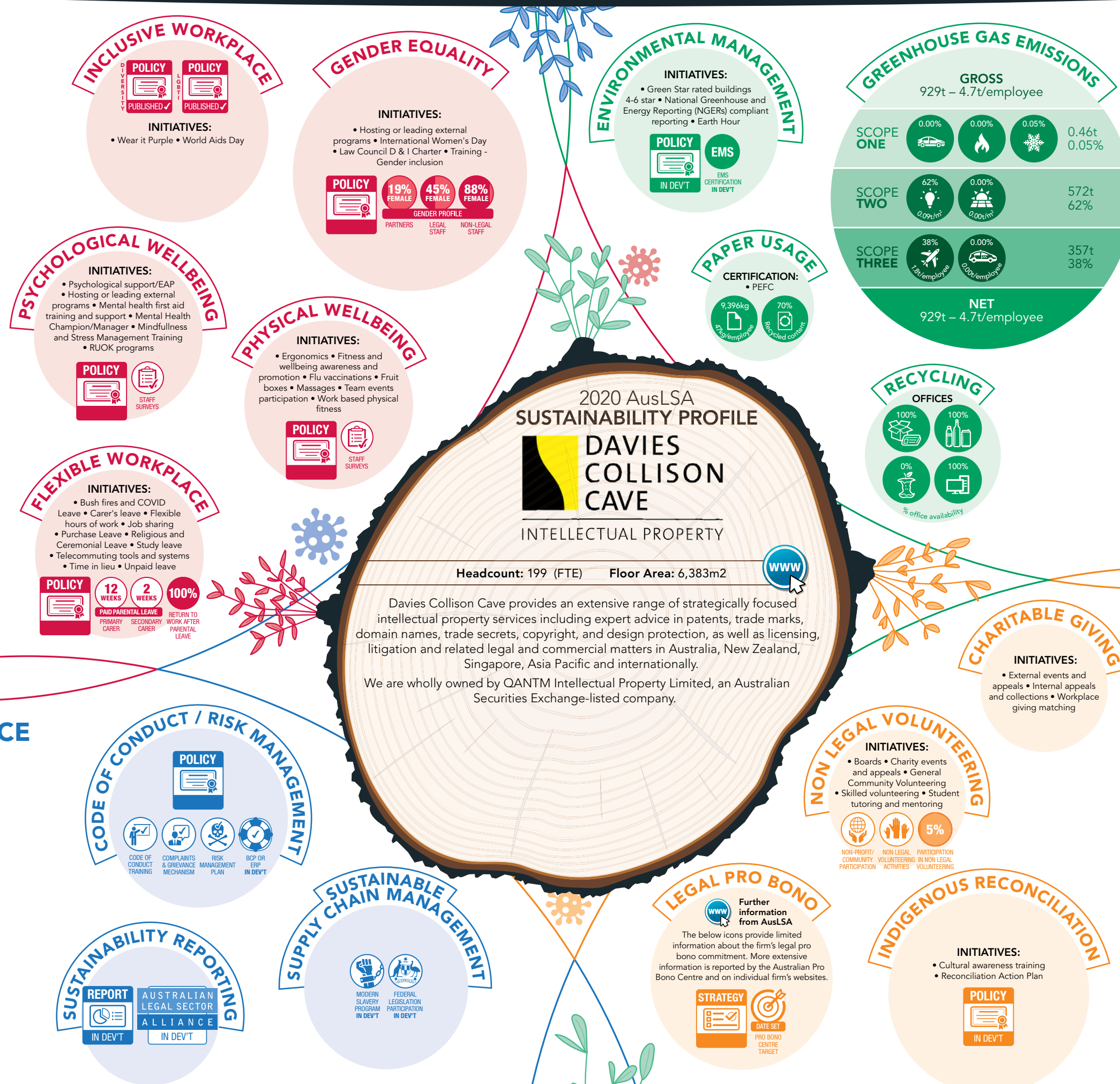


## SUMMARY AND HIGHLIGHTS:

Our goal is to identify future opportunities and build on processes and initiatives, education and promotion throughout the business and implement an Environmental Management System to support the company's performance and results.

### SUMMARY AND HIGHLIGHTS:

More broadly we are engaging with staff about various corporate giving and opportunities for non-legal volunteering which we can recognise through our values.



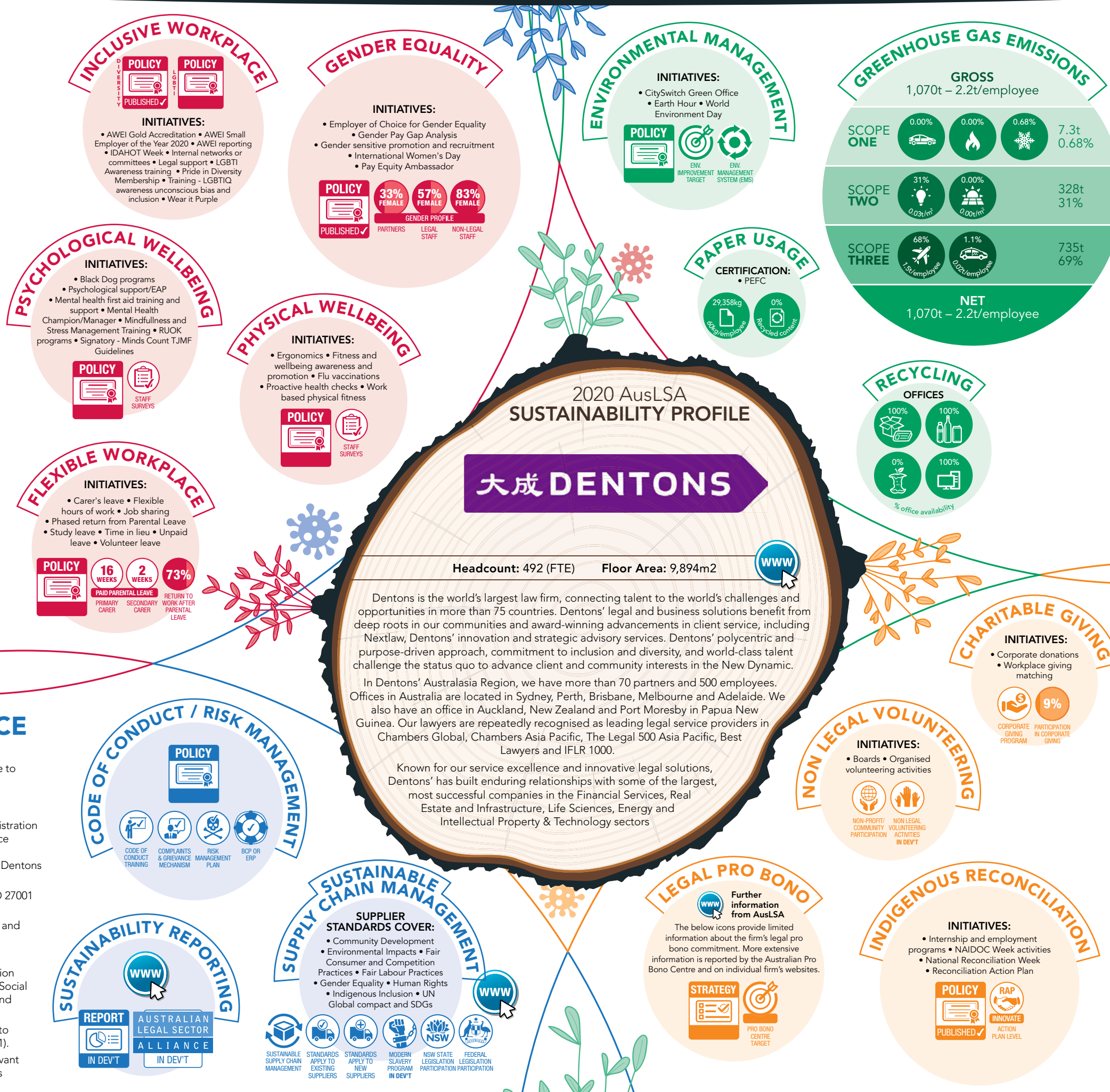


## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

Our Human Resources team partners with the firm leadership to ensure that the people management strategies drive the performance and productivity of the business.

The people framework encompasses continual staff learning and development (creating a learning organisation), improve leadership capability, and encourage consultation and collaboration within our firm to deliver superior client outcomes. Such programs are central to the achievement of our intended outcomes -- cultural change that enhances inclusion and diversity, high morale, commitment, trust and a willingness to innovate, embrace change, and high productivity.



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

Dentons' ISO 14001 aligned Environmental Management System (EMS) and incorporated Sustainable Procurement program 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 on a quarterly basis.

Our identified areas of environmental impact include the depletion of our natural resources through the procurement process, 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.

Our recent commitment to CitySwitch is an additional accountability measure to track our goals to reduce waste, electricity consumption and the use of single use plastics.

We proactively manage our environmental impact by:

- adopting of 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.

## 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 our 5+ year commitment to the Watarka Foundation, with whom we co-host an annual staff and client partnered volunteer trip to the Watarka region of remote central Australia to work with the indigenous community in the areas of education, health and sustainability.

## 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 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 which is reported monthly to our Board.



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

At FB Rice, we take our corporate citizenship seriously, and our commitment to the communities in which we work is central to the way we engage with clients, staff and suppliers.

Most of our pro-bono and philanthropic programs are started by our people, who have great passion and are keen to make a contribution to the communities in which we live and work. Pro bono IP services play an important role in our portfolio of work, with the Northcott Institute, Cystic Fibrosis Australia, the International Rice Research Institute in the Philippines, and the Children's Hospital Westmead as some of our longstanding pro bono clients.

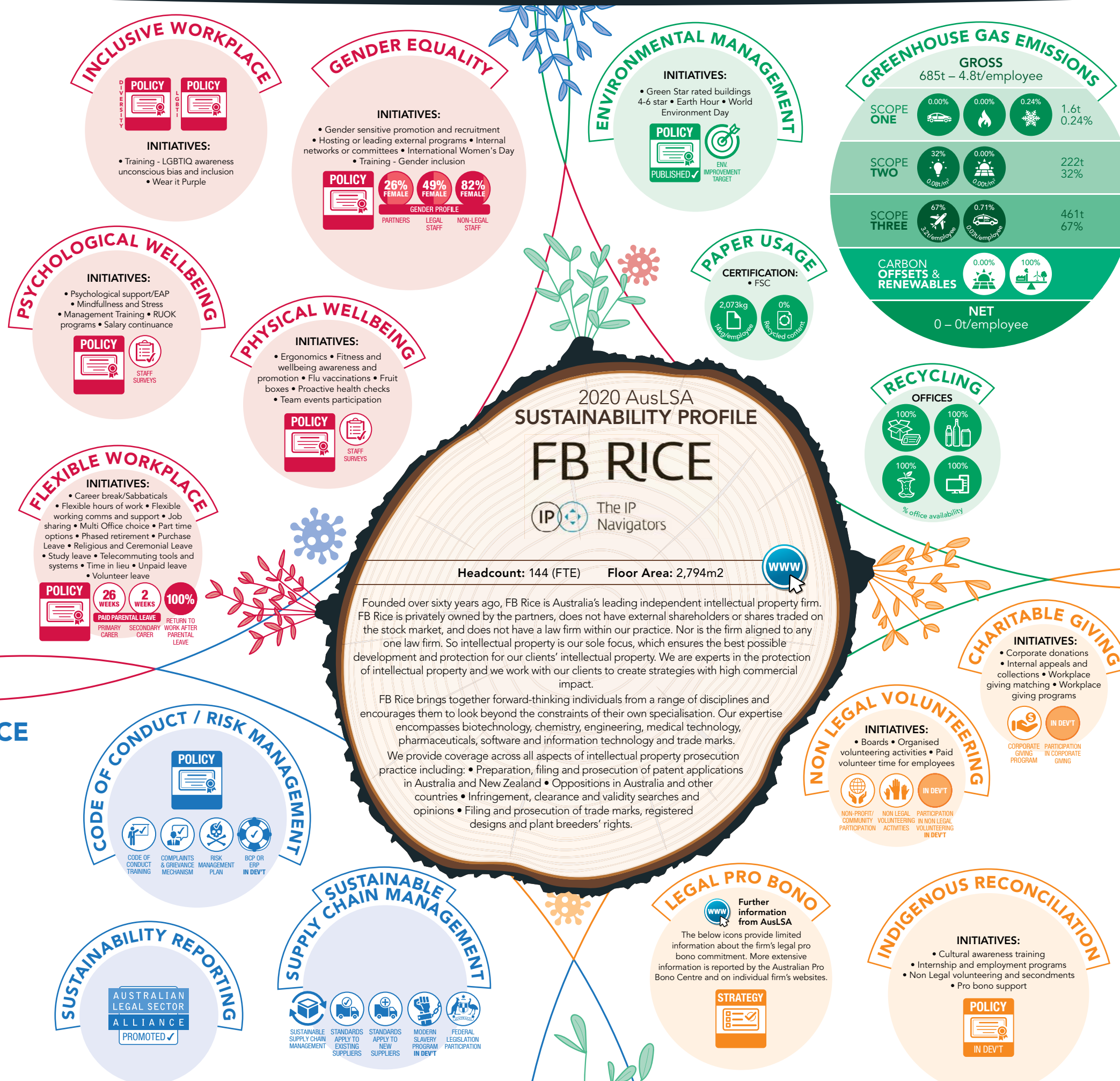
FB Rice actively engages with and supports many humanitarian and charitable causes through monthly charity fundraisers and participation in events such as Australia's Biggest Morning Tea. This year The RFS in NSW was also supported. The partnership matches these donations. The SCIC Cochlear Implant Program, Australian Wildlife Conservancy, RPA Newborn Care, Riding for The Disabled Assoc, Mission Australia, Seashepherd and The Wilderness Society are just some of the causes we support.

