

LEGAL SECTOR SUSTAINABILITY INSIGHT
AUSTRALIAN LEGAL SECTOR ALLIANCE
MEMBER REPORT

2021




AUSTRALIAN
LEGAL SECTOR
ALLIANCE

PROMOTING SUSTAINABILITY

Transformation

It's the systems that are farsighted, agile and defy convention that build the pathways toward more prosperous futures.

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This report is also available as an interactive flipbook. 

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

FROM THE AusLSA CHAIRS

Welcome to the 2021 AusLSA Annual Sustainability Insight

During 2021 our society and economy has been forced to face some hard facts about its fragility and the urgency of action required to avoid the worst consequences from years of complacency. We have suffered through a pandemic and been startled by the urgency of addressing human rights, climate and biodiversity crises.

While we in Australia look optimistically toward rebuilding and largely leaving the local impacts of COVID behind, in many nations the human impacts of the pandemic are still in full swing. Bringing the pandemic to heal will take years in many countries while their social and economic recovery will undoubtedly take many more.

As we publish this year's AusLSA Insight, the pandemic lockdowns and restrictions are easing, cities are opening up and domestic and global travel options are easing. The operational options for law firms are already expanding very quickly. What changes law firms choose to retain versus the pressure they apply to return to business as usual will drive their organisational culture and environmental footprint for many years to come.

We have learned a lot from the COVID pandemic. We learned that we can pull together nationally and globally to share our expertise and resources but we have also learned of the importance of addressing the barriers that hold us apart even when we face common threats or shared opportunities. What will this experience teach us about tackling on a problem like climate change? How will we cooperate where we all share in the responsibility, and we all share the irreversible costs of failing to act.

We think the best solution is through high quality, strong and enduring leadership from those in our community with the privilege of influence and the strength of purpose to guide our businesses, communities, families and friends into accepting and rising to the challenges in front of us.

Law firms are such leaders. As trusted business advisers, we have the opportunity to work with our clients to transition smoothly and to see the opportunities of being part of a sustainable future. AusLSA members have already demonstrated through their own values and purpose that they believe this is the right strategy to manage their own operations... now is the time to share what we have learned to help all of Australia.

Brendan Bateman
Co-Chair, AusLSA
Partner, Clayton Utz

Kelvin O'Connor
Co-Chair AusLSA
Consultant

PEOPLE HIGHLIGHTS

GENDER EQUALITY POLICY



GENDER EQUALITY POLICY



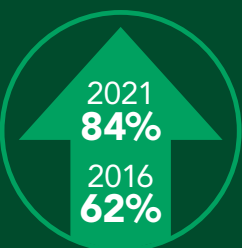
FLEXIBLE WORKPLACE



PAID PARENTAL LEAVE



LGBTIQ+ INCLUSION



PSYCHOLOGICAL WELLBEING

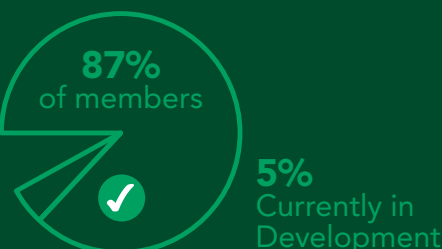


COMMUNITY HIGHLIGHTS

PRO BONO PROGRAMS



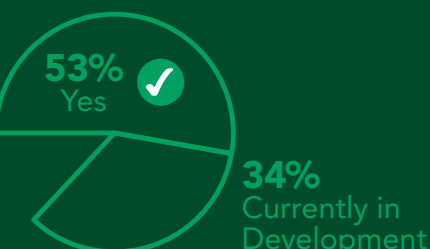
NON LEGAL VOLUNTEERING PROGRAMS



COMMUNITY GIVING PROGRAMS



INDIGENOUS RECONCILIATION POLICY



2021 HIGHLIGHTS

ENVIRONMENT HIGHLIGHTS

PAPER USE



ELECTRICITY USE



OFFSETS AND RENEWABLES



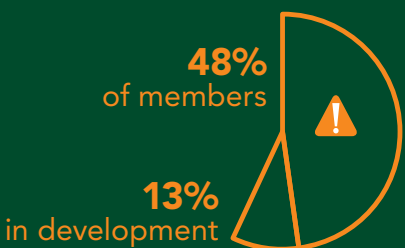
TRAVEL GHG EMISSIONS



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

GOVERNANCE HIGHLIGHTS

ADDITIONAL SUSTAINABILITY REPORTING PUBLISHED



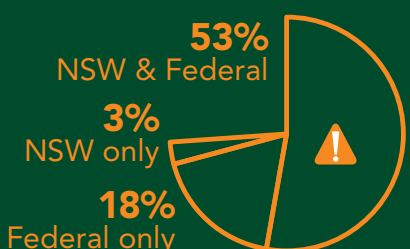
PROMOTION OF AUSLSA REPORT PARTICIPATION

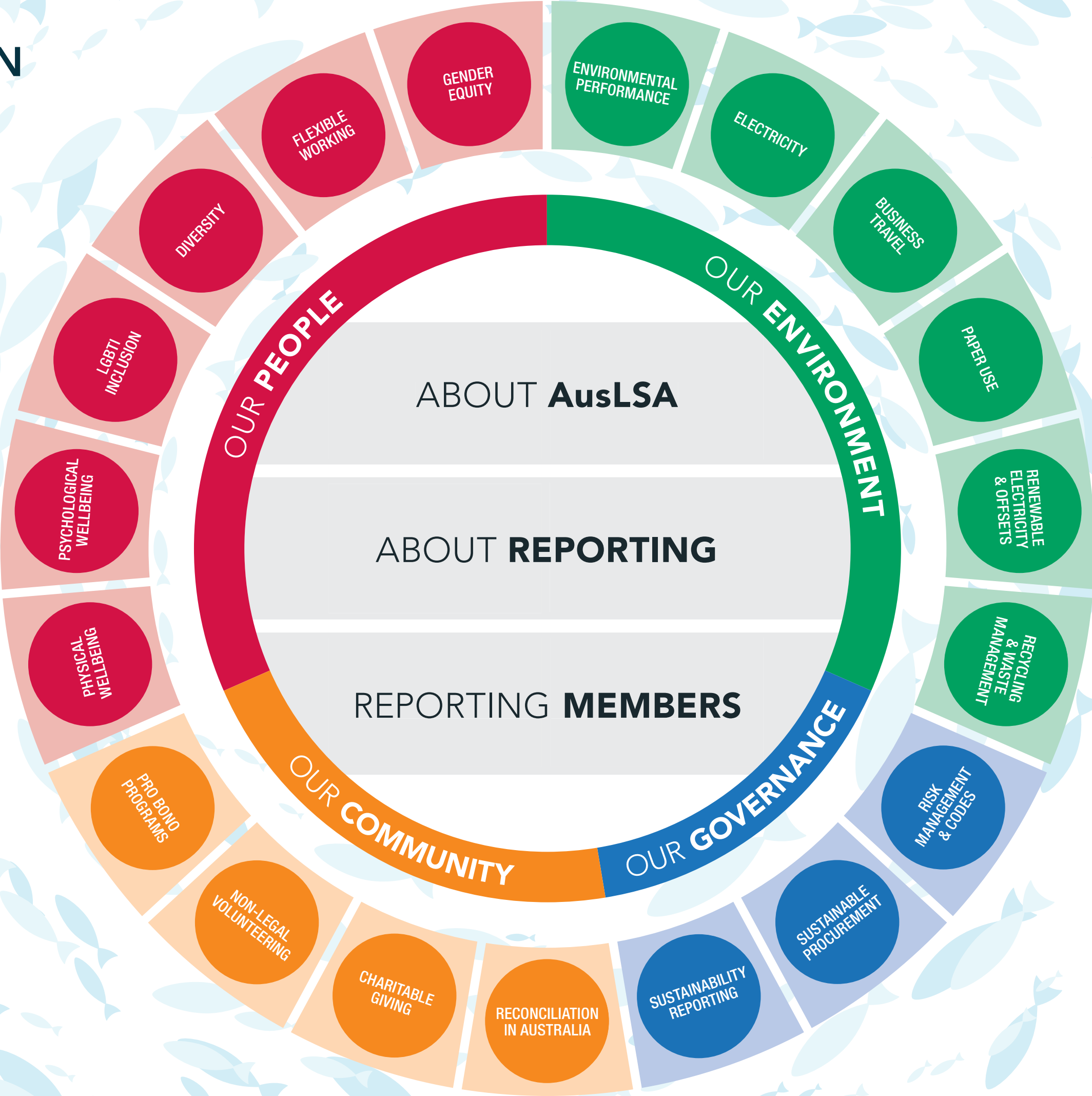


SUSTAINABLE PROCUREMENT



MODERN SLAVERY REPORTING





ABOUT THE AUSTRALIAN LEGAL SECTOR ALLIANCE

Working together to improve sustainable practice

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

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

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

AusLSA's Vision and Mission

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

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

The AusLSA Principles

All AusLSA Members have committed to the AusLSA Principles:

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

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

AusLSA's Executive members 2021

AusLSA is indebted to the commitment and support of its four 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 a result of the COVID pandemic.

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.

Priorities for 2022

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

The focus of our last plan which was completed in 2016 was to embed an evolution of AusLSA's program from a simpler environmental focus to a broader sustainability framework. The new framework aligned closely with the corporate social responsibility or Environmental Social Governance approached that most organisations were transitioning to.

In preparation for this year's strategic plan, we spoke to the AusLSA members and thought leaders about the sustainability challenges at a law firm level and at a national and global level. We learned that interest and expectations in sustainability was increasing among all their stakeholders including the executive team, employees and clients. Our members valued the tools and resources provided by AusLSA and were committed to the annual collection and public reporting of their sustainability data.

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

Our members told us that climate change and broader environmental management were focus areas that they were looking to increase commitments and undertake additional actions. They told AusLSA that additional support and collaboration would be needed in these areas during the next five years.

AusLSA's Sustainable Reporting and Analysis tool.

Continued development of AusLSA's member reporting and benchmarking tool to include; greater analytics and diagnostics to assist with internal planning and reporting, improved metrics to align with material issues and available data and, support for member tool users.

AusLSA EMS

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

Climate Change Action

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

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

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

ABOUT AUSLSA'S SUSTAINABILITY REPORTING

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. 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.

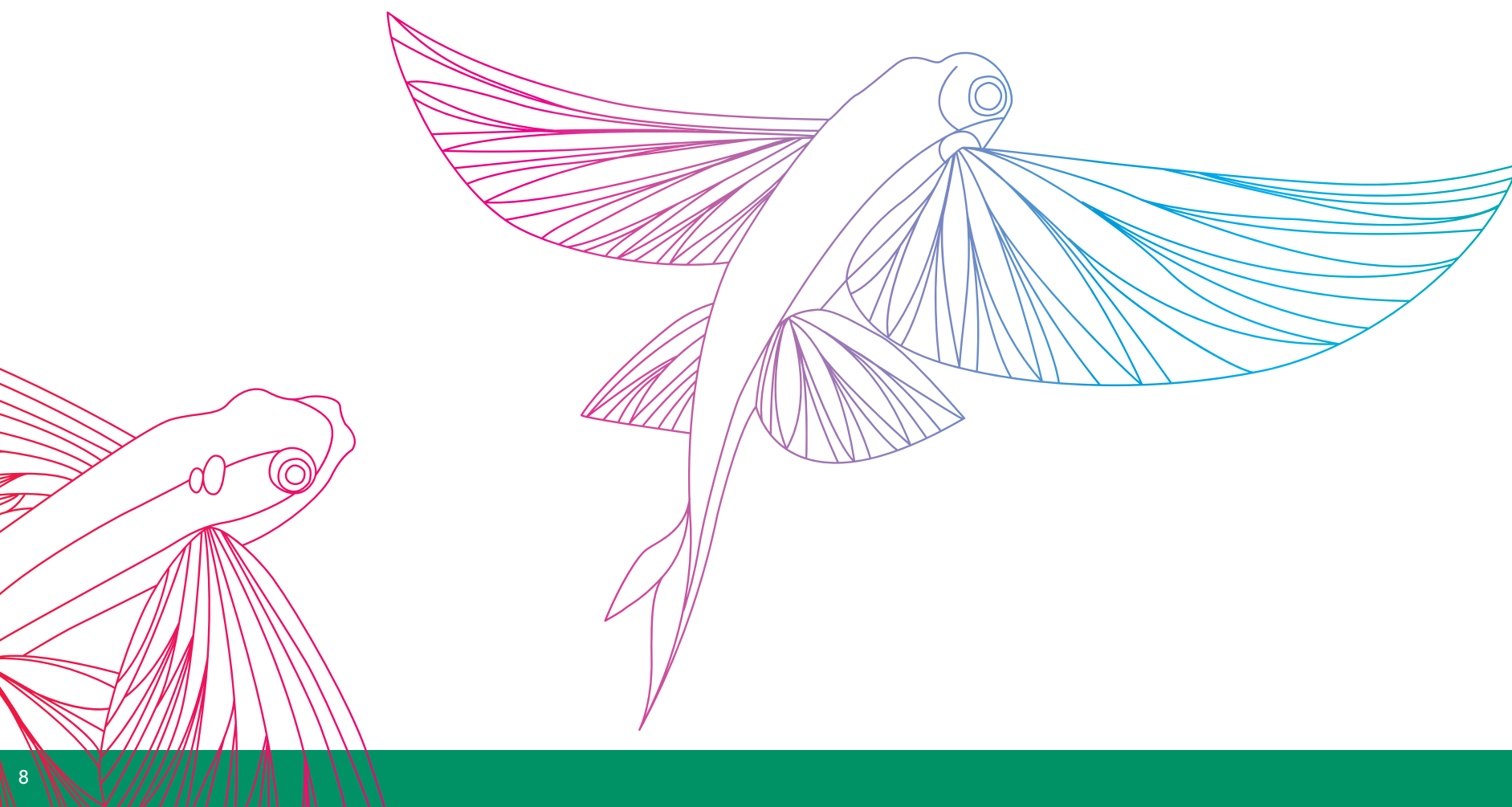
AusLSA members are part of a growing business community who recognize how their social impact and the values they demonstrate contribute to their communities as well as their business strength and competitiveness. They also recognise that their employees and customers are increasingly assessing the values 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
LGBTIQ+ 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.

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 reporting method has been developed and refined over many years. In the last five years the report has progressively expanded to cover a broader range of sustainability issues that are material to Australian law firms.

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

AusLSA would like to thank the following organisations for their assistance in developing AusLSA's Sustainability Framework and reporting the 2021 report:

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

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



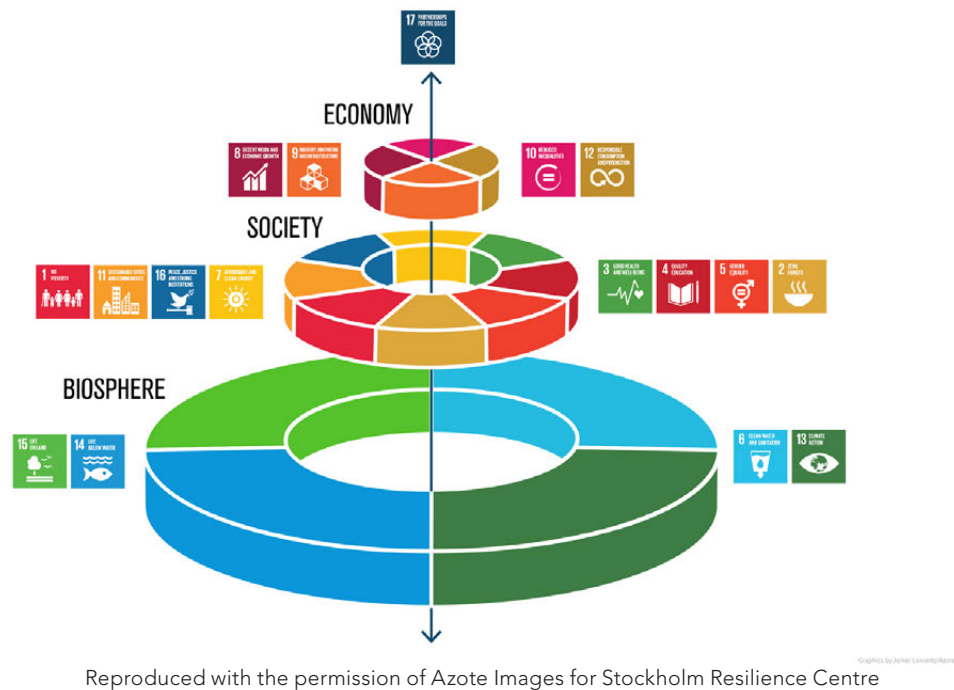
GLOBAL SUSTAINABLE DEVELOPMENT GOALS

What Are They?