We also regularly have teams volunteering their time for events including Oxfam Trailwalker, and support employees in these efforts through paid volunteer time.

## 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.



## 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 lead to a dramatic reduction in paper usage.

FB Rice offsets its carbon footprint.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

Social responsibility is not only a policy at FB Rice, it is ingrained into our way of working.

Our active engagement with humanitarian and charitable causes is a defining feature of our people, and has been since the firm began.

We think that charities and not-for-profits are pillars of our communities. This is reflected in both the organisations with whom we work and the charities that we support.

Most of our pro-bono and philanthropic programs are started by our people, who have great passion and are keen to make a contribution to the communities in which we live and work.



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

FPA is focused on recruiting, retaining and engaging the best minds. This is fundamental to FPA's operations and underpins our core values of Excellence, Collaboration, Care and Accountability. FPA is proud of its industry leading policies as an employer of choice, comprehensive rewards/benefits/ recognition initiatives as well as our learning and development programs focused on both professional and personal skills development.

Key areas of focus over the past 3 years include diversity and inclusion programs, raising awareness around workplace behaviour, challenging unconscious biases and promoting positive mental health in the work place.

The firm scored a very strong 86% score in a recent staff engagement survey. Our Staff Values and Recognition awards recognition strong performance and demonstration of the firm's values.

We have 100% engagement in our annual performance appraisal process to ensure timely feedback and development of staff. This is supporting by mentoring programs and 1 on 1 coaching initiatives. Our staff turnover rates are well below the industry average. FPA has a dedicated P&C function committed to looking after its people.



## OUR GOVERNANCE

### SUMMARY AND HIGHLIGHTS:

FPA Patent Attorneys (FPA) is a subsidiary of QANTM Intellectual Property (QIP) and reports to the QIP 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 oversight through our systems. Senior Management meet with the Managing Director on a regular basis.



### INCLUSIVE WORKPLACE



#### INITIATIVES:

- Training - LGBTIQ awareness unconscious bias and inclusion

### PSYCHOLOGICAL WELLBEING

#### INITIATIVES:

- Psychological support/EAP
- Mental Health Awareness Week
- Mental health first aid training and support
- Mental Health Champion/Manager
- Mindfulness and Stress Management Training
- RUOK programs
- Salary continuance



### FLEXIBLE WORKPLACE

#### INITIATIVES:

- Career break/Sabbaticals
- Carer's leave
- Child Care
- Flexible hours of work
- Flexible working comms and support
- Job sharing
- Pandemic leave
- Domestic abuse leave
- Part time options
- Phased retirement
- Purchase Leave
- Religious and Ceremonial Leave
- Return from leave concessions
- Study leave
- Telecommuting tools and systems
- Time in lieu
- Unpaid leave
- Volunteer leave



### CODE OF CONDUCT / RISK MANAGEMENT



### SUSTAINABILITY REPORTING



### GENDER EQUALITY

#### INITIATIVES:

- Gender sensitive promotion and recruitment
- Internal networks or committees
- International Women's Day
- Structured female advancement program
- Training - Gender inclusion



### PHYSICAL WELLBEING

#### INITIATIVES:

- Discount health insurance
- Ergonomics
- Gym memberships
- Fitness and wellbeing awareness and promotion
- Flu vaccinations
- Fruit boxes
- Proactive health checks
- Team events participation
- Work based physical fitness



### ENVIRONMENTAL MANAGEMENT

#### INITIATIVES:

- Earth Hour



### PAPER USAGE

#### CERTIFICATION:

- PEFC



### GREENHOUSE GAS EMISSIONS

GROSS  
243t – 3.7t/employee

#### SCOPE ONE



0.23t  
0.09%

#### SCOPE TWO



96t  
40%

#### SCOPE THREE



146t  
60%

NET  
243t – 3.7t/employee

### RECYCLING

#### OFFICES



% office availability

### CHARITABLE GIVING

#### INITIATIVES:

- Charitable Foundation
- Corporate donations
- External events and appeals
- Internal appeals and collections
- Workplace giving matching
- Workplace giving programs



### NON LEGAL VOLUNTEERING

#### INITIATIVES:

- Blood donations
- Boards
- Charity events and appeals
- General Community Volunteering
- Host or lead external events
- Organised volunteering activities
- Paid volunteer time for employees
- Student tutoring and mentoring



### LEGAL PRO BONO



Further information from AusLSA

The below 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.



### INDIGENOUS RECONCILIATION

#### INITIATIVES:

- Cultural awareness training



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

We regularly review all operations to reduce waste and promote recycling.

During this last year, we developed a Corporate Social Responsibility initiative, highlighting the various sustainability programs currently in place and being developed across the organisation. A corporate social responsibility committee was also established to proactively progress the various initiatives such as ewaste disposal of legacy computers and other IT hardware.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

FPA supports an outreach program for disadvantaged homeless people in the community through charitable donations from staff.

The firm provides every employee with one day of paid leave per year to undertake work with a registered charitable organisation of their choice.

The firm's internal charity fund raising initiative supported victims of bush fire, drought and animal welfare in 2020.

Parent company matched dollar for dollar internal fund raising for the World's Greatest Shave, initiated by our employees.



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

Gadens' Employee Program is aligned with our strategic intent of being an employer of choice. Priority areas are:

- Flexibility – We recognise that staff need to achieve an effective balance between their work and other commitments, and that a flexible workplace is essential to attracting and retaining high performing people.
- Diversity and inclusion – We engage with staff to create an environment that promotes individuality and diversity. Our Indigenous Intern Program has been operating for over 13 years (to date we have employed over 27 interns). We signed up to the CareerTrackers 10x10 Program.
- Health and wellbeing – Our wellbeing initiatives support a healthy and balanced lifestyle, providing opportunities for staff to mentally and physically unwind through participation in 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 providing 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.

## OUR GOVERNANCE

### SUMMARY AND HIGHLIGHTS:

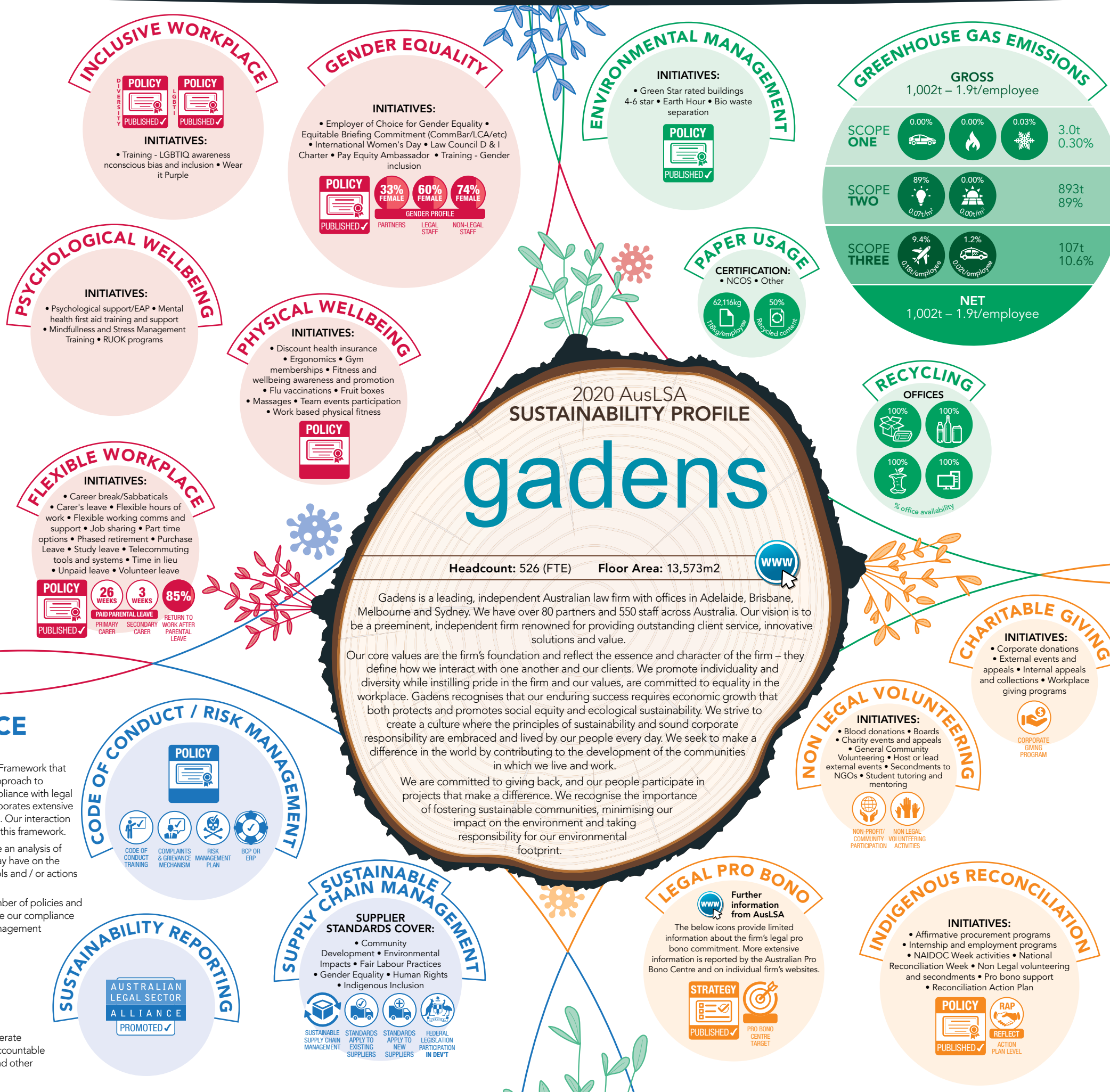
Gadens has an Operations and Risk Management Framework that is underpinned by our values and prescribes our approach to corporate governance, risk management and compliance with legal and regulatory requirements. The framework incorporates extensive business continuity and disaster recovery protocols. Our interaction with clients, contractors and suppliers is guided by this framework.

For each decision that is to be made, we undertake an analysis of the 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 such impact.

In support of our actions, we have a significant number of policies and procedures in place that govern the firm and ensure our compliance with all relevant laws. Our Operations and Risk Management 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.



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

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:

- Reducing our power consumption and minimising energy use;
- Reducing paper usage or only using carbon neutral, acid-free paper.
- 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.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

As a law firm, our privileged professional standing confers a responsibility to contribute to the general betterment of our community. This includes our professional and ethical responsibility to enhance access to the legal system.

We also have a responsibility to assist disadvantaged and marginalised people within the communities in which we live and work.

We are signatories to the Australian Pro Bono Centre's Target, and we encourage staff across all areas and levels of our firm to proactively undertake pro bono work and participate in community assistance initiatives.

The five key priority areas nationally that form the basis of our pro bono program are:

- Homelessness
- Indigenous Australians
- Refugees and asylum seekers
- Women and children in need
- Mental health

Gadens has a long history of supporting emerging and established artists. Our involvement with the arts extends beyond traditional forms of corporate support such as sponsorships and corporate art collections, to the integration of the arts into many facets of the firm. Our approach to the arts is based on a philosophy of creative engagement designed to encourage our people to think outside the box and to feel comfortable sharing ideas.



## 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 we 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 currently lead the legal industry in gender diversity, with the highest proportion of female partners (36%) among the major top-tier firms in Australia – however we know there is more we can do. In 2018 we introduced a target of 40% women in partnership by 2023 with a longer-term goal of gender parity.

We pay super on unpaid parental leave to men + women and provide employees with a work from home IT kit delivered to their door, to support them in embracing flexibility.

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 has taken a leading role in promoting the Uluru Statement From The Heart.



## OUR GOVERNANCE

### SUMMARY AND HIGHLIGHTS:

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

### INCLUSIVE WORKPLACE



#### INITIATIVES:

- Client advocate LGBTI events • Diversity Council Australia • Hosting or leading external programs • IDAHOT Week
- Internal networks or committees • Legal support • LGBTI Awareness training • Pride in Diversity Membership • Wear it Purple

### PSYCHOLOGICAL WELLBEING

#### INITIATIVES:

- Psychological support/EAP • Mental Health Awareness Week • Mental health first aid training and support • Mental health first aid training and support • Mental Health Champion/Manager • Mindfulness and Stress Management Training • Resilience at Law participation • RUOK programs • Salary continuance • Signatory - Minds Count TJMF Guidelines



### FLEXIBLE WORKPLACE

#### INITIATIVES:

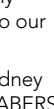
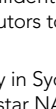
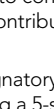
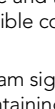
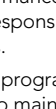
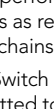
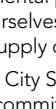
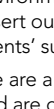
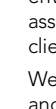
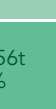
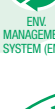
- Career break /Sabbaticals • Carer's leave • Flexible hours of work • Job sharing • Leave buy back • Parental leave superannuation • Part time options • Purchase Leave • Study leave • Telecommuting tools and systems • Time in lieu • Unpaid leave • Volunteer leave



### GENDER EQUALITY

#### INITIATIVES:

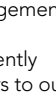
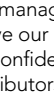
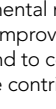
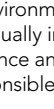
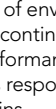
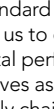
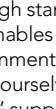
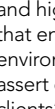
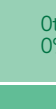
- Diversity Council of Australia - Major sponsor • Employer of Choice for Gender Equality • Hosting or leading external programs • Internal networks or committees • International Women's Day • Structured female advancement program • Training - Gender inclusion



### ENVIRONMENTAL MANAGEMENT

#### INITIATIVES:

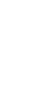
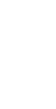
- CitySwitch Green Office • Green Star rated buildings 4-6 star • National Greenhouse and Energy Reporting (NGERs) compliant reporting • Earth Hour • NABERS tenancy energy ratings • Climate Active • Plastic Free July



### PAPER USAGE

#### CERTIFICATION:

- FSC • NCOS



## 2020 AusLSA SUSTAINABILITY PROFILE



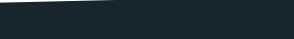
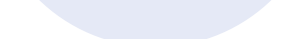
Headcount: 761 (FTE) Floor Area: 12,284m<sup>2</sup>

Gilbert + Tobin is a leading Australian law firm, advising clients on their most significant corporate transactions, regulatory matters and disputes. We provide commercial and innovative legal solutions for ASX leading companies, major 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, we work on complex issues that define and direct the market.

Established in 1988, we have one of the highest proportions of female partners of any major Australian law firm and are acknowledged as a pioneer in providing pro bono services.

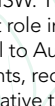
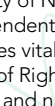
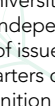
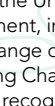
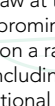
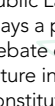
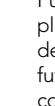
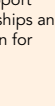
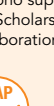
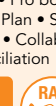
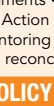
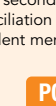
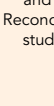
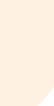
### CODE OF CONDUCT / RISK MANAGEMENT



### SUSTAINABLE SUPPLY CHAIN MANAGEMENT

#### SUPPLIER STANDARDS COVER:

- Environmental Impacts • Fair Labour Practices • Human Rights • Indigenous Inclusion

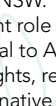
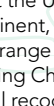
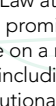
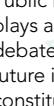
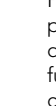
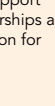
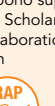
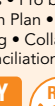
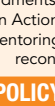
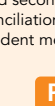
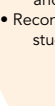


### LEGAL PRO BONO



Further information from AusLSA

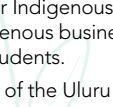
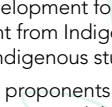
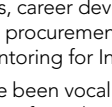
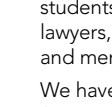
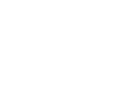
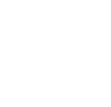
The below icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre and on individual firm's websites.



### NON LEGAL VOLUNTEERING

#### INITIATIVES:

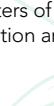
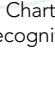
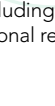
- Boards • Charity events and appeals • Organised volunteering activities • Paid volunteer time for employees • Secondments to NGOs • Skilled volunteering • Student tutoring and mentoring



### INDIGENOUS RECONCILIATION

#### INITIATIVES:

- Affirmative procurement programs • Alliance with Chalk & Behrendt • Cultural awareness training • Internship and employment programs • NAIDOC Week activities • National Reconciliation Week • Non Legal volunteering and secondments • Pro bono support • Reconciliation Action Plan • Scholarships and student mentoring • Collaboration for reconciliation



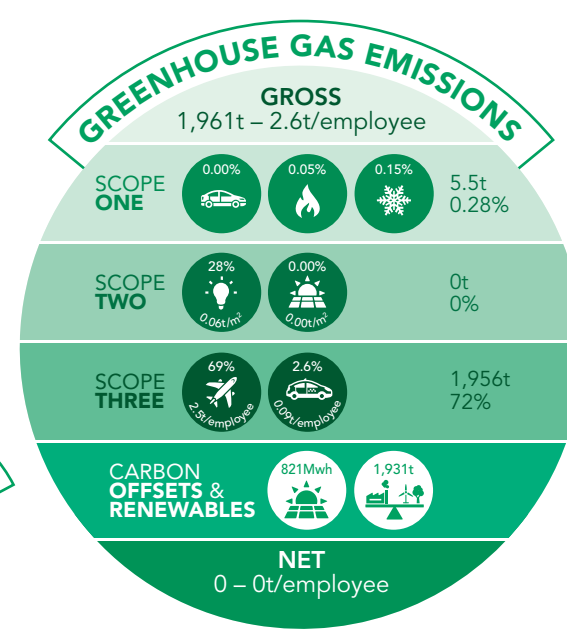
## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

G+T has Climate Active carbon neutral certification as both an organisation and a service. Our Environment Management System is AusLSA certified and focuses on the areas where we have a material impact as a law firm.

We are committed to implementing a consistent and high standard of environmental management that enables us to continually improve our environmental performance and to confidently assert ourselves as responsible contributors to our clients' supply chains.

We are a City Switch program signatory in Sydney and are committed to maintaining a 5-star NABERS Energy (Tenancy) rating for our Sydney headquarters.





## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

Hall & Wilcox is proud of its culture.

We are 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 flexibly to balance their professional, personal and family life, health and wellbeing. This includes formal flexible arrangements and informal arrangements such as agile working. This is central to our ongoing commitment to the wellbeing of all of our people.

We advocate a holistic approach to wellbeing to support our people both in and outside the workplace. This is also achieved by our pro bono practice and our engagement with not-for-profit community groups, individuals and charities. 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.

## OUR GOVERNANCE

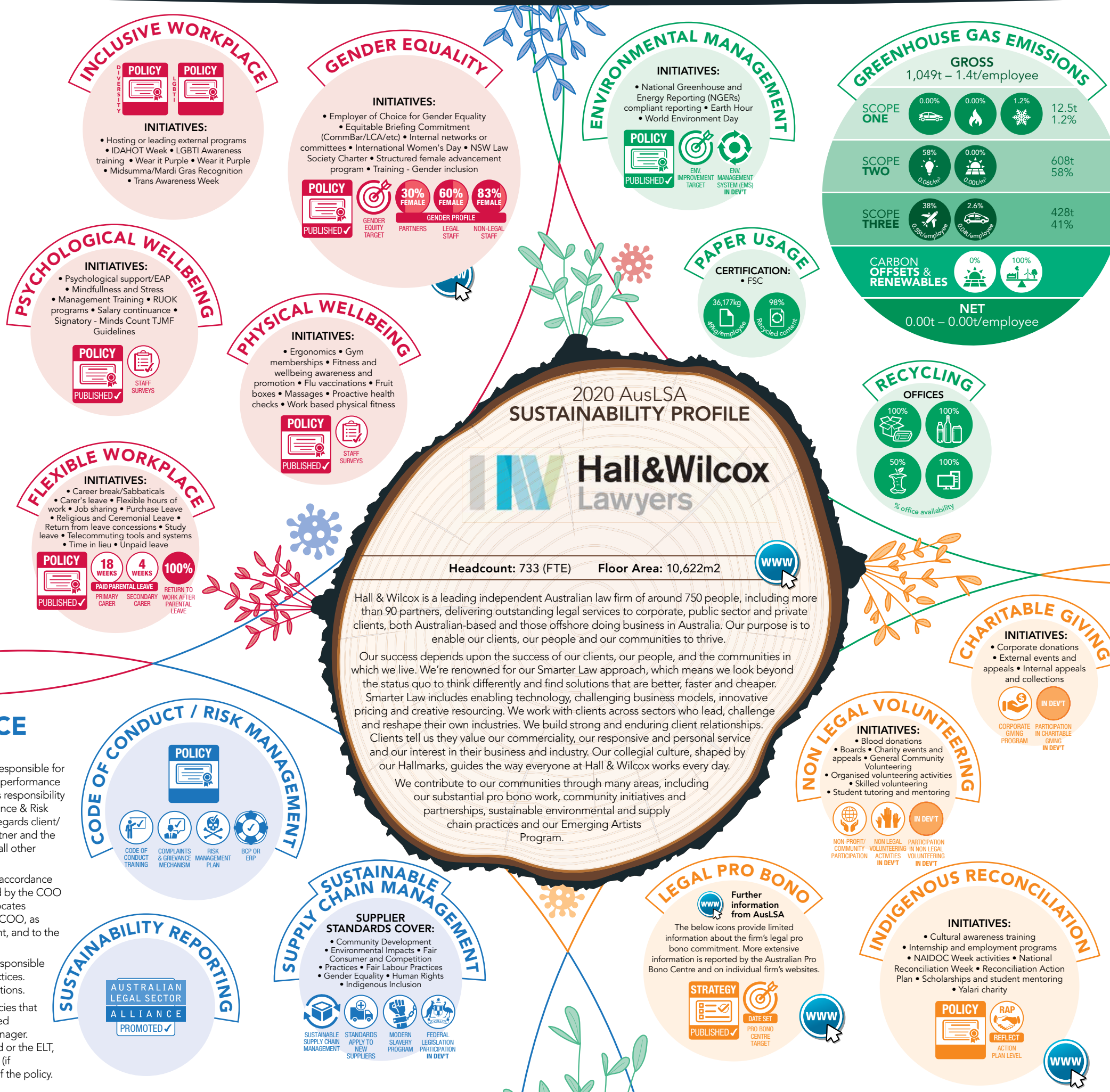
### SUMMARY AND HIGHLIGHTS:

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 (a subcommittee of the Board) 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.



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

At Hall & Wilcox, our purpose is "To enable our people, our clients and our communities to thrive". To stay true to this purpose, we are committed as a firm to taking a leadership role in responding to the challenge of climate change.

We have an active Environment Committee that meets and reports regularly. Our Environment Committee runs awareness events, recycling training and other activities in support of sustainability initiatives.

We have substantially reduced our emissions and environmental footprint in recent years through going open-plan, reducing paper use and similar projects. This has resulted in a 38% reduction in per-employee emissions between 2012 and 2019. In the last 2 years we have been offsetting all of our scope 1 and scope 2 emissions by purchasing gold standard carbon credits from WithOneSeed (a certified carbon farming program in Timor Leste).

We are beginning the process of official certification as carbon neutral and expect to achieve this over the next financial year. As part of the certification process our emissions base will reset, so it is an opportune time to review our environmental goals and commit to ambitious emissions reductions. We will continue to report and review this regularly.



## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

The firm's community program has a strong focus on mentorship and education. The firm has a long and proud history with the Australian Business and Community Network (ABCN). The firm now undertakes mentorship programs in nearly all of its offices assisting students from disadvantaged schools to realise their full potential.

Continuing this tradition, the firm has been one of the first participants in the Gawanga Jina Indigenous Careers Academy, which was initiated by Career Trackers. This project introduces students to career paths that they may not previously have considered. The firm plans to further develop its involvement in this project.





## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

Our Leading for Inclusion strategy for D&I directly supports the firm's global strategic plan.