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

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

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



Why Are They Important?

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

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

How Are They Relevant To Members?

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

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

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

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

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

Other Sustainable Development Goals

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

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



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

CLIMATE CHANGE NOW AND INTO THE FUTURE

It's complex and it's an immense challenge for future decades... but what happens in this decade will have far reaching effects into the next century. It is indeed the next few years that are critical to set us on the narrow path to avoid the worst outcomes of climate change.



Climate change, broadly interpreted, is a significant and lasting change in the weather patterns including average conditions or extreme weather events.

Climate change over the millennia has been caused by many factors including oceanic circulation, distribution of plants, variations in solar radiation and volcanic activity. Most recently human emissions and land management have driven a build-up of the greenhouse effect causing rapid global warming, and climate change

CLIMATE SCIENCE

Science has been aware of the greenhouse effect and climate change since the early 19th century when ice ages and other natural changes in climate were identified. Through the 1960s and 70's the evidence and scientific consensus that global warming was caused by increasing carbon dioxide gas both continued to grow.

Since the 1980s, scientific research using computer models and observational work including multiple disciplines and has further expanded the detail of our understanding and its scientific consensus.

There is current scientific consensus approximately ninety-eight% support for a range of findings is that:

- Since the early 1900's the earth's temperature has been increasing but it has increased most dramatically since the mid 1970's
- Continuing GHG emissions add to these temperature increases and adverse economic, social and environmental impacts.
- Humankind can slow the pace of global warming and its impacts by reducing their greenhouse gas emissions
- The global mix of greenhouse gases come from a range of human activities including Electricity and Heat-25%, Agriculture and clearing-25% Industry-20% transport- 14% and buildings-6.4% and other 10%
- The primary cause of this warming is from human greenhouse gas emissions (including carbon dioxide-76%, methane-16%, nitrous oxide-6% and CFCs-2%)
- Various gases impact on global warming differently and stay in the atmosphere for longer once released. Per unit of emissions. CO₂ has a global warming potential of one, while methane's global warming potential is 25 time more and nitrous oxide is 300 time more. Different CFCs can produce up to a 10,000 times as much global warming as CO₂.

THE IMPACTS

Humankind, its economies, and social systems have all evolved in a relatively stable climate and environment. Our food systems, cities and towns, industry and economies are all sensitive to rapid changes to our climate and its impacts on our environmental systems.

Global warming is altering the earth's climate systems in many ways

- more extreme weather events, including heat waves, hurricanes, droughts, and floods
- greater rainfall extremes (wet regions become wetter and dry regions become drier)
- sea-level rise due to higher ocean temperatures and melting ice
- ecosystems and natural habitats decline through shifting of climatic zones and seasonal fluctuations which can further increase greenhouse gas emissions (ie loss of forest carbon sinks, less CO₂ dissolved in oceans and release of methane from peat beds and thawed permafrost)
- impacting viability of, migration patterns, and abundance of land, freshwater, and marine species.

GREENHOUSE GAS EMISSIONS

Climate change is a truly international issue and leadership is being taken by the United Nations and affiliated programs. It is therefore appropriate to prioritise our understanding of these programs.

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

Scope 1 emissions: Direct GHG emissions occur from sources that are owned or controlled by the company, for example, emissions from gas heaters, ovens, vehicles and refrigeration.

Scope 2 emissions: Indirect greenhouse gas emissions from consumption of purchased electricity, distributed heat or steam.

Scope 3 emissions: Other indirect emissions, produced from the extraction, production and distribution of purchased goods and services for example, business travel, accommodation, paper, commute to work, home offices, ICT equipment and services and waste disposal, etc.

For guidance on what to include in each scope, refer to the [GHG Protocol Corporate Standard](#).

THE UNFCCC

UNFCCC is the abbreviation for United Nations Framework Convention on Climate Change. The UNFCCC secretariat is the United Nations entity that drives the global cooperation on climate change. The UNFCCC is responsible for the 1997 [Kyoto Protocol](#) and the 2015 [Paris Agreement](#) to keep the global average temperature rise this century to 1.5 degrees, in a time frame which allows ecosystems to adapt and enables sustainable development.

THE IPCC

The Intergovernmental Panel on Climate Change (IPCC) was established in 1988 by the World Meteorological Organization (WMO) and the United Nations Environment Programme (UNEP) and includes 195 member nations. The IPCC is an internationally accepted authority on climate change, and its work is widely agreed upon by leading climate scientists as well as governments. The panel is responsible for providing objective and comprehensive scientific information on anthropogenic climate change, including the natural, political, and economic impacts and risks, and possible response options.

Most recently the IPCC has released special reports on; Ocean and Cryosphere in a Changing Climate in September 2019, Climate Change and Land in August 2019 and Global Warming of 1.5°C in October 2018.

In August 2021, the IPCC published its sixth assessment report which included a worsening assessment of major inevitable and irreversible climate change and the rate of emissions change necessary to limit the rate and extent of change.

THE TWO PARTS OF CLIMATE CHANGE MANAGEMENT

The first is to limit the amount of global warming that occurs by drastically and rapidly limiting the increases of atmospheric carbon by reducing greenhouse gas emissions and sequestering carbon. The sixth IPCC assessment suggests that immediate reductions of greenhouse gas emissions, growing to ninety percent by 2050, is required to achieve a two third chance of limiting global warming to 1.5°. To do this we need to find ways to progress equality and global prosperity without the traditional link to increased fossil fuel use.

The second challenge is to implement adaption strategies that can expand prosperity with rapidly changing climate, water systems and ecology. Productivity of agriculture, manufacturing and logistics all need to be transformed to deal with hotter climates with less water and more extreme weather events. Infrastructure will need to be managed and maintained with greater threats by extreme weather events, fires and sea level rise.

A JUST TRANSITION

Whatever the government policy on local, national and global responses there will be those who benefit and those who are disadvantaged by the impacts and responses to climate change. Understanding and simply communicating the specific costs, benefits, and risks of a 30 year economic transformation to people in different industries and localities is a significant and complex challenge. To add to this complexity there are the inevitable distortions caused by fear, politics and sources of disinformation.

A poorly managed and abrupt transition could lead to a collapse of some regional industries and contribute to reduced economic success, and wider impacts on financial, social and political stability. A just transition was formally included as an objective of the Paris Agreement and is now a core part of international climate frameworks. A well-planned transition that builds synergies and maintains public support is essential for a timely and efficient change. A just transition to a clean energy future to manage transfer to decent work, improve access to clean energy and address other equity impacts.



AUSTRALIAN PROGRESS

All eight Australian states and territories have already set net zero targets by 2050 or better and most have recently set ambitious 2030 targets that are a critical first step towards net zero and containing the worst impacts of climate change. At the time of writing the federal government was discussing a net zero target internally and the federal opposition had announced a Net Zero by 2050 policy but no 2030 interim targets.

AUSTRALIAN EMISSIONS REDUCTION COMMITMENTS

Australian jurisdiction	Interim 2030 target	Net Zero commitment
National	26-28%	Pending
New South Wales	50%	Net Zero by 2050
Victoria	45-50%	Net Zero by 2050
Queensland	30%	Net Zero by 2050
Western Australia	26-28%	Net Zero by 2050
South Australia	50%	Net Zero by 2050
Tasmania	Net Zero since 2015	Net Zero since 2015
Northern Territory	Pending	Net Zero by 2050
Australian Capital Territory	65%	Net Zero by 2050

BUSINESS PROGRESS

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

Australia’s major trading partners are also reorientating their economies and plan to shift demand away from carbon-intensive imports. So far fourteen of Australia’s largest twenty trading partners, covering eighty-three percent of our exports, including the US, Britain, Japan and South Korea, have committed to net zero.

LAW FIRM EMISSIONS

At present AusLSA measures the types of greenhouse gas emissions that law firms have greatest control over. This includes

- tenancy electricity and gas use,
- domestic and international flights,
- taxis, Ubers and other car-based travel and
- refrigerants.

AusLSA members have been effective in reducing this basket of emissions which reduced by eight percent in the four years leading up to COVID and a total of seventy two percent in the last four years including the COVID pandemic.

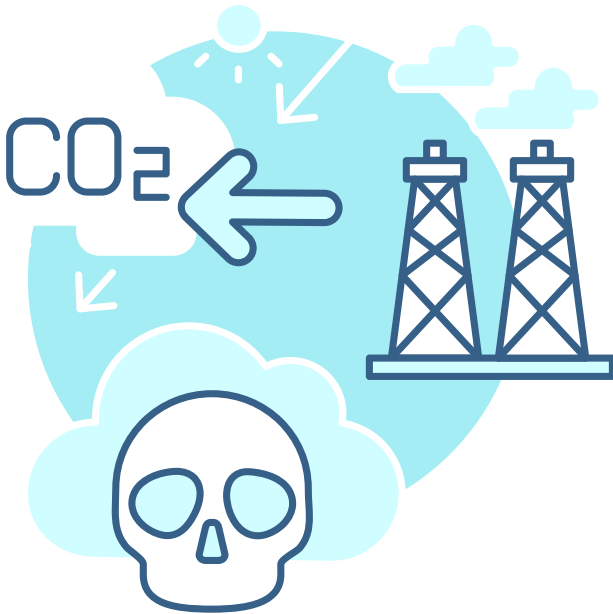
But climate change programs including Climate Active, the Science Based Target Initiative and Net Zero goals expand the responsibility for the greenhouse gas emissions to an organisation’s broader value chain including operations, employees, suppliers, and customers, including:

- Base building energy use (normally provided by the building owner of landlord as part of a lease)
- Travel to and from work by employees
- Any other work environments (including home offices)
- Services like hotel stays
- Food services like restaurants and catering
- IT procurement and office fit outs.

CARBON NEUTRAL VS NET ZERO FOR BUSINESS

To date the concept of *carbon neutrality* has netting an organisation’s carbon emissions by investing in various carbon offset projects or products based on a selected scope of greenhouse gas emissions. There is no specified requirement to reduce emissions by avoidance, reduction or replacement initiatives, nor is there direction on the categories of carbon offsets purchased.

Different certifications for carbon neutrality like; the Australian government’s Climate Active Program, guidance from firms like EY and tools such as Pathzero, measure and target a broader scope, prioritising emissions reduction and clarification for the purchase of offsets.



SCIENCE BASED TARGETS

The Science-Based Targets Initiative (SBTi) is a partnership between the United Nations Global Compact, World Resources Institute, the World Wide Fund for Nature and CDP. It is emerging as a central international body overseeing business climate commitments including science based targets and Net Zero commitments.

The SBTi has developed a science-based targets program for business to reduce greenhouse gas emissions. A companies emissions reduction target can be accredited as ‘science-based’ if it is of aligned reductions with IPCC determined required to keep global warming below 1.5C. The target sets a minimum annual linear reductions of 4.2% per year based on a agreed base year. At this time the science-based target only counts emission reduction and does not allow the incorporation of offsets.

SCIENCE BASED TARGETS FOR SMALL AND MEDIUM BUSINESS

Smaller companies sometimes lack the resources and capabilities needed to monitor and progress scope three targets. The SBTi has a streamlined process for SMEs that employs less than five hundred employees.

SMEs are only required to complete, and publicly report and set targets on greenhouse gas emissions for their scope one and two categories. They must still commit to measure and reduce their scope three emissions but they are not required to set targets for them. Targets submitted by SMEs are automatically approved and posted to the SBTi website.

NET ZERO TARGETS

Within the corporate context the definition of net zero has not always been clear which has caused significant confusion and inconsistency. A common science-based definition of what constitutes a net zero target is critical for companies and their stakeholders.

In 2019, the SBTi commenced development of a framework for robust and credible science-based net-zero targets. The framework includes criteria and guidance for setting and managing net-zero targets. The evolving standards distinctly require reducing the emissions footprint of a company's entire value chain, as much as possible, and only then removing the residual that they cannot eliminate by funding long term stable carbon removal.

Like the science-based targets its scope includes a company's scope three emissions such as procurement, workforce related emissions and even the customer use of their goods and services.

This proposed approach is based on a carbon management hierarchy:

- 1. **Avoid** - eliminate our impact through design (rethink business strategy)
- 2. **Reduce** - do what we do more efficiently
- 3. **Replace** - replace high carbon energy sources with low carbon ones
- 4. **Offset** - offset residual emissions that are not eliminated by the above

The SBTi is in the final stages of releasing standards for companies that set net zero greenhouse gas emissions targets which is scheduled to be launched on 28 October 2021.

A net zero framework for business distinct from similar net zero programs delivered for governments, buildings or products which are overseen by different bodies and use different system boundaries, methods and certification processes.

BUSINESS CLIMATE PROGRAMS

INTERNATIONAL CLIMATE PROGRAMS

Companies that commit to the SBTi automatically count towards the We Mean Business campaign

The SBTi also leads the Business Ambition for 1.5°C campaign, calling for business leaders to set emissions reduction targets in line with a 1.5°C future.

The Business Ambition for 1.5°C is a partner in the Race to Zero campaign and companies that commit to the Business Ambition for 1.5°C campaign are automatically recognised as part of the Race to Zero campaign as well.

The ACT initiative complements the SBTi by supporting companies in the process of setting science-based targets and set a clear sense of direction to be in line with a decarbonization pathway.

AUSTRALIAN CLIMATE PROGRAMS

Climate Active is a climate neutral certification for business run by the Australian Government. It provides a detailed methodology for measurement, abatement in addition to selection of suitable carbon offsets.

City Switch is a buildings-based programs for commercial building in capital cities. While it has mandatory protocols for measurement and reporting as well as useful resources to mitigate carbon emissions it does not provide climate target certification at this time.

A NET ZERO PATHWAY – OPTIONS

For most firms a net zero pathway requires a 4.2 percent linear reduction each year based on the 2019 base year.

The below carbon reduction hierarchy provides categories for the most valuable and generally cost effective actions. There are already a wide range of actions law firms are undertaking or can begin planning plan for which can kick off their 25 year program. Of course, net zero is also a process of continuous improvement to developed further as new services, products, technology and favourable business cases allow.

AVOID - ELIMINATE EMISSIONS BY REDESIGN AND STRATEGIES

- Reduce travel by combining meetings during trips, reducing the number of people required for meetings, allowing for remote working and favouring online alternatives
- Avoid paper consumption and ensure all waste paper is recycled
- Separate waste streams for more effective reuse and recycling
- Identify and favour products and services with lower embodied emissions

REDUCE - DO WHAT WE DO MORE EFFICIENTLY

- Energy efficiency for; building services for lighting, air conditioning, lifts, security for both tenancy and base building
- Replace appliances most efficient alternative including, central computer infrastructure, personal devices, document centres and refrigeration.

REPLACE - REPLACE HIGH CARBON ENERGY SOURCES WITH LOW CARBON ONES

- dedicated certified renewable electricity has been available for 20 years and is now more available and more affordable than ever before.
- in the future other renewable sources such as synthetic fuels, hydrogen
- replacing any fleet cars with electric cars and ensuring taxis and Ubers are also electric
- offset - offset residual emissions that are not eliminated by the above
- Offset - offset residual emissions that are not eliminated by the above
- At least in the short term to get to net zero, most companies will purchase carbon offsets from projects that permanently removing an equivalent amount of atmospheric carbon dioxide from the atmosphere.