The following strategies and programs support our culture:

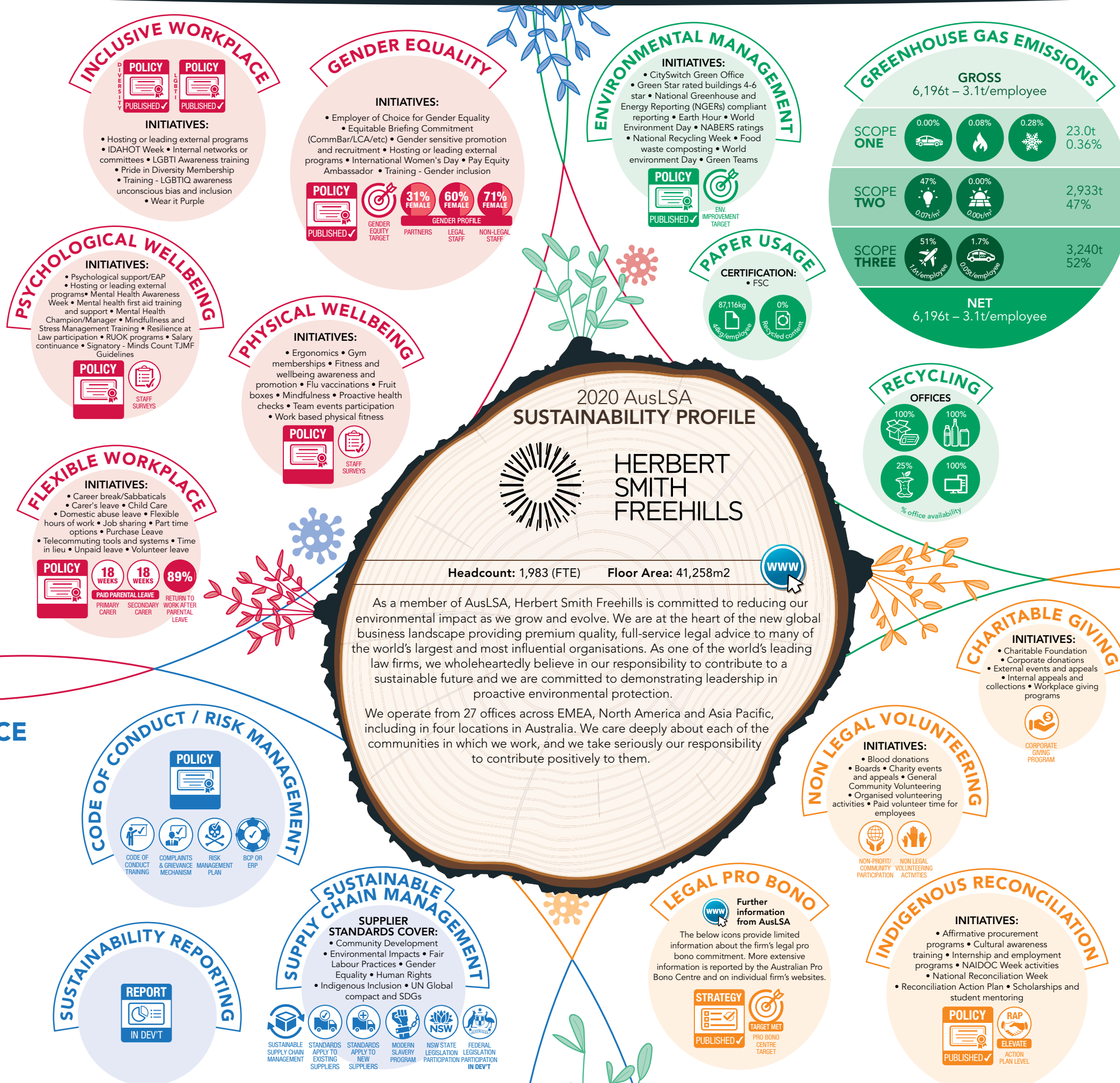
- global diversity policy
- gender targets (35% women in the partnership and leadership roles by 2023)
- unconscious bias and inclusive leadership training
- sponsorship program which supports high potential lawyers and partners at key career points
- multiculturalism
- parental leave
- 18 weeks paid leave for parents
- individual coaching with external coaches for lawyers returning to work after parental leave
- flexible work
- firm-funded emergency childcare
- active global Iris Network for LGBTI-identifying people and allies
- mental health and wellbeing, our global mental health strategy, Thrive, is built around awareness and education; removing stigma; self-help strategies and providing support/resources.

## OUR GOVERNANCE

### SUMMARY AND HIGHLIGHTS:

Herbert Smith Freehills' risk management strategy is based on building and maintaining a quality culture and a risk culture at all levels across the firm and a robust claims prevention and management approach. It is underpinned by our professional and ethical duties as lawyers and the need to protect our clients and the firm's business interests.

The firm's culture is supported by a comprehensive program of business and risk management policies and procedures, incident reporting, auditing and training. The firm has a separate In-House Counsel function which is responsible for managing professional risk, enterprise and information security.



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

At Herbert Smith Freehills, we recognise that we all have a part to play in balancing our growth as a business with reducing our impact on the environment – we want to create a business community that operates in an environmentally sustainable, economically feasible and socially responsible way.

We strive to align our approach to sustainability across all of our offices which allows us to respond to the Sustainable Development Goals (SDGs) on a global scale, maximising our positive impact.

Along with our Environment Policy, we have a Global Sustainability Strategy in place with a global governance structure and we have established Global Sustainability Goals by 2020. We measure, manage and report our most significant environmental impacts to internal and external audiences.

Our commitment to responsible business practices recognises that sustainability is an ongoing work in progress. It is work that we undertake with pride, care and diligence, and in a spirit of collaborative learning with our suppliers, our partners and employees, and across the legal sector.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

We are committed to using our expertise, resources and leadership to deliver social impact through our global pro bono practice. We prioritise vulnerable groups within society that may be at risk of marginalisation or systemic disadvantage.

In FY20, our Australian practice provided over 40,000 hours of pro bono legal support to individuals and not for profit organisations, provided systemic advocacy, assisted clients through legal clinics and sent lawyers on pro bono secondments.

Annually the firm invests AUD\$1,000,000 to our focus areas of need. These donations include supporting staff fundraising activities. Staff volunteer in a diverse range of ways including 6 week skills sharing secondments with Jawun in the East Kimberley, supervising law students under the CareerTrackers Indigenous Internship Program, providing business skills workshops to Yalari students, cooking meals for families at Ronald McDonald House and high school mentoring.

In September 2018, we launched our second 'Elevate' Reconciliation Action Plan (RAP) – the highest level of endorsement from Reconciliation Australia. In March 2019, HSF was one of eighteen law firms in Australia to issue a joint public response in support of the Uluru Statement from the Heart and its call for the establishment of a First Nations voice in the constitution.



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

At Holding Redlich we are committed to creating a diverse and inclusive workplace in which all our people can thrive in a supportive and rewarding environment. By creating an environment in which our people feel fully supported in all aspects of their work life, we believe this in turn, allows us to retain our people and provide the best service to our clients.

The People and Development team is responsible for the creation and implementation of business critical initiatives that support Holding Redlich in its commitment to creating this environment; and which allows our people to feel set up to succeed.

The firm has several initiatives in place to drive the efforts in the space of well-being, performance, gender equality, diversity and inclusion and is always considering how it can further support their people.

## OUR GOVERNANCE

### SUMMARY AND HIGHLIGHTS:

As a law firm it is our personal and professional duty to know the law, and to apply and comply with. Our legal practice is governed by laws, regulations and the common law.

Client Commitment Charter outlines our commitment to provide high quality client service in all interactions with our clients without discriminations.

Quality Assurance Framework ensures we provide the highest quality and updated advice in order to meet risk management requirements.

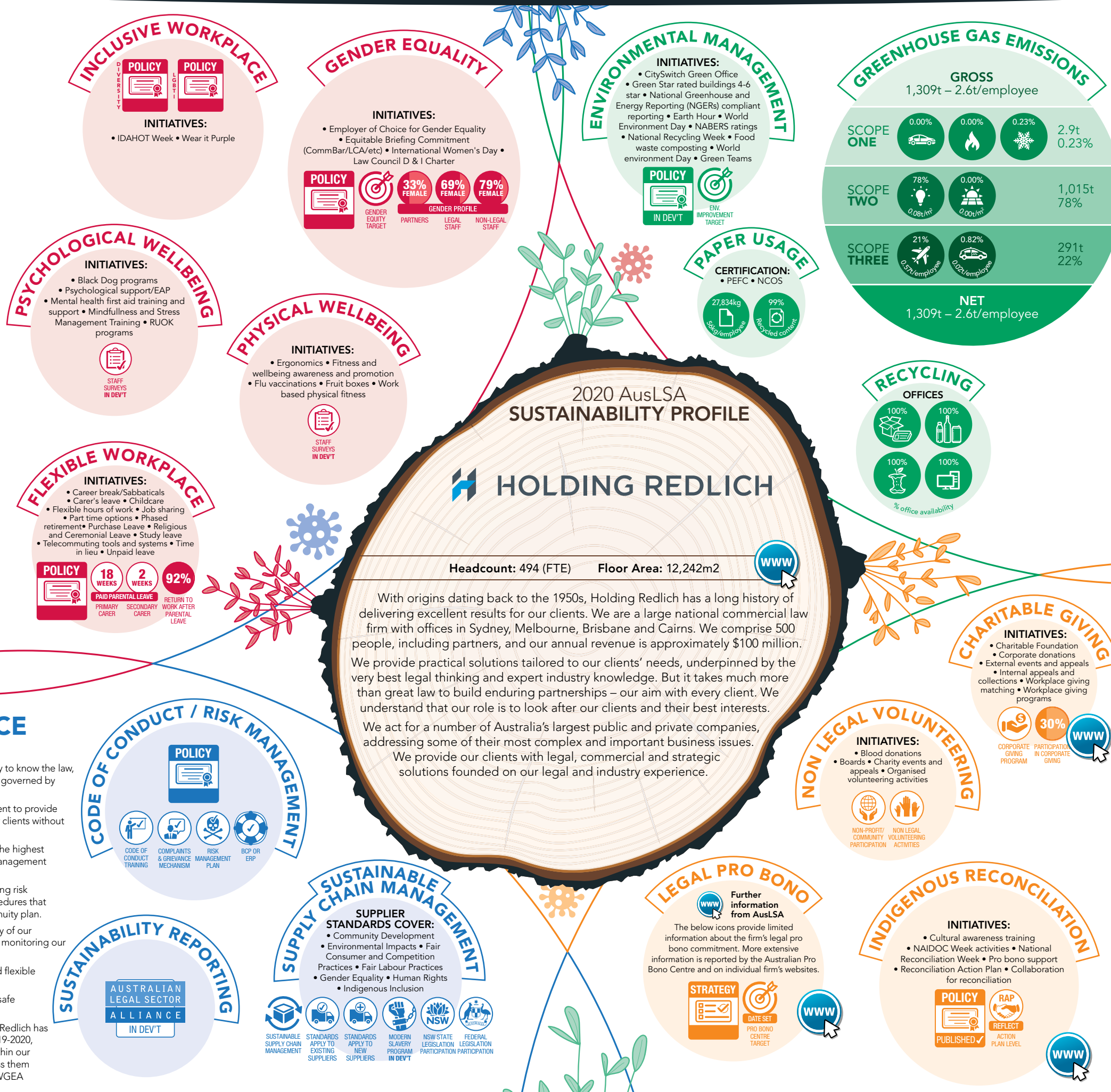
Risk management team responsible for implementing risk minimising practices and policies, conducting procedures that reduce risk, as well as managing the business continuity plan.

Sustainability Committee manages the sustainability of our services, including environmental sustainability and monitoring our supply chain for risks related to modern slavery.

Numerous policies to ensure our staff have safe and flexible working environments.

Diversity and Inclusion Committee to encourage a safe environment where all our people feel included.

For the first time since our establishment, Holding Redlich has achieved consolidated revenue of +\$100M in FY2019-2020, requiring us to report on risks of modern slavery within our operations and supply chains and actions to address them. Awarded the Workplace Gender Equality Agency WGEA Employer of Choice award in 2020.



## 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.

## 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, employment law and discrimination, 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 and women experiencing family violence.

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.



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.