LIMITATIONS OF CARBON OFFSETS

Offsets are not capable of creating a carbon neutral or carbon positive world without deep decarbonisation of energy, land use and agriculture.

In 2019 the global economy was responsible for 36.5 billion tonnes of greenhouse gas emissions. In comparison it in 2021 it was only capable of producing 239 million tonnes of offsets. This is a gap of more than 99%.

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

The forecasts for supply and price of offsets are more difficult to make for either 2030 and 2050. The increase in supply is heavily dependant on hard to predict factors including

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

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

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

Available finance - The long time lines and unknown risks are less attractive to finance and the levels of government fiscal support is unknown.

CHOOSE A GOOD CARBON OFFSET

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

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

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

Double-counting - You have to make sure you have an exclusive claim to your emission reductions. Once someone purchases an offset, the underlying emissions reduction shouldn't be sold again or left on someone else's balance sheet.

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



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 firms' 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 moving forward. While many long-held concerns were tested and found to be untrue or solvable firms will need to continue to focus on improving the monitoring and delivery of wellbeing programs for some time.

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

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

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

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

GENDER EQUALITY

National Context

The global Index from the [World Economic Forum](#) ranks nations based the gender equality of their economies, education, health and power. In the last 15 years Australia has slipped 29 places to be ranked 44th of the 153 countries surveyed. This includes a drop of five places in the last two years. Contrasting this performance with other indicators of social and economic progress indicates that women are not sharing equally in our prosperity and still do not enjoy the same resources, opportunities, rewards or security as men.

COVID Impacts

Addressing gender equality requires approaches to deal with longer term systemic issues but also the agility to respond to short term issues. COVID-19 has changed work practices and conditions for large sections of the workforce in ways that have further magnified historical inequalities and risks.

Anecdotaly, most law firms have not experienced a loss of work as a result of the COVID pandemic and many have become significantly busier. Increased work demand creates greater pressures for women who carry a disproportionate share of unpaid care-related work and the accompanying stresses. The impact is amplified as they are forced to combine the challenges of working from home and the supervision of children while childcare and schooling are unavailable due to the implementation of numerous lockdowns.

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

Legal Context

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

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.

Benefits of Gender Equality

Improving gender equality boosts the productivity and performance of organisations and the economy by helping to build stronger societies, economies, businesses and individuals. [Research released in June 2020 by the Bankwest Curtin Economics](#)

[Centre \(BCEC\)](#) and the [Workplace Gender Equality Agency \(WGEA\)](#) found that an increase in the share of female 'top-tier' managers by 10 percentage points or more led to a 6.6 per cent increase in the market value of Australian ASX-listed companies, worth the equivalent of AUD\$104.7 million. The Workplace Gender Equality Agency has documented a range of organisational [benefits of gender equality](#) and the [Grattan Institute](#) has calculated that removing barriers for women to enter the workforce could boost the Australian economy by around \$25 billion per year.

Legal Responses

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

State law societies and law firms support the Law Council of Australia's commitments, targets and programs including the [Diversity and Equality Charter](#) and [Equitable Briefing Policy](#). The Policy includes interim and long-term targets with the objective of briefing women in at least thirty 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.

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

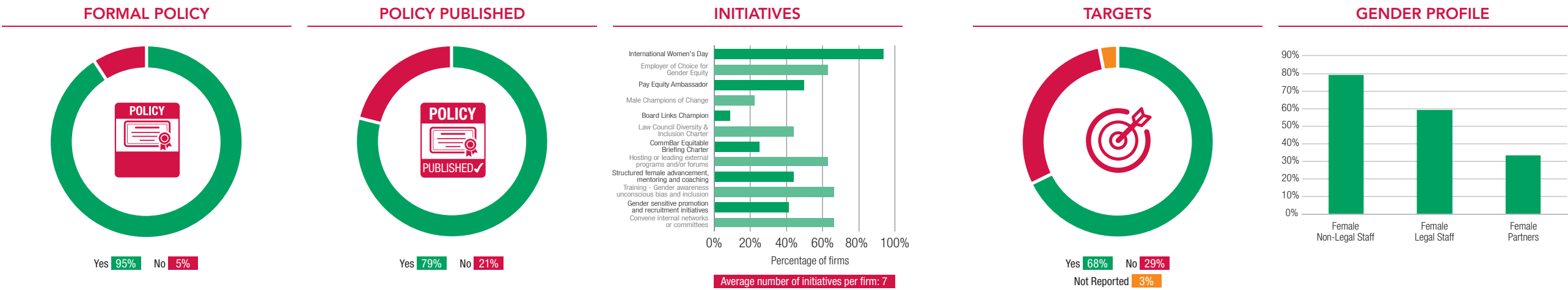
Corporate Australia, however, is changing. Between 2016 and 2020 the number of women on the Boards of ASX200-listed companies grew from 7.4 percent to 30% with only nine companies in this group continuing to have all male boards.

Comparison of Gender Equality Performance

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.

	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](#)



GENDER EQUALITY

2021 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 2021 results indicate that these commitments have become standard in the sector.

Ninety five percent of respondents have a gender equity policy including one which is under development. This is up from 94% last year and remaining firms are implementing diversity and inclusion policies which address many issues in common with gender equality. This year 79% of firms have decided to publish their gender equality policies (up from 55 percent in 2017) signifying an increased acknowledgment of the importance of talking about these issues with staff and clients.

For the last four years all reporting firms have continued to allocate the key oversight responsibility for implementing this policy to either a partner, manager or committee. There is strong evidence that leaders and leadership teams are taking greater public accountability for their firm's performance on pay equity with 50% having Managing Partners who were [WGEA Pay Equity Ambassadors](#). However this year there has been a growth in the number of AusLSA firms that hold the [WGEA Employer of Choice for Gender Equality](#) citation, increasing from 59 percent last year to 63 percent but short of the peak of 69 percent in 2019.

With these widespread commitments and programs, improvement of gender ratios of law firm partners has shown slow but steady progress. In 2016 when we commenced measuring gender representation of female partners, the ratio sat at 26.4%. By 2020 it had grown to 30 percent and this year the level has increased again to 33%. This is in comparison to an overall proportion of female lawyers amongst AusLSA members of 59%. While there is progress to be made, these results are consistent with or better than similar professions as reported by [WGEA](#). For example, organisations in Accounting Services also have an equal representation of women across their employee base but only 23% percent are in key management personnel positions.

The current gender balance in senior positions can be partially explained by the by larger proportion of junior female lawyers and the building of required experience and seniority for promotion. The rate of change is also partially governed by the rate of promotions and growth in firms which is the liquidity required to effect the change in policies. There is little doubt however that historical imbalances in equality of opportunity are also a significant factor in some firms. Continued commitments to gender equality policies and practices will continue to underpin an improvement in these numbers over time.

Challenges and Opportunities

There are fundamental issues that transcend these immediate COVID pressures and require ongoing attention. Female representation has now grown to 58% of the legal staff for AusLSA Members, yet they still only occupy 30% of partner positions. The role of understanding the reasons why this imbalance has occurred belongs to all members of the firm (both male and female) and must not be left to solely to managing partners or Chairs.

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

- Firstly, during times of business stress the supporting or operational roles are commonly the first to be affected by redundancies, restructures retrenchments and reductions in hours. In AusLSA law firms operational and non-professional staff are seventy-nine percent female.
- Secondly, the rates of promotions are likely to be impacted by commercial uncertainty. If the rates of promotions slow so will the pace for adjustment of gender balance in senior positions.
- Thirdly, COVID 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 professional performance and opportunity for progression.

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

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

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

- Actively encouraging and supporting men in the utilisation of parental leave and carer's leave to share both the sacrifices and rewards of carer roles.
- Considering how they can more directly support employees with the practical provision of these carer roles including childcare support, coaching, and targeted wellbeing support.
- By working to better understand the competing needs of women in the workplace, firms can respond by providing the solutions to manage these demands, including flexible working hours, additional leave or concessions on performance assessments that consider extenuating circumstances.
- Providing training that addresses unconscious gender bias and provide monitoring of key processes to ensure identify where it may occur
- And finally, while it is uncomfortable to discuss and accept, domestic violence is a real part of our community and the stresses and compressed living caused by COVID is a catalyst for increased occurrences of this. 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.

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

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

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

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

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



FLEXIBLE WORKING

Australian Situation

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

Over the last 10 years, there has been a significant increase in the number of professions and organisations that have implemented policies, systems and technology that support flexible working arrangements. This has not only benefitted the employees that have a need for greater flexibility to manage a range of personal priorities and responsibilities, employers have benefited from the attraction and retention of high-quality talent, reduced recruitment costs, increased capability within organisation and consistent delivery of service to customers, resulting in improved outcomes that have supported the business case.

Historically, 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. Supporting this cultural change is especially important to men. If men are to make greater contribution to unpaid commitments which are currently led my women, then their adoption of flexible working will need improve. <https://www.wgea.gov.au/topics/gender-equality-and-men>

Impacts from COVID

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

As a result of the COVID pandemic, the most significant and sudden change for many organisations, including those in the legal profession, has been the shift from office-based working to working from home. The impact of this has been felt at both a personal and professional level.

Over the last 24 months most law firms have found ways to successfully support their clients and employees, maintain commercial viability and for many, to even grow their businesses. Flexible working programs have provided organisational resilience and commercial continuity. There is little doubt that the ability of firms to transition to remote working so quickly was more seamless than it would have been as little as five years ago. During this time investment in developing the technology and processes to support flexible working has improved dramatically and enabled many firms to quickly expand their working from home option as circumstances dictated.

Legal Sector Situation

Before COVID, we already understood that flexibility had become increasingly important to a AusLSA Members as they 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 their systems that allowed people to contribute effectively and efficiently to their firm by providing more time and location flexibility.

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

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

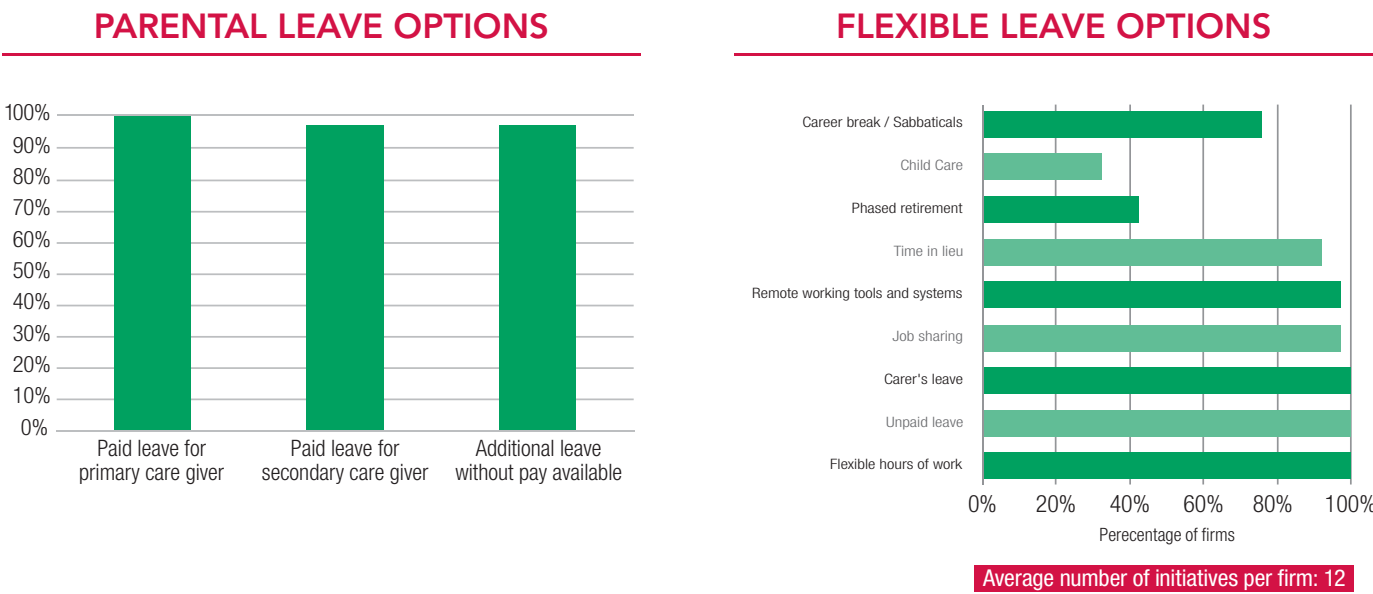
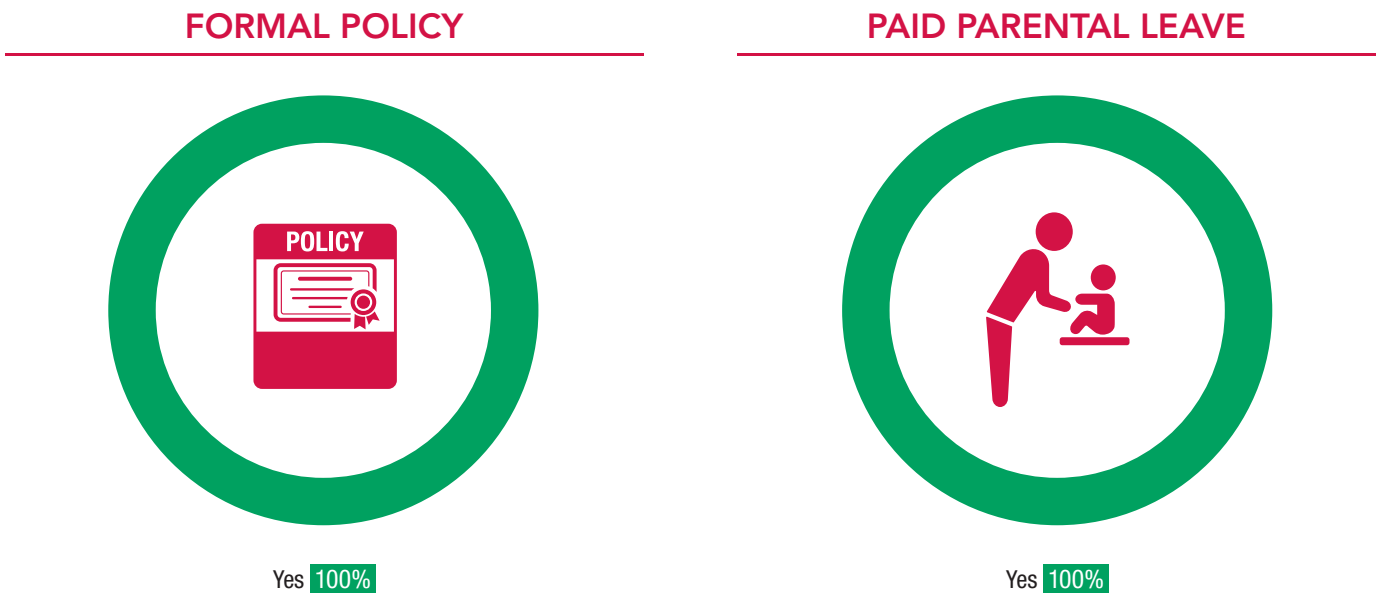
Benefits of Progress

- The transformation of work practices that have been in place for many generations has addressed the doubts about the productivity and effectiveness of remote working and demonstrated a wide range of organisational benefits. From the perspective of law firms, flexible working has delivered many benefits including:
- operation continuity in times of extreme disruption
 - attracting new talent
 - reduced absenteeism
 - higher retention
 - higher individual performance
 - improved organisational performance and productivity.

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

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

Unsuitable workspaces and competition for available workspaces for those in insecure or shared housing presented other challenges



FLEXIBLE WORKING

and distractions. For many, the increased load on their internet as multiple people worked or learned remotely caused frustrations and impacted on performance. A significant yet often hidden cost on employees include:

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

Legal Sector Response

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

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

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

	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](#)

2021 AusLSA Member Performance

For the last six years AusLSA has documented the growing commitment of its members and a capacity to support its employees through flexible working programs and agile working approaches. This was originally developed as a way to take pressure off lawyers, provide a greater work-life balance and provide greater opportunities for employees with wider responsibilities. COVID experiences with remote working were improved by (among other things) the prior investment in technology, agile working systems and behaviour change. The foundation of technology and work processes was enhanced to find new solutions to emerging issues and needs.

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

Most AusLSA members have shared common experiences from the initial implementation of remote and flexible working arrangements, to juggling the additional, unexpected impact of overcoming home office issues, and now finally in planning for a “return to office” that is likely to include much higher rates of flexible and remote working.

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

We have 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. The amount of leave offered increased from 2.8 weeks to 5.1 weeks with a number of firms providing up to 18 weeks for secondary care givers to help them to more easily share the responsibility of parenting.

The percentage of women resigning or leaving a firm following maternity leave has been chosen by AusLSA as 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 eight percent of female legal staff from our reporting firms resigned during or within six months after returning from maternity leave, which is an improvement from fourteen percent in 2019.

Challenges and Opportunities

COVID has provided an opportunity but also a compelling need to re-evaluate the future of the work environment. By the time most people regularly return to their offices we will have been living some level of imposed flexible working for at least two years. As we approach this time it is critical that we review the benefits and the costs and consider strategies to blend home and office-based environments in a way that preserves the benefits we have created and addresses the stresses and inequality being experienced.

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

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. The COVID experience has shown that flexible working is effective and can be a normalised workplace behaviour. Now is the time to consult with employees to understand what they loved and want to keep versus what has been hard and is not sustainable. Firms need to understand what balance should be retained and how flexible working policies can enable a new normal that supports both employee and business goals.

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

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

Issues that will require review include

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

DIVERSITY AND INCLUSION

Introduction

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

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

At Work

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

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

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

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

- in inclusive climates, individuals from traditionally marginalised groups experience lower levels of unlawful behaviour such as harassment and discrimination, and
- inclusion and inclusive leadership is associated with reduced employee turnover.

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

International research conducted by [Acritas Research](#) found that diverse teams earn twenty-five 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.

At Law Firms

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

2021 AusLSA Member Performance

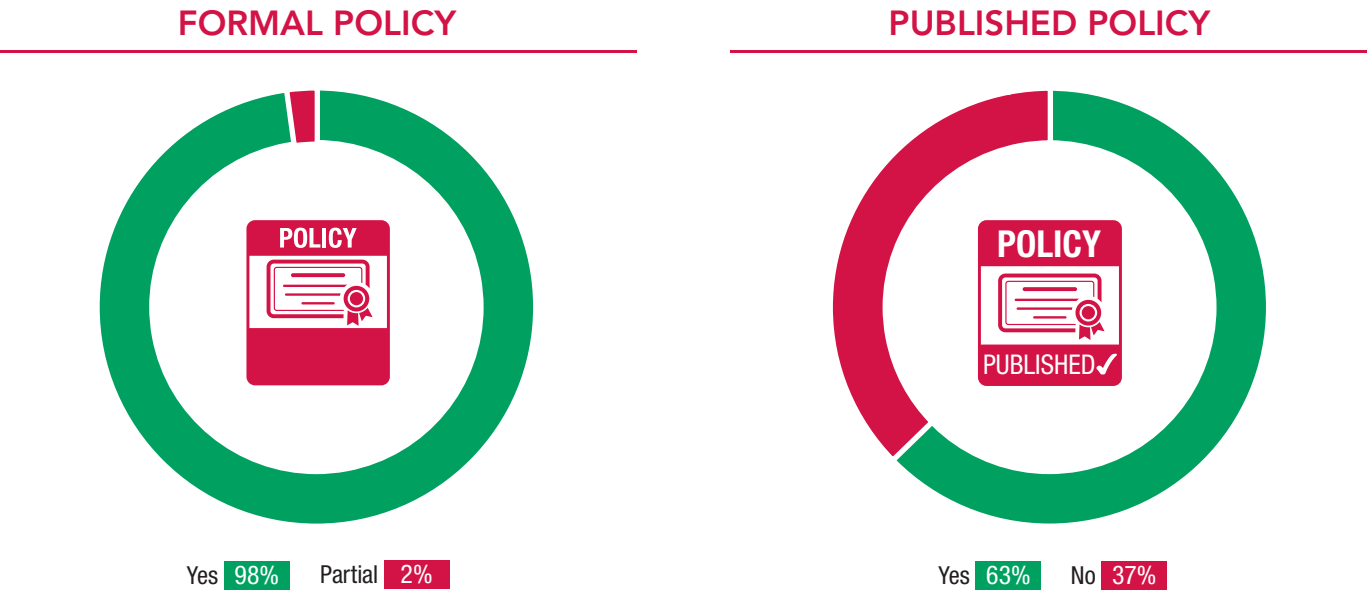
The AusLSA Sustainability Framework's values of diversity, equality, respect, and inclusion are highly consistent with the legal profession's values of justice, integrity, equity, and the pursuit of excellence. Law firms acknowledge their responsibilities and the benefits of improving diversity within their teams and leadership. This year 98 percent of AusLSA reporting law firms had a policy in place to specifically outline their diversity values and commitments.

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

All reporting firms have implemented formal governance structures to allocate responsibility for their policy and reporting progress with an increase in the involvement of both partners and committees. Fifty-three percent of firms allocated accountability to a partner and 71 percent established committees to assist with planning and delivery of actions across the firm.

Only 17 AusLSA members are listed by the Law Council of Australia as having formally adopted their [Diversity and Equality Charter](#) in which law firms publicly commit to principles of diversity and equality however this has increased from 14 in 2020.

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.



DIVERSITY AND INCLUSION

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.

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

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

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.



LGBTIQ+ INCLUSION

Introduction

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

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

At work

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

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

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

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

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

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

COVID Impacts

Continuing to deliver organisational change programs during the time of COVID has been challenging for many organisations. Access to staff and gaining their attention has been difficult. Not only were organisations and workers distracted by high levels of uncertainty and high workloads, they also weren't reliably in the office.

However, the indications from the 2021 AWEI national benchmark on LGBTQ workplace inclusion are that Australian organisations have continued their commitments to develop more diverse and inclusive workforces. AWEI saw a record 186 organisations across Australia participate with 44,915 employees completing the related survey.

At Law Firms

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

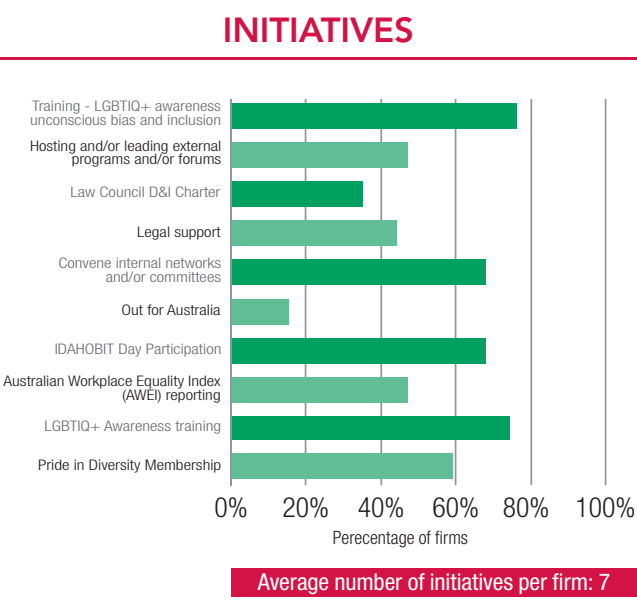
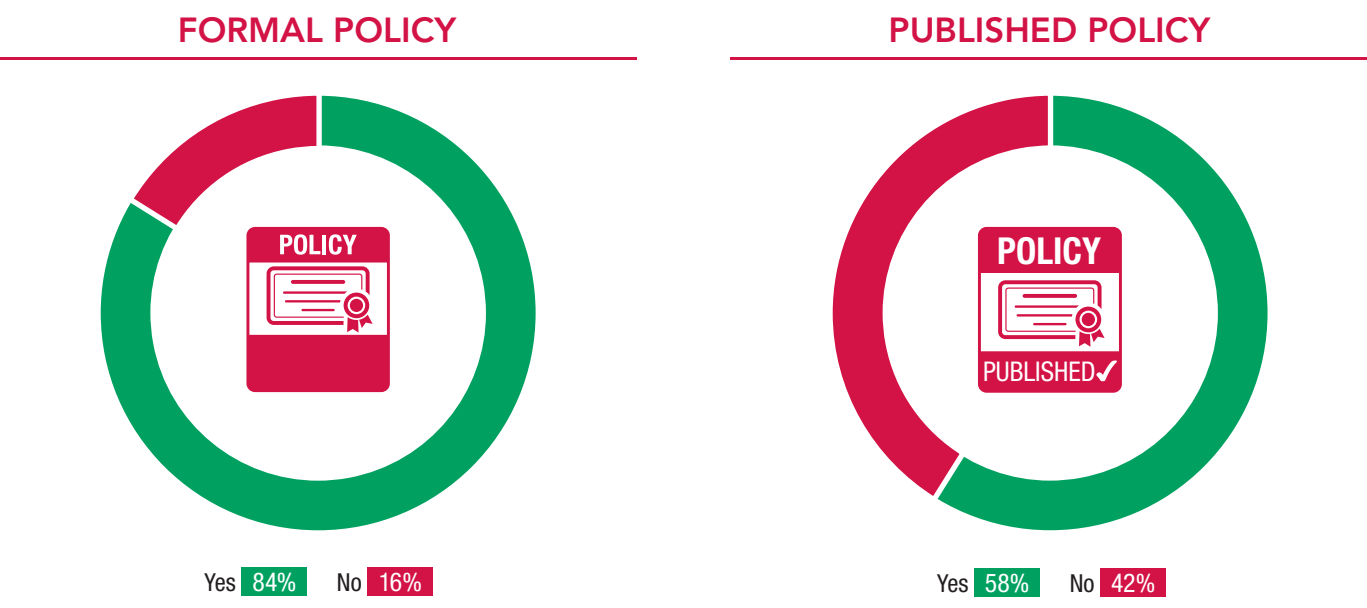
Overall, law firms reported to be performing relatively well in promoting the true inclusion of their LGBTQ employees, their allies and the wider workforce. The legal sector's activity and achievements are also generally stronger than the national survey cohort.

Leading practice in this area of inclusion includes:

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

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

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



LGBTIQ+ INCLUSION

2021 AusLSA Member Performance

AusLSA members commitments and activities have been generally stable in 2021 compared with the previous year.

Eighty-four percent of firms reported having an LGBTQ inclusion policy (up from sixty-two percent in 2016) but down four percent from its all-time high in 2020. This is mostly because AusLSA has a large number of new members reporting for the first time this year and are at the early stages of their LGBTQ programs.

Of those with policies only fifty-eight percent of firms have decided to make their commitments public by publishing their commitment on their external website. This has not changed significantly in the last 5 years.

Eighty-four percent of firms created specific accountabilities for the implementation of their policies and programs, which is unchanged from 2020 but has improved from sixty-three percent since 2016. Well governed committees are an important factor in the way that firms engage with their people to create cultural change and 84 percent convened workplace-based committees which is an increase from 81 percent last year and 64 percent in 2016.

Ninety-two percent of AusLSA members participated in a range of different work-based activities and initiatives to support LGBTQ support and inclusion. The average number of activities or initiatives undertaken at each firm increased again this year to 7.5 activities after a massive increase of fifty-two percent in 2020.

The most popular activity for law firms again in 2021 was Wear it Purple with or 76 percent of members (or 28 participants - up from eight participants in 2017). Twenty-three firms (up from fifteen in 2017) ran activities for IDAHOBIT. Twenty firms (54 percent) reported being members of Pride in Diversity, an extensive program supporting employees to implement LGBTQ inclusion programs. Of these, 16 reported participating in the Pride in Diversities [Australian Workplace Equality Index \(AWEI\)](#) which is a comprehensive evaluation and benchmarking process. Twenty-six firms provided LGBTQ awareness training (up from 22 last year and 13 in 2016).

Challenges and Opportunities

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

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

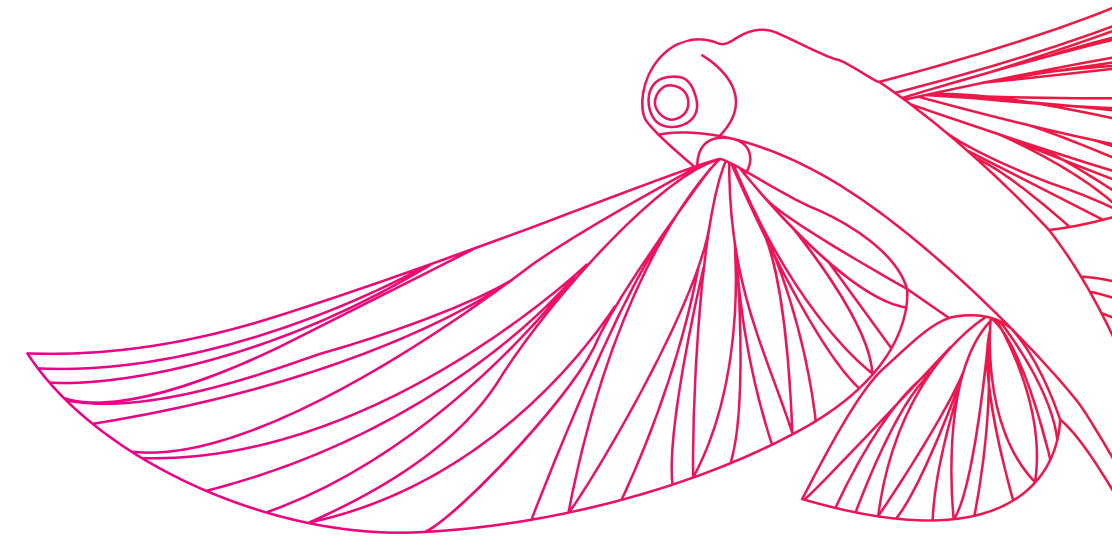
The most recent AWEI benchmarking points to some encouraging progress in LGBTI inclusion but with some disparity in certain areas. Acceptance of the trans sexual community is lagging behind progress made by the gay lesbian and bi groups with signs of anti trans sentiment emerging in some parts of the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

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

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

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

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



PSYCHOLOGICAL WELLBEING

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

Australian Situation

The [Mental Health First Aid Manual](#) estimates that sixty percent of depression is undiagnosed and untreated. Mental ill health is the third most common source of disease burden after cancer and heart disease and is the major cause of disability in Australia. The [Committee for Economic Development of Australia](#) has reported that eight million working days are lost annually in Australia through untreated depression. Estimates put the cost of lost productivity from psychological related absenteeism at 4 per cent of GDP or about \$10,000 per year for each employee suffering depression. Each year \$543 million is paid for workers' compensation claims from 7,200 Australians for related mental health conditions.

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

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

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

Impacts from COVID

Arguably, this year has seen more change and uncertainty for individuals and businesses than any time in this generation. Between coping with changes to the way we work, reduced social interactions and the challenges of home caring and schooling, the new realities of life in 2021 are creating high and persisting levels of personal stress. It will take time to understand the immediate and longer-term impacts on our psychological, physical, emotional and financial wellbeing.

Legal Sector Situation

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

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

Changes to the workplace brought on by COVID-19 have added to stress levels for law firm employees and in turn increased the risks of anxiety, depression and burnout.