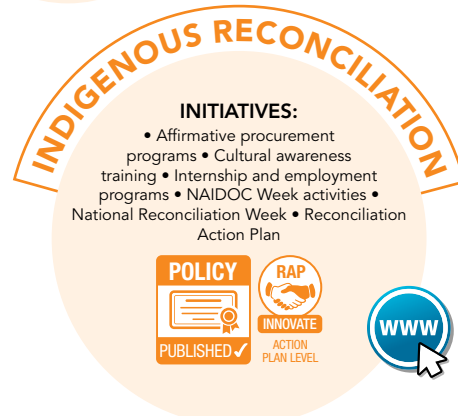
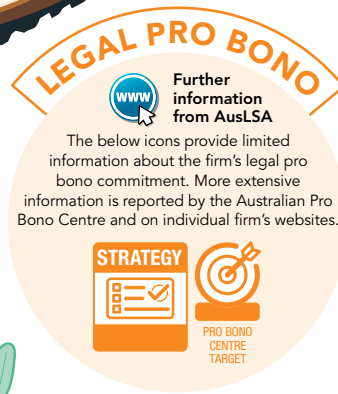
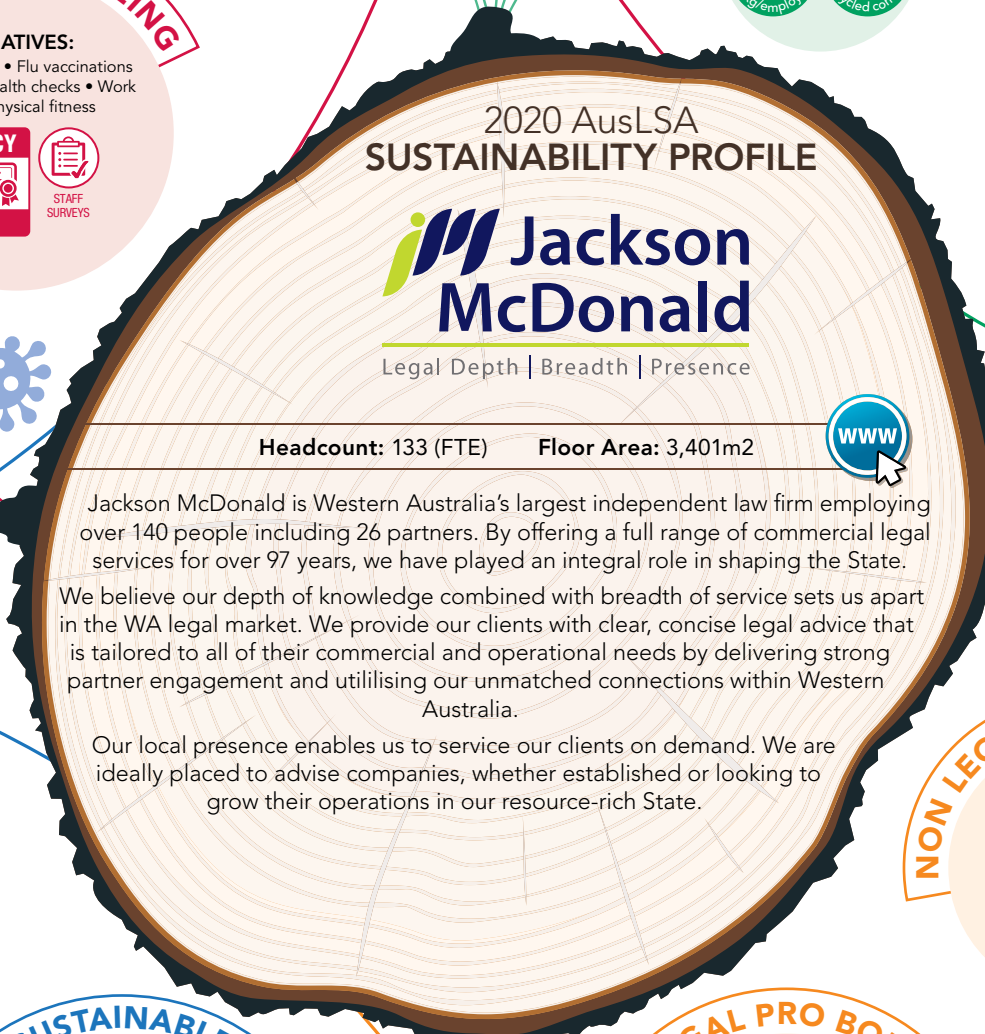
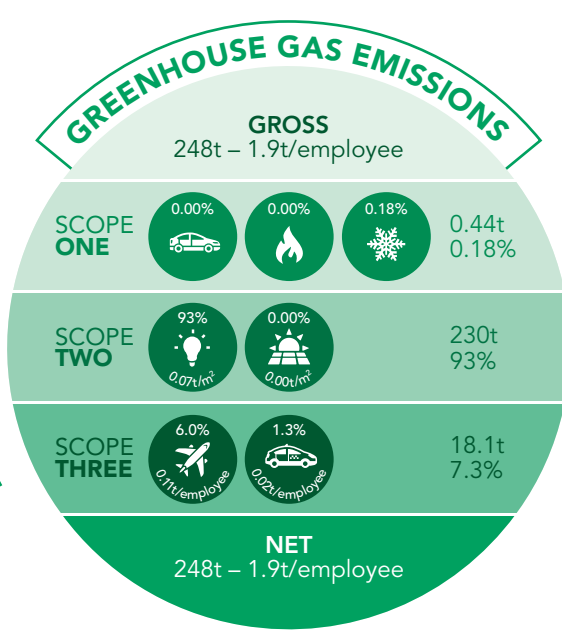
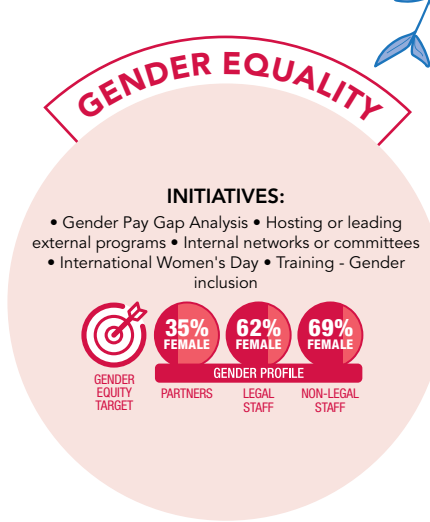
Equal opportunity refers to the principle that all employees shall be treated on their merits without regard to factors unrelated to their capacity to perform the duties of their position and will not be discriminated against based on factors such as gender, race or religion etc.



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. We have a female member on our Board.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

Jackson McDonald have a number of staff who participate and drive environmental initiatives through out the firm.

We have recycling facilities available and actively used by staff including paper, glass, plastics, batteries and toners. Sensor lighting is installed throughout our premises along with perimeter lights that dim to adjust to bright outside light.

Further, double sided printing is set as a default for all printing and electronic filing is strongly encouraged across all areas.

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



## 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 recognition once again as an Employer of Choice for Gender Equality.



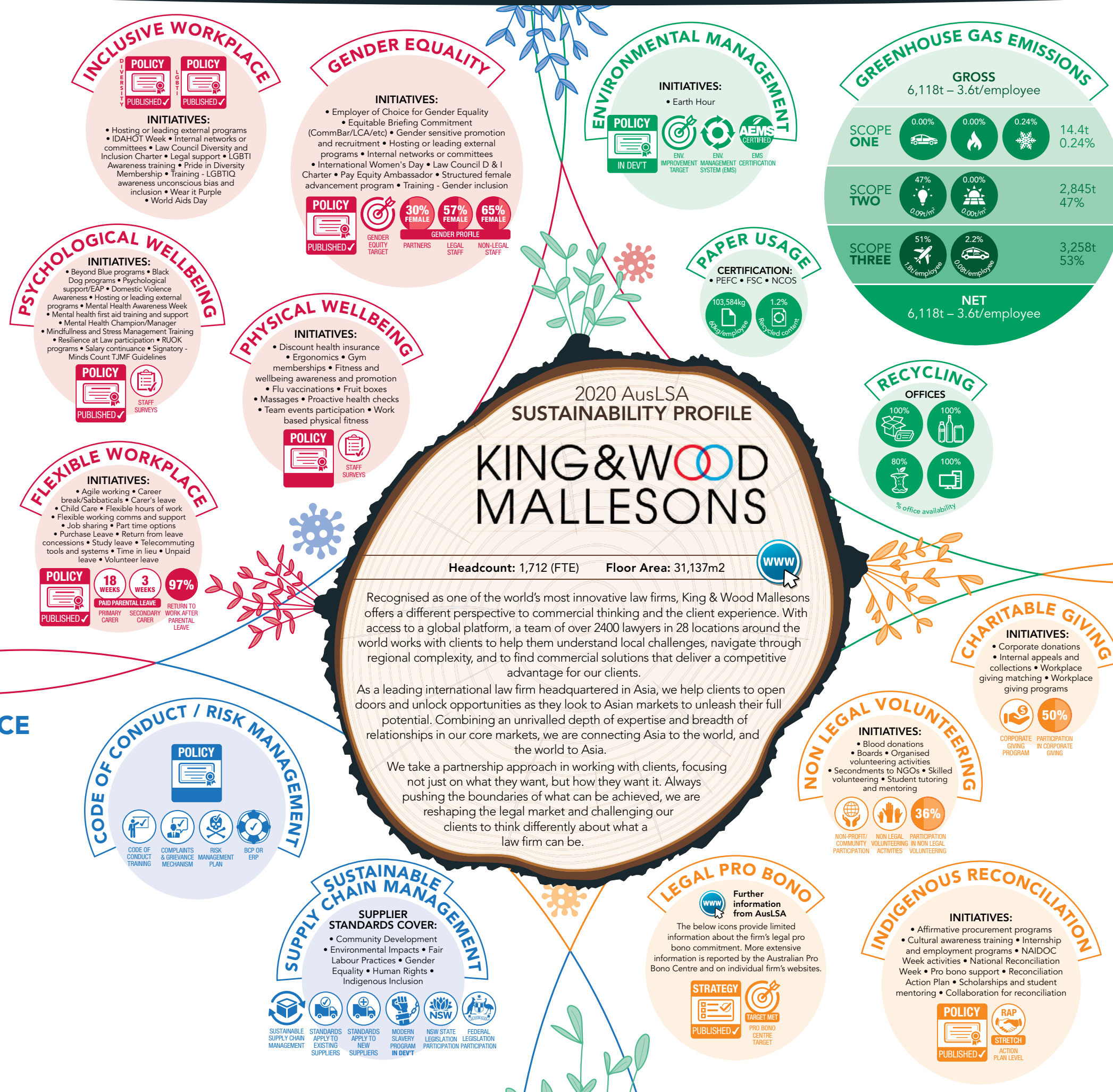
## OUR GOVERNANCE

### SUMMARY AND HIGHLIGHTS:

King & Wood Malesons 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 in our office design briefs.



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

King & Wood Malesons has a commitment to developing and implementing sustainable business practices to minimise our environmental impact.

We have implemented processes and technologies that minimise our carbon footprint, including green audits, programmed sensors for lighting, low wattage globes, recycling, video conferencing, water saving devices and the incorporation of sustainable design principles in our office fit outs.

We have a social responsibility as one of Australia's largest law firms to be accountable for what we consume, and how this consumption affects the environment, not only in Australia but also within a global context.

The firm has made a commitment to actively reduce our carbon footprint and the impact of our business on the environment through implementing changes in all Australian centres. Our primary focus is on reducing our energy and water consumption, actively recycling and effectively managing our waste, making our properties and premises more efficient, choosing to travel only when necessary and opting to use video and teleconferencing facilities for meetings.

We work with our current suppliers, and encourage potential new suppliers through our tender processes, to actively participate and deliver sustainable outcomes in the services they provide to the firm.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

KWM is proud of the ongoing contribution we make to the Community. Community Impact, KWM's social impact programme, deploys pro-bono legal services, social mobility projects, skilled & community volunteering initiatives and philanthropy across Australia and Singapore through a strategic and multi-layered approach to reduce inequality & poverty affecting young people (especially First Nations people). Through this approach, our award-winning social impact programme seeks to inspire & empower our people to work together to create a more just society whilst addressing the structural and major justice challenges of our time.

The central pillars of our work are to improve the legal system, support equal justice & opportunities, and strengthen society.

- In FY20 KWM performed 51,292 hours of pro-bono legal work which equates to 61.90 hours per lawyer annually.
- KWM is a signatory to the National Pro-Bono Target, with a commitment of 35 hours of pro-bono legal work per lawyer annually.
- Our people donated 4,058 volunteering hours in FY20
- As at 30 June 2020, DigDeep®, KWM's Workplace Giving project exceeded \$12.5M in donations. Launched firm-wide in 2002 the program has resonated, and been well supported, by KWM partners and staff.
- In FY20 \$981,204 donated through DigDeep®.



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

We believe that an inclusive workplace, where everyone feels valued and can reach their full potential, is fundamental to our success. We have a long history of involvement in 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.

At the start of 2020 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, where we can celebrate everyone's inclusion, raise awareness against bias, and always take action for equality.

We continue to train our senior leaders with Inclusive Leadership programs to encourage being vocal about building a diverse and inclusive workforce, behaviours which support psychological safety and challenging systems that hinder an inclusive environment. Ultimately, we want to create a workplace where everyone feels safe to be themselves and express their point of view.