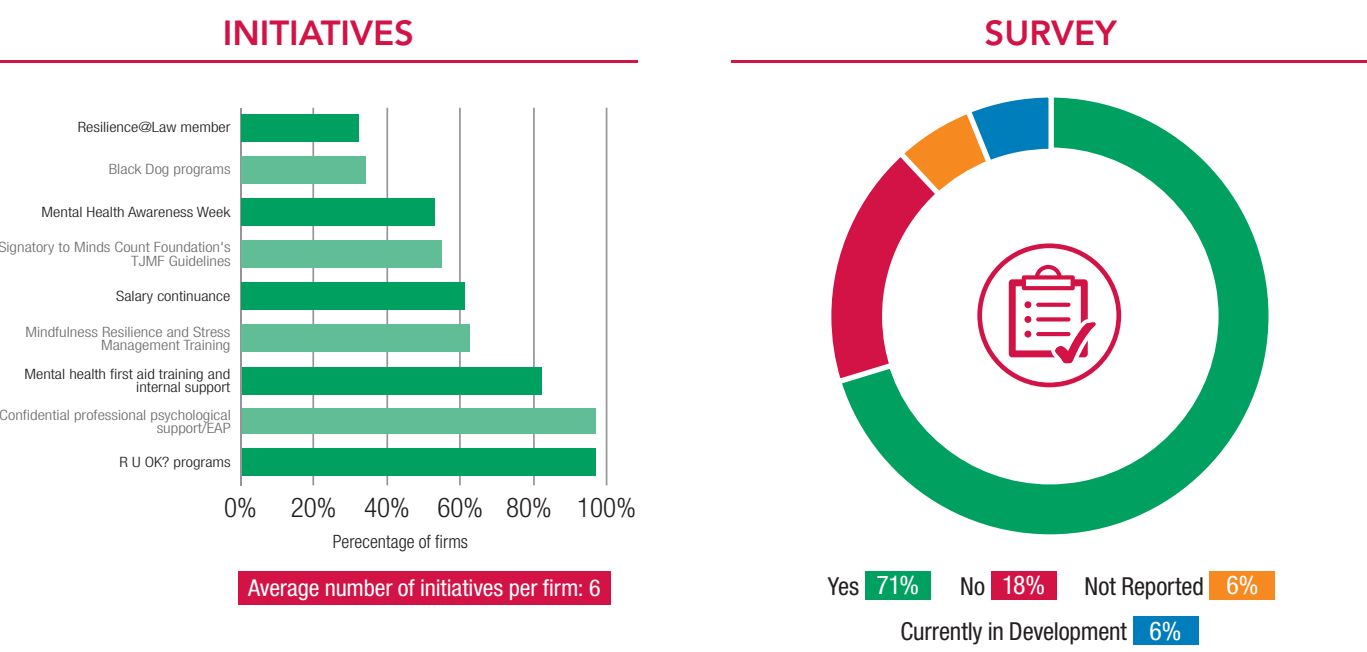
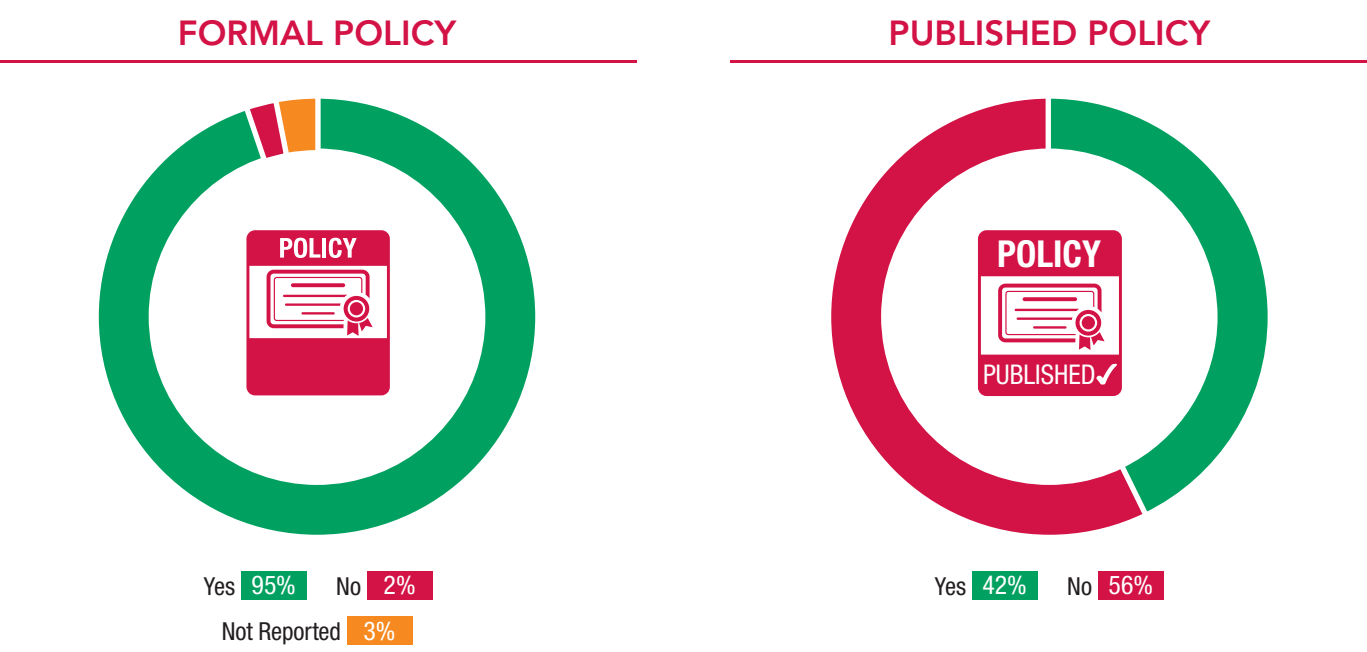
Working from home can be beneficial in particular circumstances but it does expose a number of pre-existing issues that are difficult to manage in a pandemic environment

- dealing with uncertainty- uncertainty as one of the two biggest challenges during this time. COVID-19 has bred myriad uncertainties in people's lives, none more common than job insecurity or the practicalities of workload.
- maintaining boundaries - technology provides flexibility which helps workers to balance professional and personal responsibilities. However, it also enables work to intrude into the people's personal lives and reduce the time for recuperation.
- Lost social connection and support - the Australian Bureau of Statistics found that loneliness was the most common stressor during COVID-19. Professional connection and social identity as a part of a team lays the important groundwork for peer support

Legal Sector Response

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

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



PSYCHOLOGICAL WELLBEING

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

[Minds Count](#) (previously named the Tristan Jepson Memorial Foundation) is an independent charitable organisation with 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

The Law Council of Australia's [mental health and wellbeing portal](#) is an initiative designed to provide a centralised source of information about mental health for the legal profession. It highlights the range of resources and assistance services currently available through the Law Council's Constituent Bodies, as well as through national initiatives.

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

2021 AusLSA Member Performance

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

The number of AusLSA members with formal policy-based commitments to address psychological wellbeing is now at 95 percent. The AusLSA framework encourages the disclosure of mental health issues and firm policies to reinforce management values and a culture of leadership that helps to reduce stigma of caring for mental health. This year an additional 4 firms published these commitments however these are still in the minority at only 42 percent.

Strong management and governance supports the implementation of policy and delivers greater potential to improve awareness and shift firm culture. All but two of these firms have a management structure in place for their policy implementation with 44 percent of firms allocating the responsibility to a partner in the firm. The inclusion of workplace committees is a signal that addressing mental health is embedded in firm culture. While the total number of committees remained constant the percentage of firms with committees reduced this year from 59 to 50 percent caused by a number of new AusLSA members reporting.

There has been a reduction in the percentage of firms that were signatories to the Minds Count - Tristan Jepson Memorial Foundation Workplace Wellbeing Best Practice Guidelines for the Legal Profession which has reduced to 55 percent from a peak of 67 percent in 2019.

Firm based activities and initiatives to address mental illness and support psychological wellbeing were common with all surveyed firms providing programs. On average firms had 6.4 different initiatives in place, an increase from 5.9 last year.

The most popular initiatives in 2021 were confidential professional psychological support and the RUOK day both with 97 percent participation. Two additional firms provided mental health first aid training which is now provided by 82 percent of firms.

Challenges and Opportunities

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

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

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

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

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

Systematic research and information gathering about the firm's mental health is needed, particularly when firm's face to face interactions are more fragmented. We must invest in a better understanding of the resilience of the people by monitoring and reporting the types and level of hazards. Over time, the improvement 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.

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

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

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

PHYSICAL WELLBEING

Introduction

Health is a state of holistic physical, mental, and social wellbeing and not merely the absence of disease or infirmity. Increasingly, medical researchers are finding new evidence of the interdependence between our physical health and other areas including the resilience of our mental and social states.

COVID Impacts

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

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

- 47 percent of people thought their levels of exercise was worse,
- 39 percent reported that they had gained weight
- 38 percent felt they had less quality personal time,
- 36 percent felt their diet was worse and
- 32 percent aren’t sleeping as well.

At Work

Early evidence suggests that people have responded 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.

At law firms

Law firms have long understood the link between their team’s health and the levels of engagement and productivity of their workforce. Many AusLSA members already recognise their broader obligations to their workforce, 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.

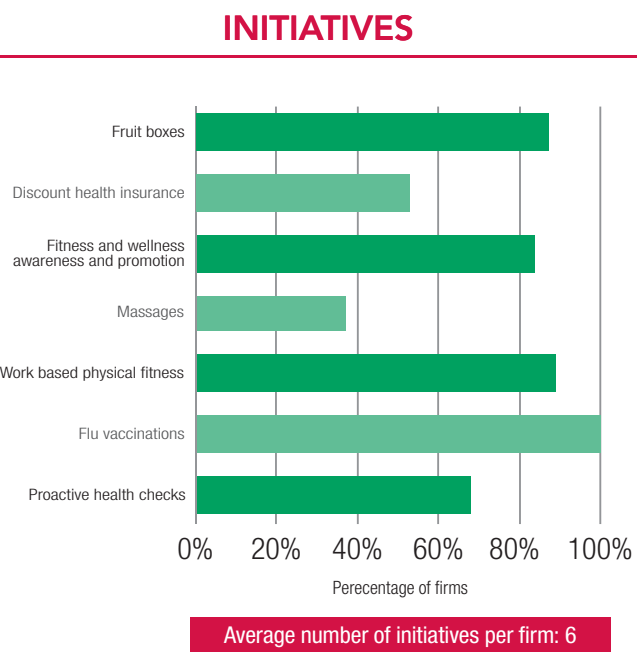
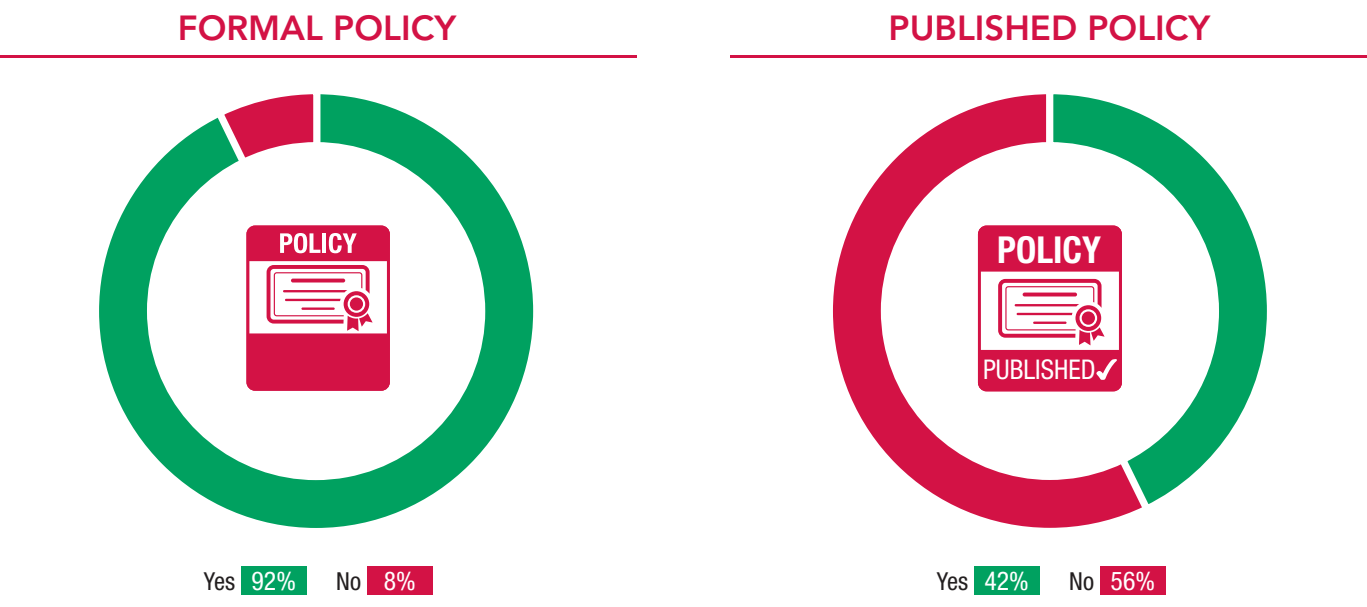
Employers, in addition to social responsibility and the benefits to organisational health, have a legal duty of care to provide a safe workplace for their employees.

2021 AusLSA Member Performance

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

Ninety two percent of firms again reported having a physical health and wellbeing policy or strategy. All but one member had allocated the responsibility to implement their policy to director or manager within the firm. Sixty-eight percent of these firms also involved workplace-based committees (up from 48 percent last 3 years) 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 programs 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 however the percentage of firms providing health checks reduced from 72 percent to 68 percent of firms (most likely because of office disruptions). Workplace physical fitness programs including gym memberships, mat style and HIIT classes were also popular and were still provided by 89 percent of firms.



PHYSICAL WELLBEING

Challenges and Opportunities

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

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

The challenge is how to deliver this health support in a COVID environment. 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.

The risks of poor ergonomics and poor work habits pose a significant risk of repetitive stress and illnesses caused by inactivity and sitting poorly. Under the COVID restrictions it has been difficult to quickly identify the amount of risk and 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.

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

But there is an important health and safety issue that is new and that is the threat of COVID transmission in office environments. Firms will have already prepared for some of the mandatory protocols that have been in place during lulls in lockdown such as enforcing mask check-ins, cleaning and distancing... but some may need to adapt to and expended and continuing set of requirements as their employees return.

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

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



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

Modern communities transcend locality and are increasingly made up of people and groups who are drawn together based on their shared interests, objectives and values.

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:

- managing their organisation based on a business vision, mission and objectives that serve the interests of the community and avoid adverse social impacts or community harm.
- providing core services and products that address community 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

Introduction

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

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

COVID Impacts

This year, pro bono programs have been responding to a series of massive social disruptions and disasters: the continuing consequences of the 2019/2020 bushfire disaster, the 2021 east coast floods, Cyclone Seroja in WA, the WA Wooroloo bushfires, and more than 18 months of a COVID pandemic.

In response to the bushfire disaster a wide range of organisations within the legal assistance sector (including Legal Aid NSW, Victoria Legal Aid, Justice Connect, CLCs NSW, the Law Society of NSW, the Law Institute of Victoria, the Victorian Federation of CLCs, the NSW and Victorian Bar Associations, Financial Rights Legal Centre, and the Australian Pro Bono Centre) coordinated a response to mobilise resources and develop a formalised process for volunteering pro bono legal support for those affected. Following the east coast floods, Justice Connect has been coordinating law firm pro bono legal help to individuals, small businesses, farms and community groups. In WA, Law Access collaborated with community legal centres and Legal Aid WA to establish a panel of pro bono lawyers to assist people affected by Cyclone Seroja and the Wooroloo bushfires. The legal assistance sector has learned from previous disasters that the need for pro bono support to assist recovery from large natural disasters like floods and bushfires is a long-term commitment which continues long after the initial trauma of the event.

The COVID-19 pandemic continues to impact organisations and people differently. It is now clear that those most significantly affected are those who were already vulnerable or experience social inequality. The pandemic has created a range of simultaneous economic, employment, health and equality emergencies which have been felt most significantly by individuals already experiencing disadvantage, and those not-for-profits, community organisations and charities that assist them.

As the impacts of the COVID-19 pandemic have intensified, legal pro bono providers have felt the pressure to adapt to the increased and changed demands while innovating to deliver their support in an effective and safe way.

At Law Firms

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

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

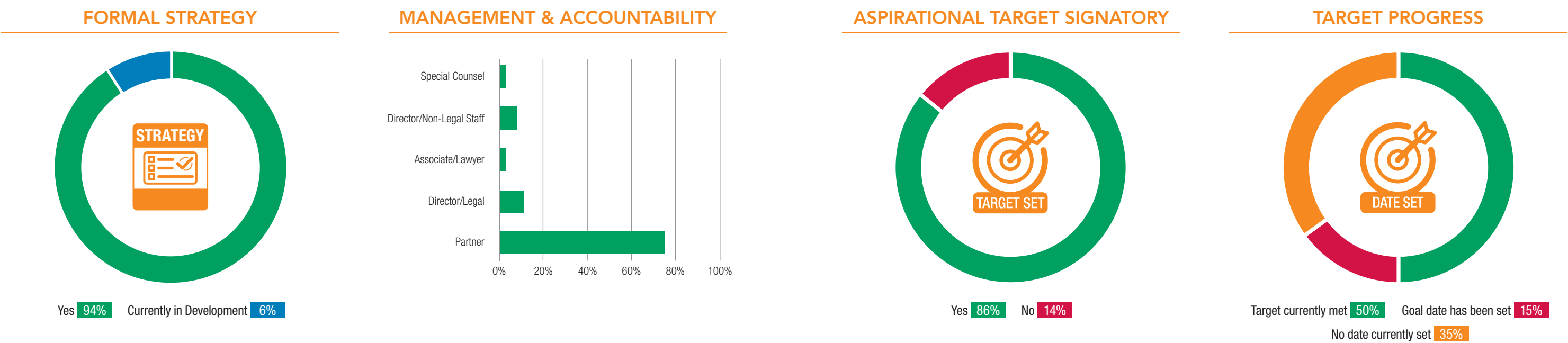
Since the Target was established in 2007 the number of Target signatories has increased from 58 to 270, including 29 in-house target signatories. Signatories to the Target now cover 16,435 FTE lawyers who conducted a total of 641,966 hours of pro bono legal work in FY2021. Signatories undertook an average of 39.7 pro bono hours per lawyer (which is equivalent to 357 lawyers working full time for one year, according to [the 14th Annual Performance Report of the Target](#)). The 14th Annual Target report, which covers a significant period affected by the bushfire disaster, the east coast floods, the west coast disasters and the COVID pandemic, finds that in FY2021 the total pro bono hours undertaken by signatories increased by 16.4 percent, and the number of lawyers covered by the Target increased by four percent, when compared to FY2020.

2021 AusLSA Member Performance

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

All AusLSA law firm reporting members indicated that they have a formally endorsed pro bono strategy in place or in development. All but one of these firms had a formally appointed 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 46 to 75 percent in the last three years.

Eighty-six percent of all AusLSA members are signatories to the Target (an increase from 81 percent last year), with 50 percent of those members currently meeting the Target and a further 15 percent setting goal dates within which to achieve it.



PRO BONO PROGRAMS

Challenges and Opportunities

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

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

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

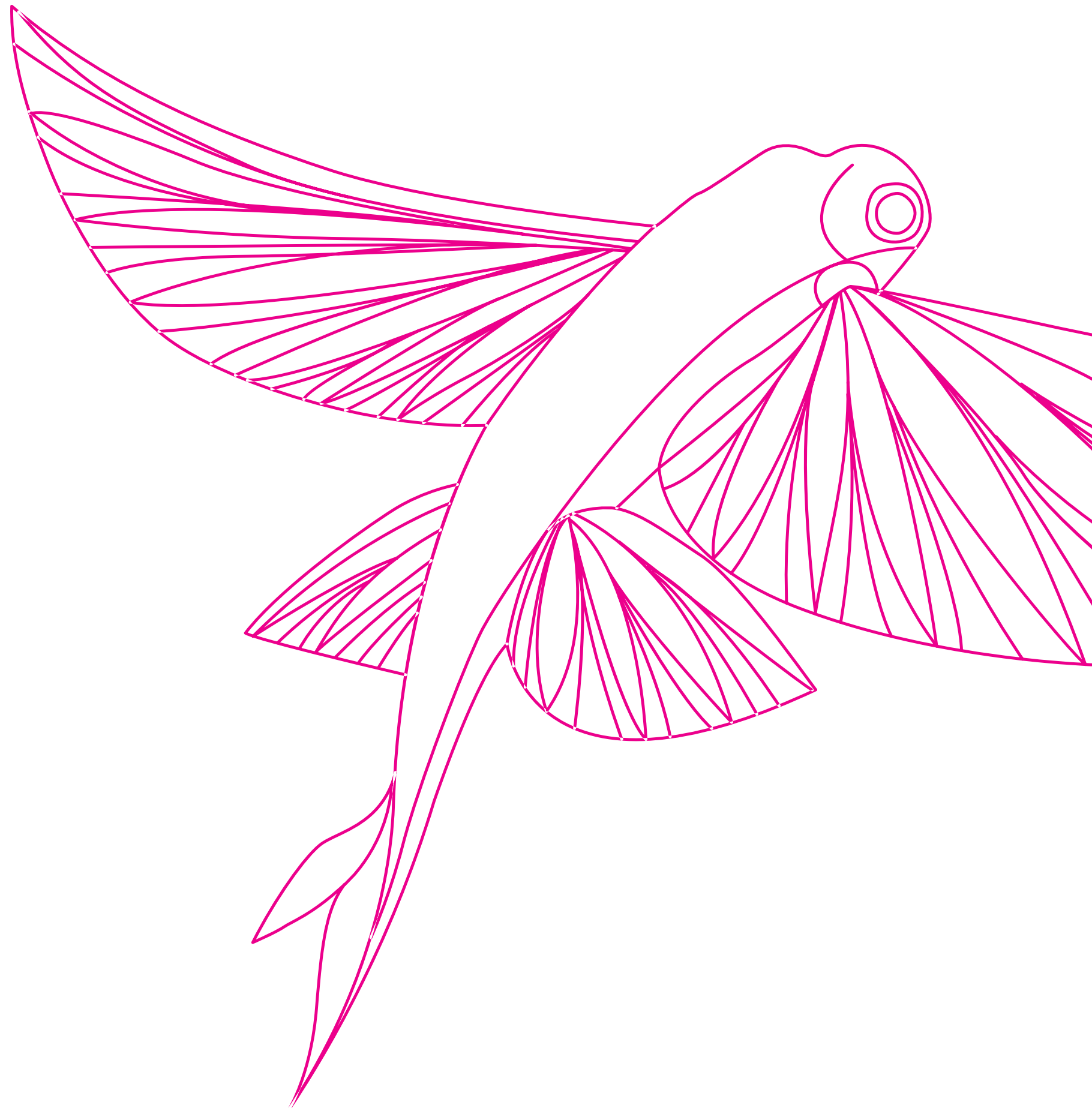
A sustainable pro bono practice requires a strong pro bono culture that embraces and prioritises pro bono work and has the support of the firm's leadership. For guidance on developing effective pro bono programs, the Centre has published [Pro bono partnerships and models – A practical guide to What Works](#).

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

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

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

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



NON LEGAL VOLUNTEERING

Introduction

According to the most recent [State of Volunteering in Australia](#) report, volunteers comprised an average of fifty-seven 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.

At Work

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

More recent research from Volunteering Australia and the [ANU Centre for Social Research and Methods](#) shows that voluntary work has been impacted harder by the COVID-19 recession than paid work. Many of the lockdown and social distancing restrictions had eased across Australia by April 2021. However, many of those who had previously volunteered but had stopped doing so due to COVID-19 had not returned to volunteering:

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

The survey showed that volunteers had a higher level of life satisfaction prior to COVID-19 than non-volunteers. The impact of COVID-19 on life satisfaction and loneliness varied by volunteering behaviour over the period, with those who managed to continue volunteering during COVID-19 faring much better.

- Australians who had stopped volunteering since 2019 had a greater loss of life satisfaction than those who continued to volunteer during COVID-19. Loss in life satisfaction appears to have occurred between April and October 2020.
- Those who stopped volunteering were far more likely to say that they felt lonely at least some of the time than those who continued volunteering.

At Law Firms

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

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

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

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

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

Volunteering provides benefits to law firms which include

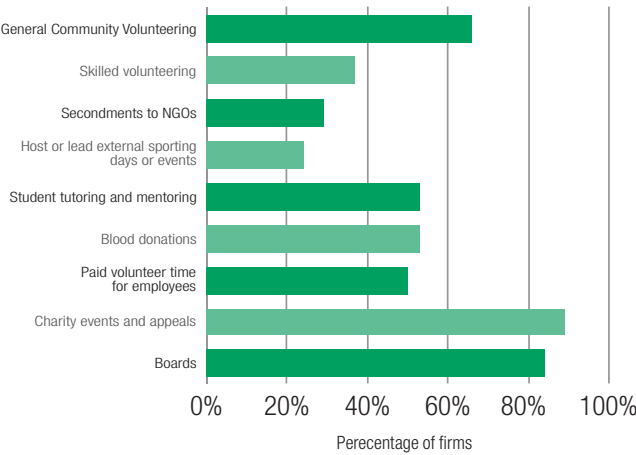
- company pride and loyalty from staff
- positive image and recognition by external stakeholders
- staff morale, motivation, team spirit and initiative
- relationships between people from different areas of the organisation
- employee attendance, recruitment and retention
- professional and skill development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

VOLUNTEERING COORDINATION



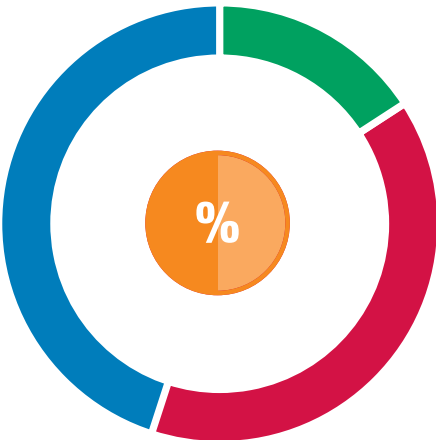
Yes 78% No 9% Not Reported 9%
Currently in Development 3%

INITIATIVES



Average number of initiatives per firm: 4

PARTICIPATION MONITORED



Yes 16% No 39%
Currently in Development 45%



NON LEGAL VOLUNTEERING

2021 AusLSA Member Performance

2020-21 has been a difficult year for law firms to effectively deliver their non legal volunteering programs. Non-legal volunteering has traditionally been based on face-to-face engagement which hasn't been practical during the pandemic shutdowns. While some volunteering has pivoted to remote delivery there has been a hibernation.

Ninety two 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 four 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 that law firms undertake include

- Charity Events and Appeals – 89%
- Student tutoring and mentoring – 53%
- Blood Donations – 44%
- Staff secondment – 29%
- External Charity enevts – 24%

Only 16 percent of firms with volunteering programs said they monitored the levels of staff participation during the lockdown, but a further 45 percent said they were currently developing systems for future reporting. The average participation rate reduced from forty-one percent in the last pre COVID measure to 35 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 with corporates effectively. 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 volunteers and community organisations
- work with partners and service providers to innovate new options to delivering volunteer services
- Train and equip volunteers in COVID safe working
- maintain engagement with volunteers in your firm to respect the strong social connections return to pre-pandemic or 'new normal' operations. Your volunteers will likely have formed, and these connections are important to maintain
- volunteering Australia is urging all Volunteer Involving Organisations to prepare further for how COVID-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 in a more agile and responsive way to deliver programs and activities that meet the challengers of COVID.

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

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. Improved monitoring and evaluation systems will assist the firms to understand and tell the story of the benefits that come from this investment. While there are established systems in place to record and reward lawyer time provided on pro-bono legal matters, systems to record non-legal volunteering time and recognise their contribution are rare.



CHARITABLE GIVING

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

The demand for critical services provided by these not-for-profit organisations and charities is significant and growing. The bushfire crisis and the 2021 floods affected hundreds of thousands of Australians who lost homes, livelihoods, and businesses and suffered both physical and mental injury. Sector research from Our Community has shown that, as the pandemic continued, organisations providing family violence, homelessness, food relief and childcare services had been particularly hard hit by increased demand.

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

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

2020 and 2021 have proven to be two of the most difficult years for Australia’s Not for Profit (NFP) sector. The devastating impact of years of drought, bushfires and Covid-19 have led to what has been referred to as “a trilogy of terror threatening the Australian community sector, which is facing increased demand for services, a reduction in donations and a catastrophic collapse in volunteering.”

The early forecasts and data for levels of donations during COVID-19 were worrying with annual giving falling four percent to December 2020. Various categories of NFPs fared differently with the levels of giving to health and international aid improving while small reductions were experienced in environment/animals and religious causes. The largest falls were experienced in arts, education and social services. A 2021 report from JBWere indicates that the reductions experienced in mass market donations have been offset by high net worth giving and corporate community investment which both grew strongly during 2020. The rebuilding process is ongoing and will take significant resources and effort from the Australian charity sector over many years

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

In response to changing demand for services and revenue opportunities charities have been adjusting in various ways. [Philanthropy Australia surveyed 101](#) grant-makers about the impacts of COVID on their plans and experiences. It found that eighty-eight percent of respondents had reviewed how to better 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.

1. Workplace Giving

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

The [2016 Giving Australia Report](#) showed that eighty-five 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 FY20 shows that working Australians donated approximately \$53m to charities through employee payroll giving which was then multiplied by employer contributions. The ATO data shows that 4.1 million working Australians at 6,590 employers have access to payroll giving. However, only 211,316 are giving (~five percent). The average donation from these donors is \$247 p.a.

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

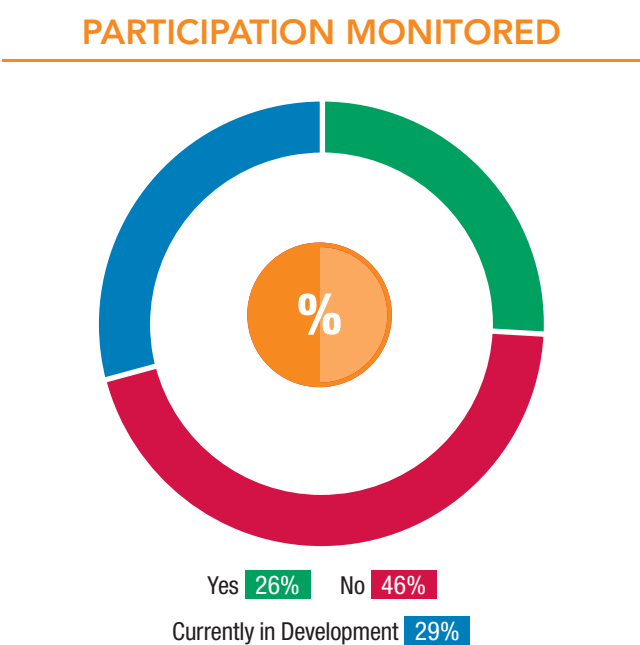
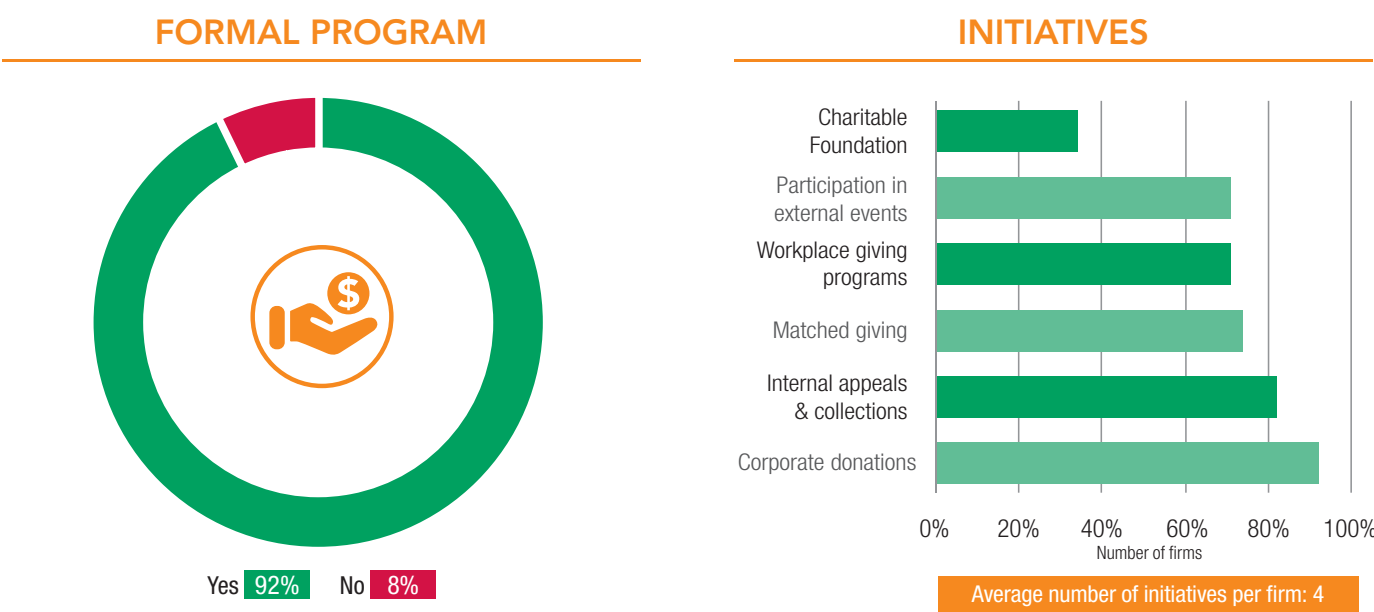
In addition to a Count Me In model, WGA’s review of 150 workplace giving programs has found that there are a series of drivers for supporting giving and volunteering:

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

2. Corporate Giving

The [2016 Giving Australia Report](#) found 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.