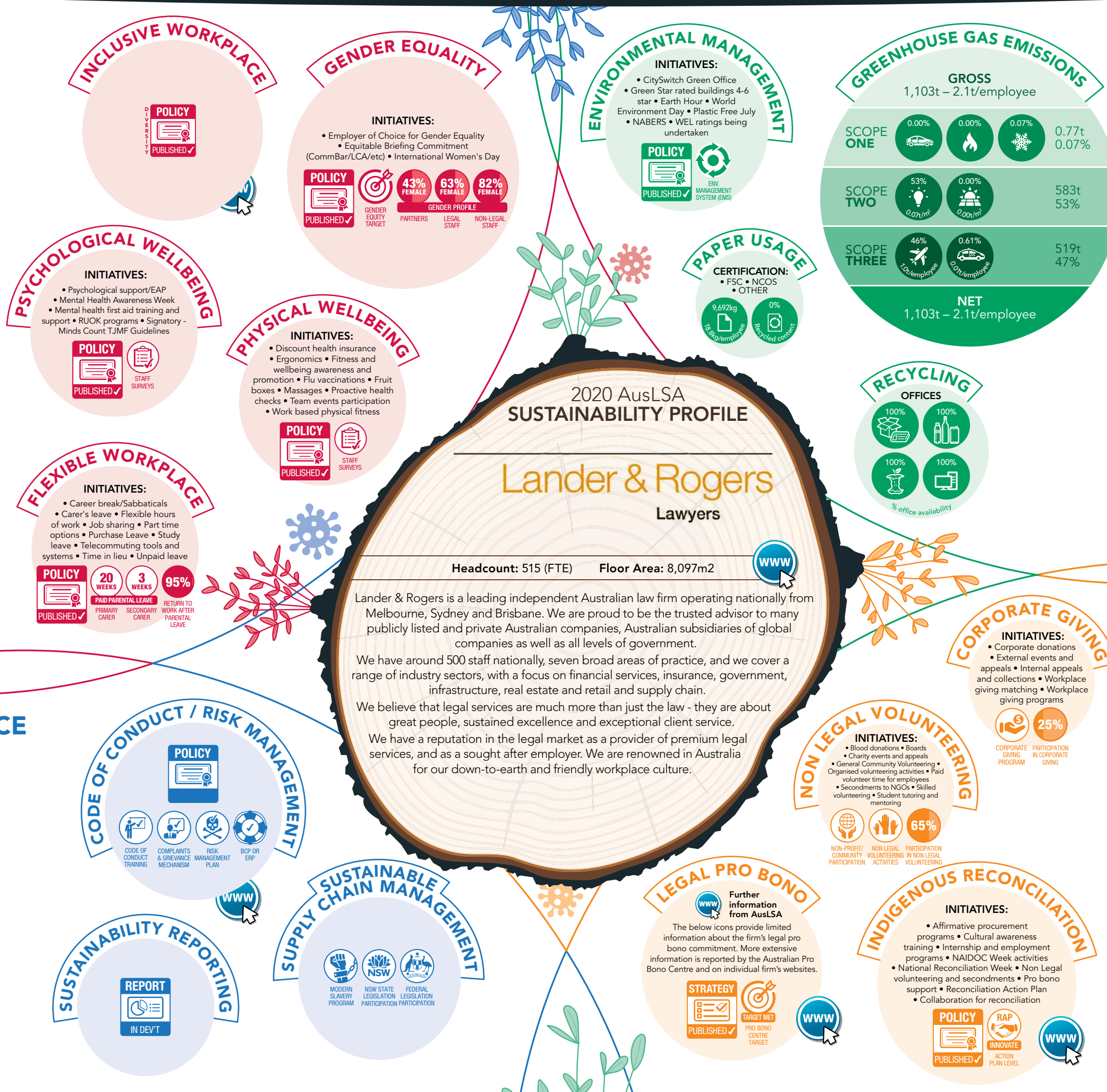
## OUR GOVERNANCE

### SUMMARY AND HIGHLIGHTS:

We aim to be an industry leader in implementing sustainable business practices that enhance our community and environment. We consider the environmental, social, ethical and economic impacts in all purchasing decisions and ensure that suppliers comply with laws and regulations and display integrity, social responsibility initiatives and sustainable practices.

Landers has recently appointed a Sustainability and Environment Partner to drive and promote sustainable initiatives. Landers is also committed to adopting 100% renewable energy, carbon offset and zero waste by 2025 a commitment reflected in our environmental policy.

We are developing robust governance and risk protocols and policies to reflect our commitment led by dedicated personnel in the firm.





OUR PEOPLE

SUMMARY AND HIGHLIGHTS:



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

Our people are our greatest assets, they bring a wealth of experience, talent and commitment to the firm. We are dedicated to their development, wellbeing, and being able to provide a workplace with opportunities for progression.

We encourage our people to further their studies and attend regular training provided through our CPD (Continuing Professional Development) Program. This includes both technical skills and soft skills. We have external presenters who discuss self care programs with our staff and present on mental health.

Lantern Legal Group continues to encourage flexible working arrangements with 33% of people working flexibly. Our continually expanding 'Works Perks' program, and rewards and recognition program provides weekly morning teas, fresh fruit, breakfast daily, and monthly staff recognition awards. In addition to this staff receive life and income protection insurance benefits.

Lantern Legal Group is continually striving to attract and retain the best people, we believe our commitment to our people is why we are a genuine employer of choice.



## 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.

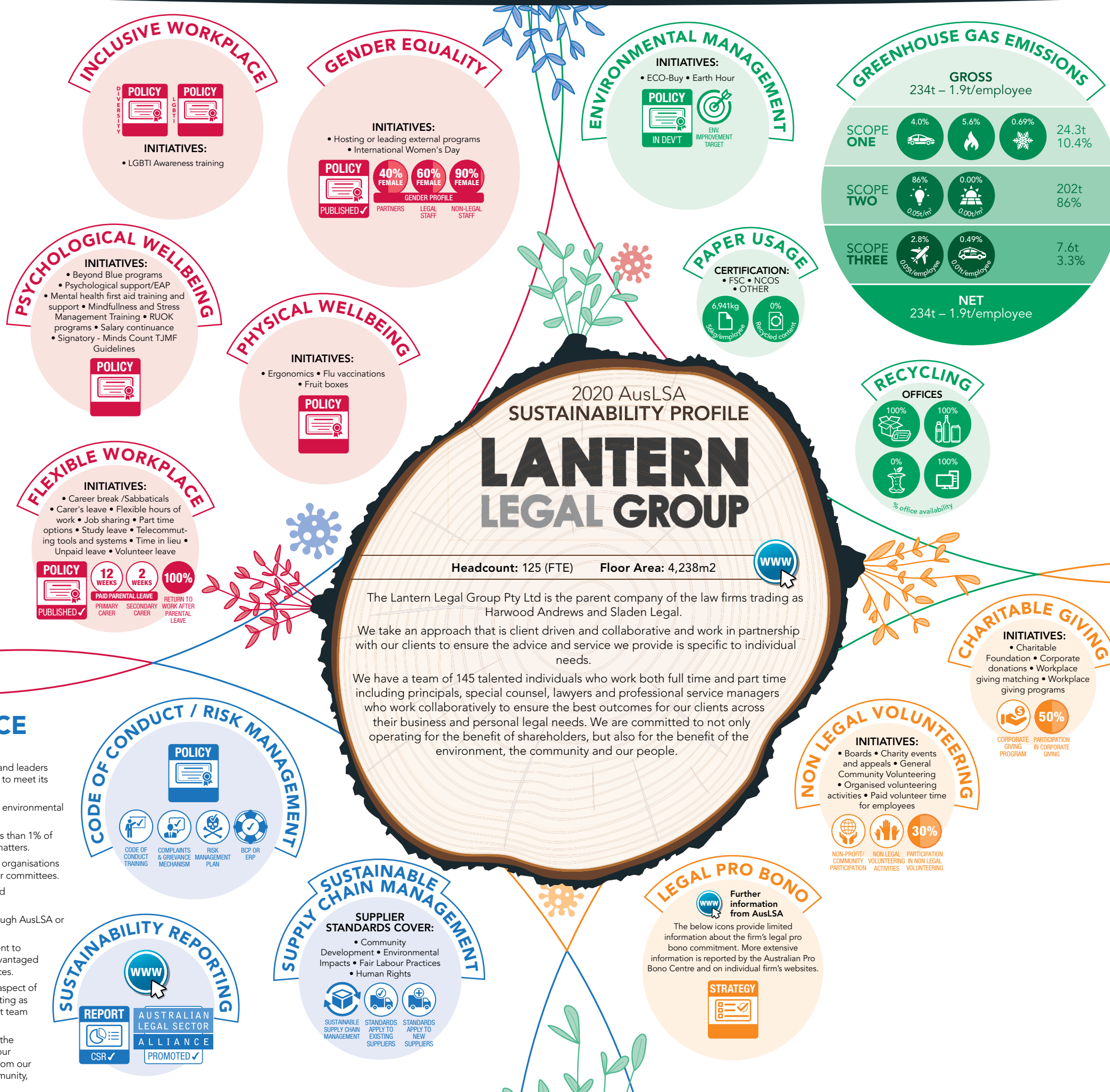
We will continue to advance community, social and environmental consciousness across the firm. This will include:

- Continuing a pro bono program in which not less than 1% of our budgeted revenue is devoted to pro bono matters.
- 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.



## 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.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

Lantern Legal Group is widely known as the leader in providing pro bono services to the regions in which we operate. The pro bono services we provide to the community include providing legal advice to a range of charities and community organisations in our communities.

We contribute in excess of 3000 hours per year to pro bono services. This is on average 36 hours per lawyer, which is in excess of the National Pro Bono Aspirational Target.

We actively encourage our people to play a meaningful role in their region and as a result, our staff sit on over 20 charitable or not-for-profit boards and committees.

Lantern Legal Group also has a long history of supporting the local region by providing sponsorships to over 15 businesses and initiatives. Our impact on the community is one of four areas measured in order for the Lantern Legal group to achieve and maintain their B Corp Certification.

Through our B Corp Certification, we turn concepts such as "being a good corporate citizen" into something tangible and measurable, that the community can trust.



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

McInnes Wilson Lawyers has been recognised as a winner for Employer of Choice in The Australian Business Awards for three consecutive years. This achievement can be attributed to the progressive focus of the firm on developing and supporting its workforce.

The firm has created a culture and work environment in which our employees are stimulated to reach their full potential both at work and in their personal life. The firm encourages every employee to proactively be part of a learning organisation and is committed to enhancing our people's capabilities through the facilitation of various development programs and initiatives. These include professional and technical training such as our internal Continuing Legal Education sessions, a mentoring program to enable and guide entry level Solicitors, supervised workplace traineeships for Law Graduates and our leadership development program titled 'Reach Your Peak' for the firm's current and future leaders.

The firm fosters a safe and healthy workforce and continues to invest in ways to support the changing lifestyle needs of its people. Through our Live Well program, employees have access to educational seminars, health checks and employee assistance programs to improve and maintain their health and well-being, both physically and psychologically.

## OUR GOVERNANCE

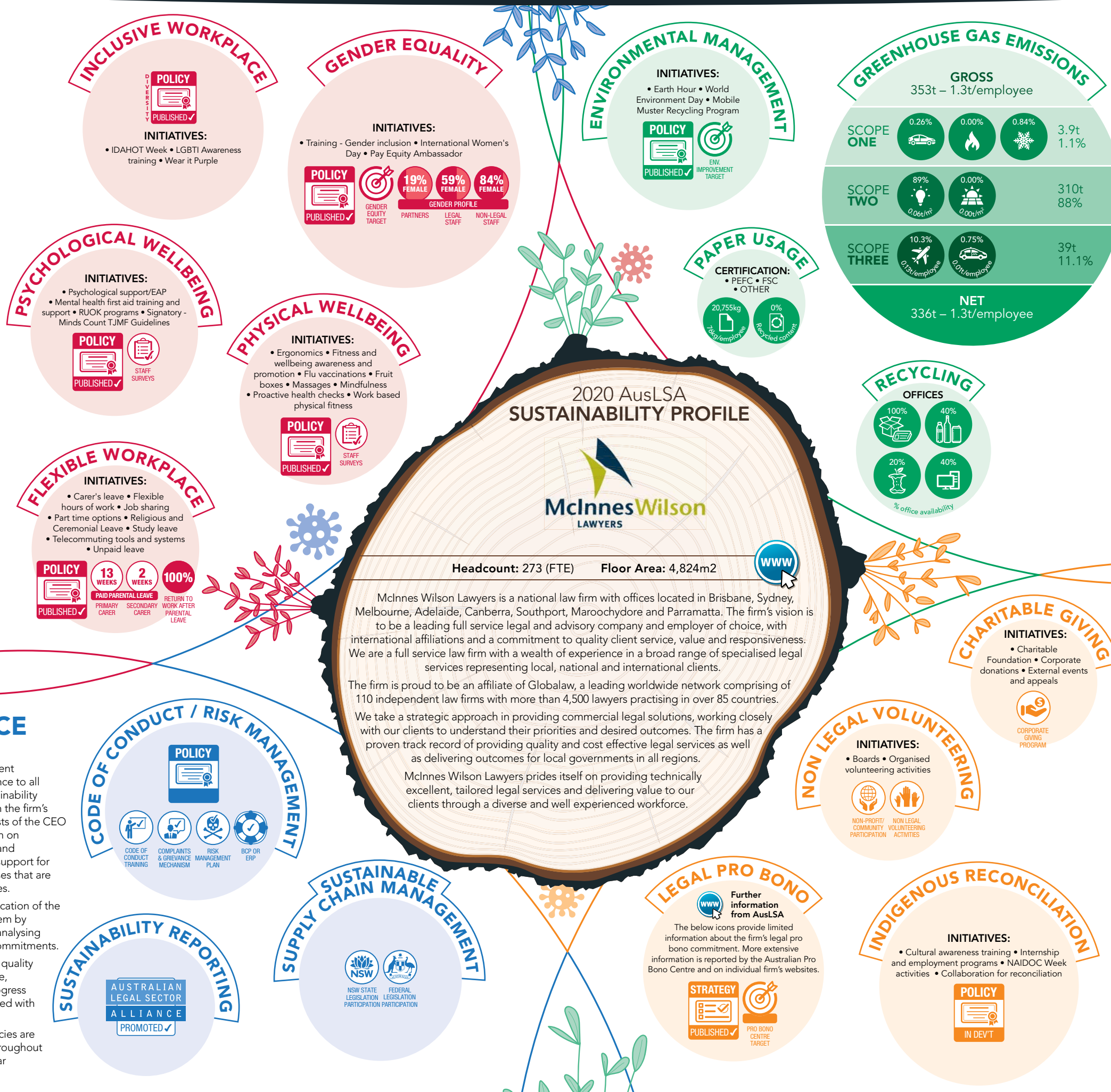
### SUMMARY AND HIGHLIGHTS:

McInnes Wilson Lawyers Executive Management Committee provides leadership and governance to all external and internal activities related to sustainability strategies, goals and initiatives consistent with the firm's strategic direction. Internal governance consists of the CEO and Heads of Departments strategic approach on sustainability issues, workforce development and professional standards, to provide necessary support for creating and establishing appropriate processes that are important for achieving our strategic objectives.