CHARITABLE GIVING

2021 AusLSA Member Performance

2021 has been a difficult period for many law firms to deliver their normal giving programs. The ability to engage with staff who maybe under personal and professional stress while also managing significant operational disruption has been difficult. Also, the capacity to deliver firms planned programs, which are often designed around a physical presence in the workplace, has also greatly reduced.

But members commitment to giving hasn't reduced. Ninety-two percent of AusLSA's reporting members have formal charitable giving programs in place which are made up of corporate and workplace giving. All these members made donations through their business or related trusts.

Seventy-four percent operated a formal workplace giving program for staff, matching the payroll donations made by their employees. The continuation of these programs underlines the importance of regularised matched workplace giving as a resilient and substantive way for firms and their employees to give.

This year the number of firms who collected information about the participation of their employees in charitable giving programs decreased from forty-one percent to twenty-six percent with a further twenty-nine percent reporting that they were developing new processes to collect this information. This was a result of difficulties engaging with staff during office lockdowns as well as time constraints. The average participation rates recorded by those participating firms reduced from thirty-one percent last year to twenty-eight percent this year which also reflects the ability of many firms to run programs during the COVID office shutdowns.

The growth of member's participation in a range of other giving related programs flattened this year after trending up for the last three years. Firms that have formal foundation-type structures or separate entities to plan and administer their charitable giving was stable at thirty-four percent. Seventy-one percent of firms regularly undertook internal charity appeals and events compared with seventy-five percent last year. 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 fifty years. At the same time the challenges and uncertainty for law firms and their employees could impact their ability to provide, maintain or increase levels of financial support.

An increased focus on impact, strategy, and evaluation is needed if these donations and broader philanthropic supports are to meet the greatest social and environmental change. This can only be achieved when the partnerships between funders and charities are substantive, well thought out and enduring. This is a commitment not just from charities, but also to funders who need to develop in- depth understandings of the issues that are funding and be willing to build the capacity of the charity to deliver their services in the most strategic ways. It involves funders of charities sharing in planning and building programs alongside charities and investing in defined outcomes rather than buying whatever outputs may be offered.

There is undoubtedly a funding crunch for charities where the urgency and demand for their services is growing more quickly than Australia's philanthropic community's capacity to resource them. One way to increase the levels of benefit provided by services faster than available funding is to provide better connections between resources and outcomes. Leading law firms and Australian businesses increasingly integrate their charitable giving programs with their core business strategies and delivery. This model combines management support, giving, pro bono and ties their investment and outcomes into 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 6,590 employers who offer payroll giving employ almost four million workers. However, only 211,316 workers are currently donating which means that almost ninety-five percent of these employees 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.

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

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

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

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

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



RECONCILIATION IN AUSTRALIA

Australian Situation

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

The treatment of Aboriginal and Torres Strait Islander peoples since European settlement has failed to respect the sovereignty of First Peoples and perpetuated structures that have created significant barriers for the more than 864 thousand First Australians in Australia today.

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

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

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

1.

build and strengthen structures to empower Indigenous people to share decision-making with governments
2.

build Indigenous community-controlled sectors to deliver services to support Closing the Gap
3.

transform mainstream government organisations to improve accountability and better respond to Aboriginal and Torres Strait Islander peoples’ needs and
4.

improve and share access to data and information to enable Indigenous communities to make informed decisions.

Legal Sector Action

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

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

The most substantial programs are formal [Reconciliation Action Plans](#) (RAPs) which follow a framework developed and supported by Reconciliation Australia. RAPs embed the principles and purpose of reconciliation in the way organisations function, engage their staff and interact with the community and other organisations. Tailored RAPs are in place at almost 2,000 organisations which reach over three million employees or students. A further three million belong to clubs or similar groups that also have RAPs.

[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.

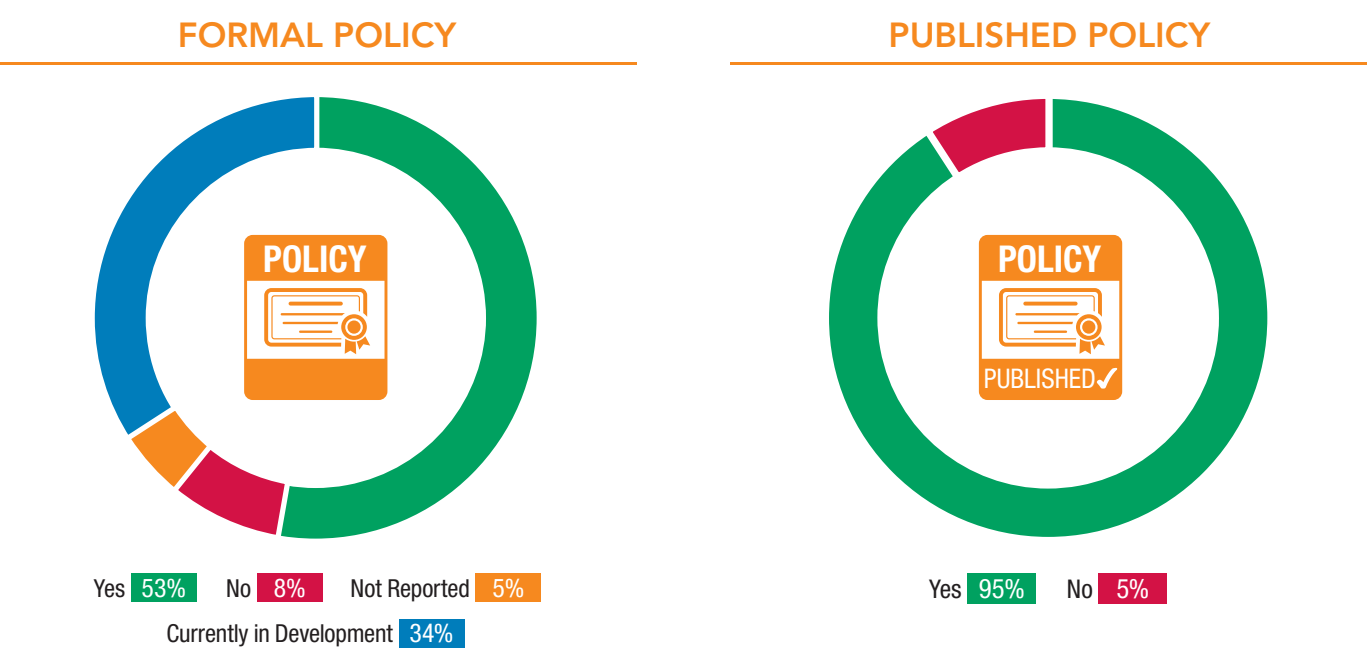
2021 AusLSA Member Performance

The last three years have seen a significant increase in reconciliation commitments and activities by AusLSA members. This year, eighty-seven percent of reporting firms either have a reconciliation strategy or have one in preparation. This is an increase from sixty-six percent over the last four years with all but one sharing their policies publicly. Eighty-nine 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 in 2019 with the management mechanisms in place including, partners, directors and with eighty percent involving in house committees.

Fifty-four percent of firms had developed a Reconciliation Action Plan (RAP) in 2021 that had been accredited 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.

The greatest change observed this year was the increase in firms providing pro bono services to Aboriginal and Torres Strait. In one year, this number of firms providing services increased from 17 to 29 (or from fifty-five percent to seventy-eight percent of firms). This growth in pro bono support from firms and their lawyers shows a spiralling level of understanding and compassion for the needs of Indigenous groups and persons which has been boosted by global Black Lives Matter exposures, triggered by police killings in both the US and Brazil, and also local exposure of the enduring Australian deaths in custody crisis.



RECONCILIATION IN AUSTRALIA

All reporting firms were involved in some type of reconciliation related programs, initiatives and events to raise awareness and provide recognition of reconciliation and the issues and barriers that Aboriginal and Torres Strait Islander peoples face. On average firms undertook an average of six activities each in 2020-21 which has increased from five last year and three in 2019.

An additional four firms took part in NAIDOC Week activities this year taking the participation up to seventy-six percent of firms. This was the most popular initiative followed by seventy-three percent of active firms that provided Aboriginal and Torres Strait Islander cultural awareness training. Participation in other initiatives also grew again this year including National Reconciliation Week activities – sixty-eight percent, scholarships and student mentoring – forty-one percent, Aboriginal and Torres Strait Islander employment and internship programs – fifty-nine percent, affirmative procurement programs – fifty-one percent, non-legal volunteering and secondments – thirty-two percent and structured collaboration for reconciliation – thirty-two percent.

Challenges and Opportunities

Clearly reconciliation hasn't been achieved in Australia yet. The legal sector needs to accept a responsibility to both participate and lead toward this goal. We need to keep doing what we are doing but we also need to find new ways to achieve even more.

Having plans and policies is an important part of the challenge but strong leadership, commitment, and transparency are possibly the most important factor in changing established beliefs, behaviours and outcomes. In businesses this requires deeper engagement by leadership, employees, stakeholders and more meaningful connections with Aboriginal and Torres Strait Islander peoples. One-to-many types of engagement events are common in many law firms but can be superficial if they are not part of a deeper set of engagements.

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

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

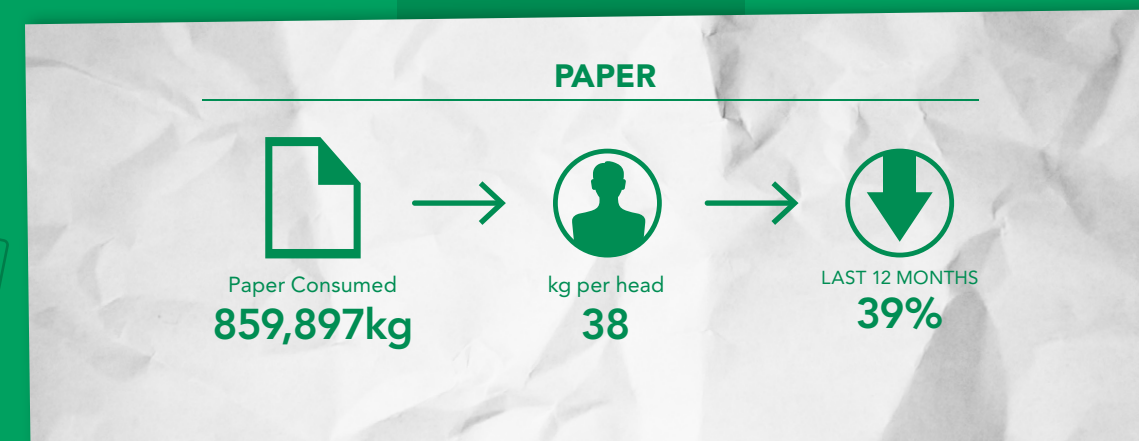
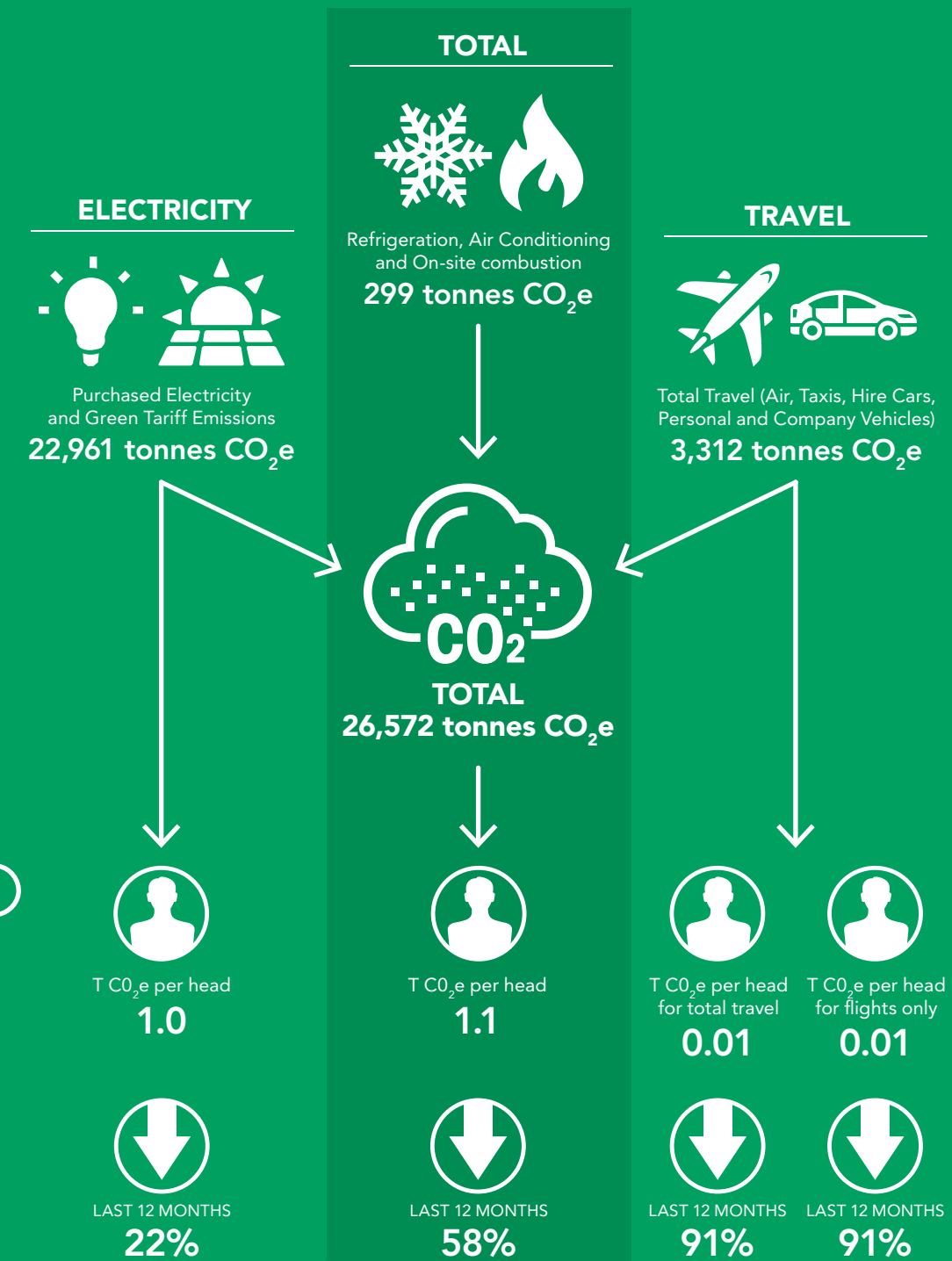
Increasingly Aboriginal and Torres Strait Islander businesses are providing supplier diversity through competitive goods and services that are used by law firms and other businesses. But for these businesses to grow and to increase their range of products and services further they need the increased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

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

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



ENVIRONMENTAL PERFORMANCE 2021 HIGHLIGHTS



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

ENVIRONMENTAL PERFORMANCE

AusLSA commenced reporting on member’s environmental commitment and performance in 2009. Since that time the collection of data has evolved, and the depth of analysis increased. Also during this time the level of awareness and accountability for action among members has increased significantly which is reflected in the number of law firms participating and the nature of the commitments and level of performance they are reporting.