Governance activities include systematic verification of the effectiveness of our quality management system by undertaking internal and external audits and analysing performance data, statutory and regulatory commitments.

Regular management reviews ensure that our quality management system is adequate and effective, towards achieving our sustainability goals. Progress towards achieving these goals are benchmarked with key performance indicators.

McInnes Wilson Lawyers ensures that our policies are understood, implemented and maintained throughout all levels of the firm through a variety of regular training, induction programs and electronic distribution of our policy statements.



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

McInnes Wilson Lawyers is passionate about making a positive difference to the environment. In supporting this passion and commitment, the firm has developed a sustainability action plan which aims to guide and support the firm's sustainability agenda. The firm's sustainability action plan is closely aligned to our core business strategy and provides a framework for understanding and managing environmental impacts.

The following initiatives and programs have been executed:

- Use of sensor lighting and technology to reduce our energy consumption
- Server virtualisation technology
- Teleconference equipment to reduce the need for travel
- Weekly collection and recycling of paper, cans, plastics, steel and aluminium
- Use of 'earth friendly' cleaning products and consumable goods
- Recycling of toner cartridges and electronic waste
- Use of recycled paper or sustainably sourced paper
- Electronic filing and automated work flow systems

McInnes Wilson Lawyers will continue to measure, monitor and regularly review our sustainability initiatives in order to report on environmental performance. This will ensure we continue to achieve our primary goal of reducing carbon emissions.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

McInnes Wilson Lawyers is committed to making meaningful contributions in the community. Our lawyers offer an extensive range of pro bono legal advice to a number of organisations and individuals who may not otherwise be able to afford premier legal assistance.

As part of our Corporate Social Responsibility program, the firm has a pro bono aspirational target in which each lawyer volunteer's weekly pro bono work to disadvantaged people and the not-for-profit sector.

The firm is a signatory to the National Pro Bono Aspirational Target. As part of this initiative, the firm provides training to lawyers in the provision of pro bono legal services and reports annually to the National Pro Bono Research Centre on its activities and progress.

Our involvement with Self Representation Service is one way that this commitment is demonstrated. This Service aims to assist those who are self-represented in civil matters in the Supreme, District and Federal Courts. This also extends to the Queensland Civil and Administrative Tribunal.

Pro bono work is an important part of our professional responsibilities and connection with the wider community. In addition, the firm is committed to sponsoring and cooperating with local, national and international charitable community groups.



## OUR PEOPLE

### SUMMARY AND HIGHLIGHTS:

MinterEllison is a law firm at its core, and we are 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, the 'MinterEllison Way', 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.

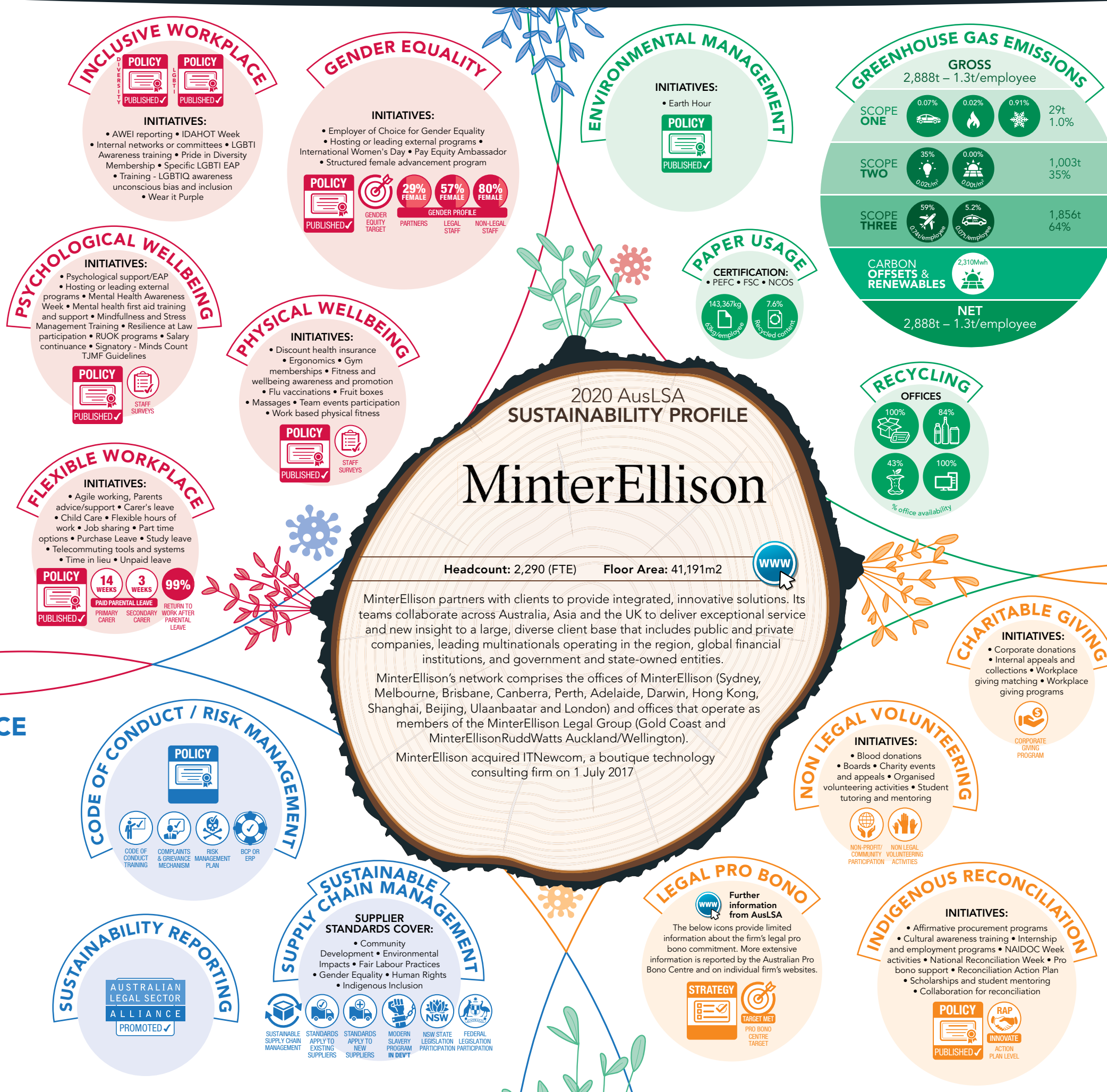
## OUR GOVERNANCE

### 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 like minded approach to their business in the key areas of environmentally friendly products, policies and initiatives; workplace practices; community involvement; environment; modern slavery and supply chain management.

As part of this wider commitment to CSR, MinterEllison periodically assesses 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.



## 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.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

MinterEllison has a long-standing Community Investment Program that focuses on "breaking cycles of disadvantage" in key areas - homelessness, disadvantaged 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.

Major partners include Australian Business and Community Network, Justice Connect, the Public Interest Advocacy Centre and LawRight. We provide significant Pro-Bono assistance to social enterprises and help to grow that sector.

MinterEllison is a signatory to the National Pro-Bono Target and has exceeded the target for the past seven consecutive years. We are proud to have been recognised with multiple awards for community work, including a Prime Minister's Business Community Partnerships Award for the unique partnership with Australia's CEO Challenge, an organisation dedicated to ending domestic and family violence, and we are proud of the impact we make in people's lives.



## 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.

The Firm has a gender equality strategy and as part of this strategy there is a focus on providing flexibility in the workplace.

As at August 1 2020, 37% of employees at the firm have some form of flexible work arrangement. Russell Kennedy was awarded the Workplace Gender Equality Agency citation "Employer of Choice for Gender Equality" in both 2018 and 2019 and again in 2020.

The firm conducts an Engagement survey to collect feedback from employees to ensure that we listen to our people and provide a supportive culture.

## OUR GOVERNANCE

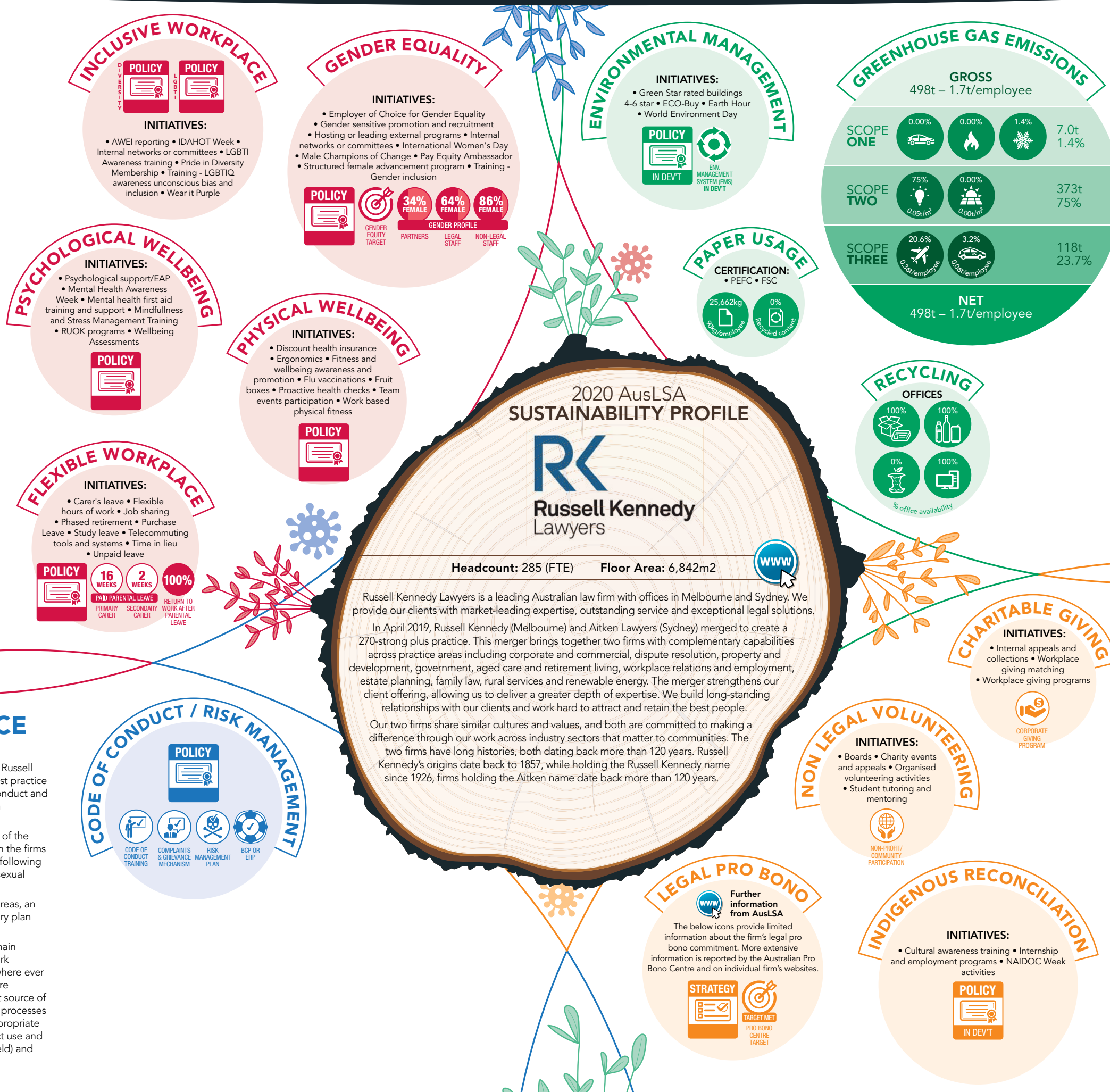
### SUMMARY AND HIGHLIGHTS:

Corporate Governance is taken very seriously at Russell Kennedy and we are committed to achieving best practice standards. There is a well established code of conduct and a business continuity plan which incorporates an emergency management plan.

Russell Kennedy's code of conduct is comprised of the following; A behaviour statement that aligns with the firms purpose and values and which incorporates the following policies, integrity, commitment and work ethic, sexual harassment and grievance procedures.

The Business Continuity Plan comprises 3 core areas, an emergency management plan, a disaster recovery plan and a business continuity management plan.

Russell Kennedy does not have a formal supply chain management policy or programme 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 fairtrade, 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.



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

Russell Kennedy recognises that as part of its commitment to social justice it endeavours to reduce the impact it has on the environment and help protect it for future generations and is committed to helping build a better world.

Russell Kennedy supports environmental stewardship by utilising business process that enables waste prevention and promotes the effective use of resources and is committed through its business improvement processes to continually try to reduce its environmental impact and improve its sustainability credentials by implementing practical, cost effective measures to reduce waste and to save on the usage of energy and other resources.

Recent initiatives have included;

- The implementation of a paper lite initiative in a number of practice groups;
- Disposable coffee cup recycling thorough "Simply Cups"
- The reduction in the range of different copy paper used by the business.
- The staged replacement of dual 28 watt T5 Fluorescent light fittings 32 watt LED fittings.

Please note that 2020 numbers includes data from the addition of a Sydney office and that this can be used to explain some of the larger variations in the carbon emission sources such as domestic air travel, taxis, paper consumption and electricity usage.

## 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, not-for-profits and charities and a range of other legal practice areas.

In the last 6 years we have run three major test cases: SZORB 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 ran 11 medical transfer matters for refugees.

More recently, the Pro Bono Practice partnered with Monash Law School's clinical programme in running a new Climate Justice Clinic (CJC) that gives students opportunity to expand and apply their knowledge of climate law, develop practical lawyering skills, and contribute to legal interventions that mitigate climate change.

We have strong links to community organisations such as the Asylum Seeker Resource Centre, Refugee Legal, the Human Rights Law Centre, Northern Community Legal Centre, Peninsula Community Legal Centre, Environmental Justice Australia, Youthlaw and Justice Connect.



### SUMMARY AND HIGHLIGHTS:

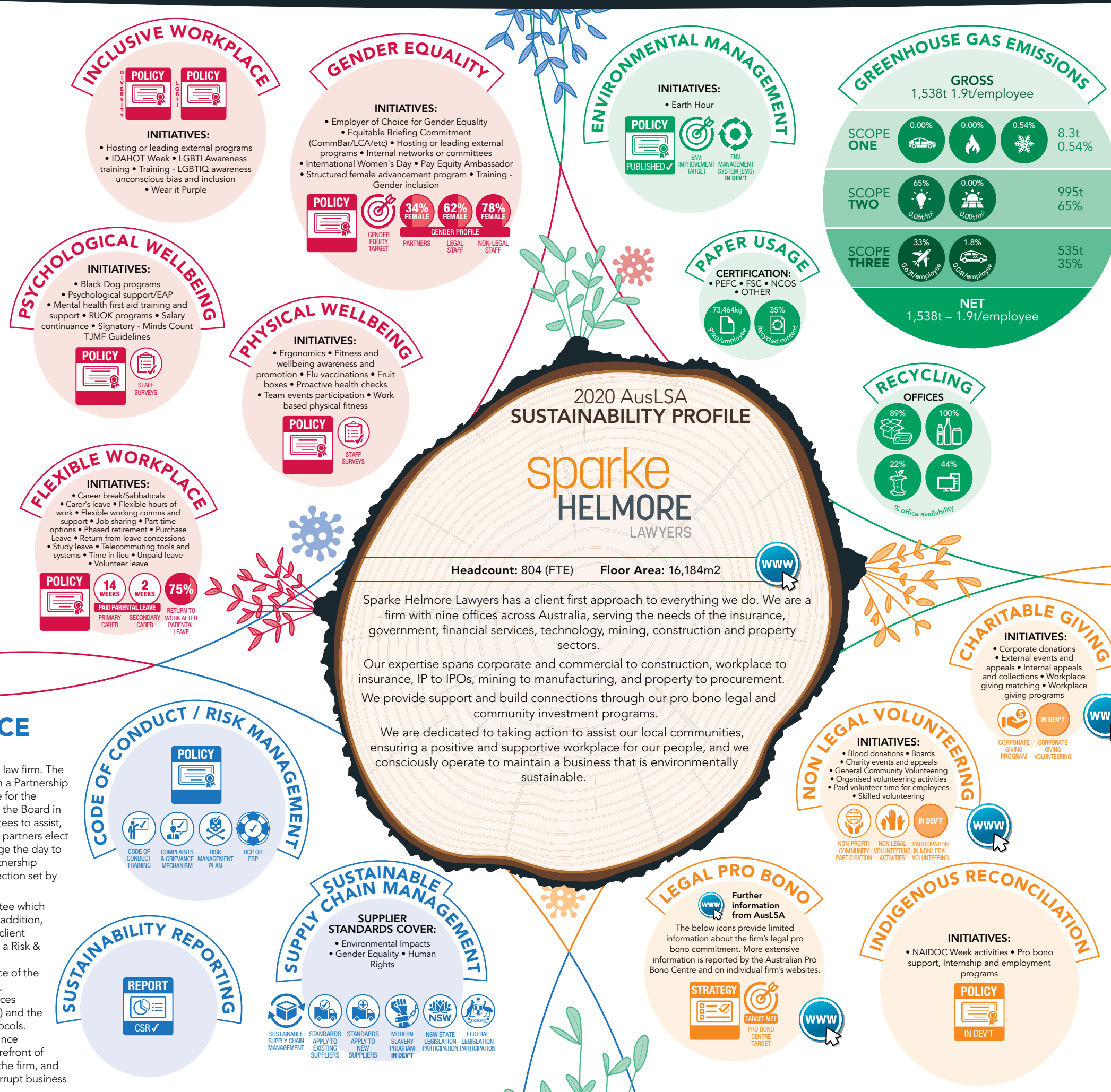
We invest in leadership skills to uphold a standard of excellence for people managers, to facilitate collaboration and encourage strong contributions from all. We review and align our people processes and systems to ensure we attract top talent, facilitate high performance and embed values-based behaviour. 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.

## SUMMARY AND HIGHLIGHTS:

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.

### SUMMARY AND HIGHLIGHTS:

The Environmental Management System, currently in development, will be implemented and overseen by a national committee and will focus on reducing our environmental footprint, ensuring we are sourcing environmentally sustainable products and implementing systems and procedures to monitor and manage our resource consumption. A pilot program is being trialled in our Sydney office to commence more efficient resource and waste management processes.





## 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 (24% of Partners and 63% of total staff being female) 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.

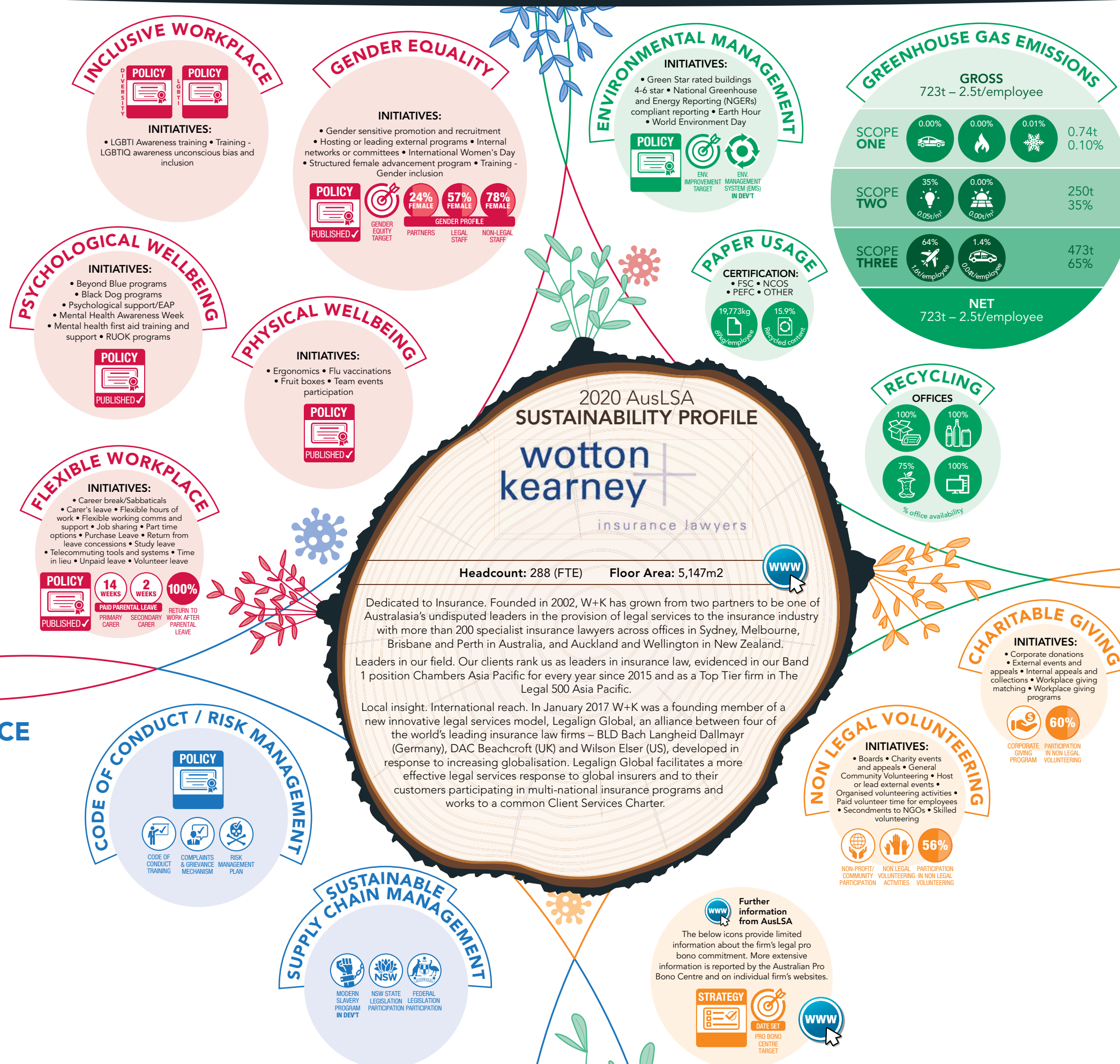
## OUR GOVERNANCE

### SUMMARY AND HIGHLIGHTS:

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



## OUR ENVIRONMENT

### SUMMARY AND HIGHLIGHTS:

W+K's national wide Environmental Sustainability Committee are committed to understanding and reducing our environmental impact, promoting sustainability, and achieving continuous improvement in our environmental performance across the business.

W+K is committed to reducing paper wastage through 'follow me' printing and electronic file management, and continues to strive towards implementing its 'PaperLite project', together with the drafting of a 'printing policy'. Keep-cups have been provided to all staff to reduce waste consumption, and there has been a focus to stock more 'green' consumable products with an end emphasis on recycling rather than disposing.

## OUR COMMUNITY

### SUMMARY AND HIGHLIGHTS:

Wotton + Kearney 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, with a particular focus on Gender Equality, Reduced Inequalities, Climate Action, Peace, Justice and Strong institutions.

We partner with one charity each year to focus our advocacy, fundraising and volunteering efforts. In FY2019 and FY2020 W+K has partnered with Black Dog Institute to help reignite a dialogue around mental health and build meaningful and lasting fundraising impact and engagement.



## AusLSA REPORTING MEMBERS



## AusLSA MEMBERS

- |                          |                         |                              |                         |
|--------------------------|-------------------------|------------------------------|-------------------------|
| Allen & Overy            | Davies Collison Cave    | Holman Webb                  | MinterEllison           |
| Allens                   | Dentons                 | Hunt & Hunt                  | Norton Rose Fulbright   |
| Ashurst                  | DLA Piper               | Jackson McDonald             | Russell Kennedy Lawyers |
| Baker McKenzie           | FB Rice                 | King & Wood Mallesons        | Sparke Helmore          |
| Barry Nilsson            | FPA Patent Attorneys    | Lander & Rogers              | Swaab                   |
| Carroll & O'Dea          | Gadens                  | Law Society of NSW           | The Lantern Legal Group |
| Clayton Utz              | Gilbert + Tobin         | Lawcover                     | Wotton Kearney          |
| Coleman Greig            | Hall & Wilcox           | Maddocks                     |                         |
| Colin Biggers Paisley    | Herbert Smith Freehills | McCullough Robertson Lawyers |                         |
| Corrs Chambers Westgarth | Holding Redlich         | McInnes Wilson Lawyers       |                         |