This year Australia has experienced high levels of lockdowns and border closures, which has resulted in dramatic reductions in most environmental reporting data. In last year’s report, which included only a few months of the effects of COVID, we commented that the environmental report showed “a year like no other” with reductions in energy, travel and paper use. This year, we have experienced a full year of those disruptions and the results have continued the downward trend from last year.

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

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

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

2021 AusLSA Member Performance

Despite the significant disruptions from the COVID shutdowns, there has been no reluctance from AusLSA’s Member firms to participate in this year’s report. In fact thirty-eight firms provided their data this year which is up from the highest previous participation of 33 firms last year.

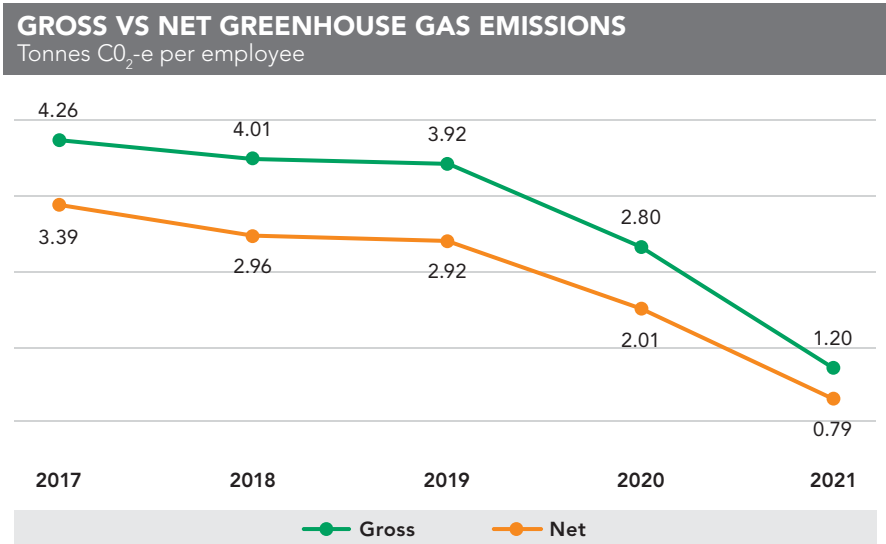
This represents a total of 22,672 law firm employees, an increase of seven percent over last year. Increases in staff numbers covered by this year’s AusLSA reporting can be attributed to the addition of increased numbers of reporting firms, and the return of firms who were unable to report last year. Twenty firms experienced a growth in staff numbers during 2021 and nine firms recorded a decrease.

Greenhouse gas emissions followed the continuing downward trend since last year with COVID impacting on business operations causing dramatic reductions in resource use. The various state government lockdowns and firm-based safety measures reduced the consumption of electricity in member’s offices. Air travel effectively ceased reducing emissions from total business travel. Paper consumption also decreased markedly which follows increased uptake of digital systems and processes by firms, clients and courts as well as an increase in remote working.

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

The COVID emergency has shown us the legal sector can change behavior to continue to conduct business, remain profitable and, for most AusLSA members, to grow.

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



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.

Electricity retailers in Australia allow consumers to purchase some, or all, of their electricity as renewable energy or as the certified product called ‘Greenpower’. Purchase of renewable energy prevents the production of greenhouse gas emissions from electricity and reduces a firm’s overall carbon footprint.

Australia has added on average more than 6 GW of renewable capacity each year since 2018 and this level of investment is expected to continue through to 2022, reshaping Australia’s electricity sector. During 2020, 7 GW of new renewable energy capacity was added to the national grid exceeding the original forecast of 6.3 GW. Overall, total renewable generation in the National Electricity Market has climbed to thirty percent at the end of 2021.

Another means of reducing the impacts of carbon emissions from electricity and gas use, or business travel is by purchasing carbon offsets. Carbon offsets are produced by organisations and projects around the world that avoid or remove carbon emissions (such as renewables, revegetation, land management/agricultural practices, building efficiency, and biogas projects). These projects often deliver a wide range of collateral benefits, in addition to the capture of carbon, which support environmental biodiversity, as well as social and economic outcomes to the communities where the project is located. One carbon credit unit removes or prevents one tone of carbon dioxide equivalent. Australian companies purchased, sixteen million Australian carbon credit units or offsets in 2021.

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

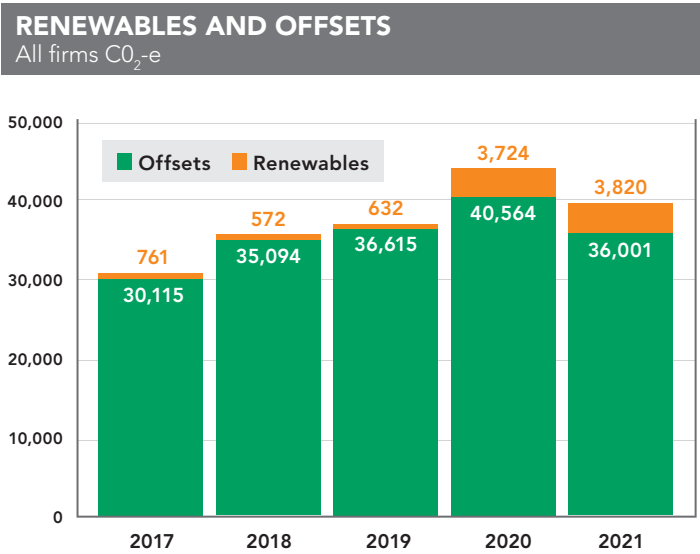
2021 AusLSA Member Performance

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

- eight of AusLSA member firms purchased carbon offsets,
- one purchased renewable energy and
- four purchased a combination of both.

The below graph shows that ninety percent reductions of firm’s greenhouse gas nettable reductions were from the purchase of voluntary carbon offsets with ten percent from the purchase of renewable energy. This is most likely because the costs of offsets are significantly lower per tonne of carbon abatement. Offsets also generally provide an additional social and environmental value realised from their production which aligns with firms’ other priorities.

The ongoing effects of COVID lockdowns reduced the gross emissions of law firms by fifty-three percent in 2021 and sixty nine percent since COVID disruptions commenced. This is reduced the total offsets and renewables required by participating firms to be carbon neutral.



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 from the generation of electricity from fossil fuels is still Australia's largest source of emissions although this ratio is showing.

a long-term decline as the proportion of renewables in the electricity mix grows. For the aggregated period of 1990 to 2021, Australian's national emissions from electricity accounted for **thirty-three percent** of the greenhouse gas inventory.

COVID, however, has altered the consumption of electricity by different sectors. Where commercial demand previously exceeded residential demand, this has now been reversed. In a pre and post COVID [comparison in Melbourne](#), commercial demand decreased by seven percent and residential demand increased by fourteen percent.

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

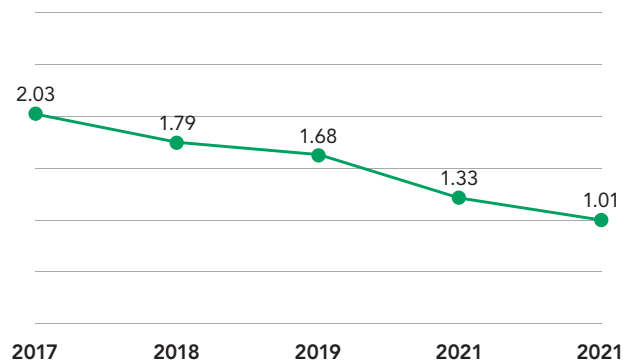
2021 AusLSA Member Performance

The pausing of air travel during 2021 has altered law firm's greenhouse gas emission profile. Emissions from electricity use now exceeds travel and this year accounts for eighty-six percent of members' gross greenhouse gas emissions.

Even though the emissions from electricity has grown as a proportion of member's total emissions, office electricity use reduced by twenty-four percent last year and forty percent since COVID began. These reductions can be attributed to low building occupancy while being available for, centralised IT systems, remote access and emergency workers.

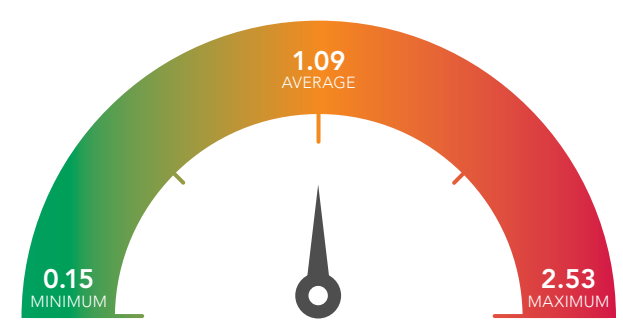
ELECTRICITY EMISSIONS

Tonnes CO₂-e per employee



2021 ELECTRICITY

Tonnes CO₂-e per employee for all firms



BUSINESS TRAVEL

Across Australia, the impact of COVID restrictions has reduced emissions from transport by 13 percent.

In the year to March 2021, transport accounted for 17.5 per cent of Australia's national inventory. (Source: [Quarterly Update of Australia's National Greenhouse Gas Inventory: March 2021](#)). The transport sector includes emissions from the direct combustion of fuels by road, rail, sea and aviation transport. While global air travel accounts for only two to three percent of Greenhouse Gas Emissions.

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

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

2021 AusLSA Member Performance

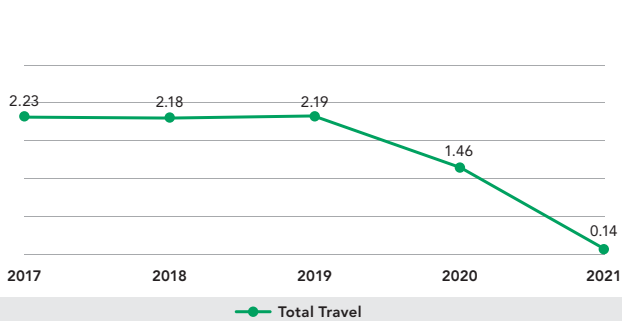
Emissions from business travel this year reduce to only twelve percent of members' gross emissions. Border closures and lockdowns meant that air travel almost ceased. Of the total travel emissions, thirteen percent of those related to hire cars and taxis. The good news is that firms were able to become more reliant on video-conferencing tools and other wide-area audio and video technologies, with little detriment to client service.

Business travel emissions per employee reduced to 0.14 tonnes per person, a reduction of ninety-two percent from last year.

The current experiences in being able to effectively conduct business without high travel emissions from flying provide an important precedent as firms are consider options to limit growth in post COVID greenhouse gas emissions.

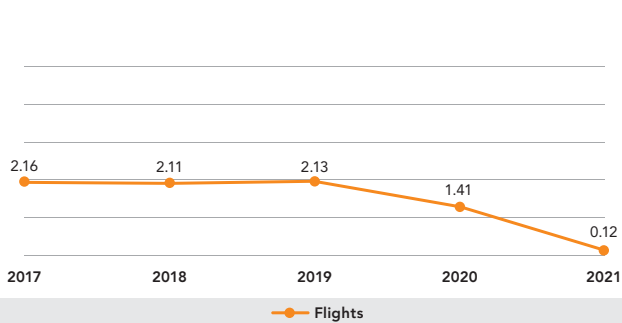
TOTAL BUSINESS TRAVEL EMISSIONS

Tonnes CO₂-e per employee



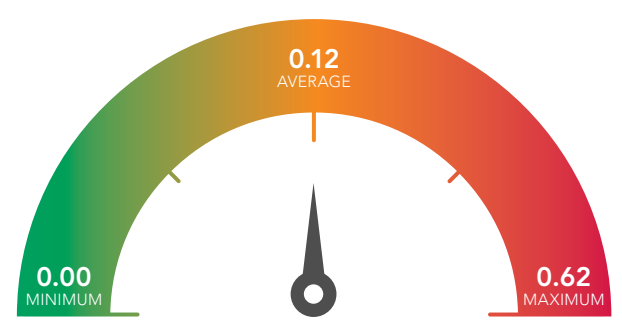
BUSINESS FLIGHT EMISSIONS

Tonnes CO₂-e per employee



2020 TOTAL TRAVEL

Tonnes CO₂-e per employee for all firms

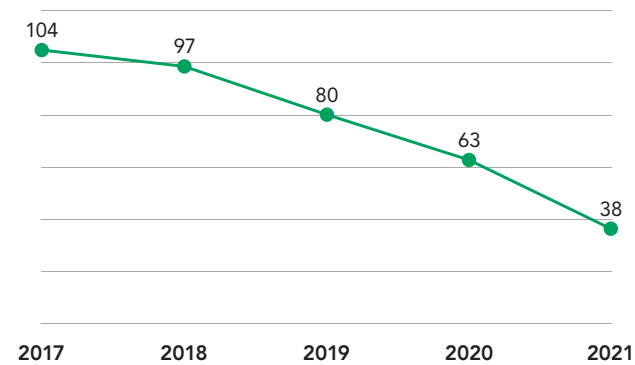


PAPER USE

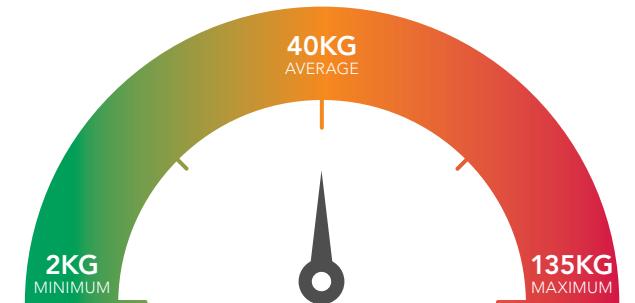
Four Hundred reams of A4 office printer paper weighs one tonne. Its production requires 24 trees plus the water, oil, landfill and associated pollutants generated through manufacture. The paper industry uses more water to produce a tonne of product than any other industry.

Globally, there has been a sharp decline in the need for paper as commerce is forced to quickly adapt to electronic formats because of COVID disruption. According to [Forbes Magazine](#) large paper companies are closing factories to adapt to a market that no longer demands vast quantities of paper and [Nikkei](#) reports that the production of office print paper in developed countries has reduced by between twenty to thirty percent.

PAPER USE
kg per employee



2020 PAPER CONSUMPTION
Per employee for all firms



2021 AusLSA Member Performance

In Australia, law firms their customers and courts and tribunals have all made significant changes to the way in which they operate through the extensive use of digital technology to facilitate document submission.

Firms have been consistently reducing the amount of paper they consume through technology, improved processes and necessity. The amount of paper used by AusLSA members since 2017 has reduced by almost two thirds (sixty-three percent). This year AusLSA members have reduced paper use by 460 tonnes this year which is thirty-five percent in total weight, or thirty-nine percent per employee. 2021's savings are equivalent to 184,000 reams, 614 pallets or 38 semitrailers loaded with paper

It is disappointing, however, that of the remaining paper used by firms, only around 30% is recycled. This is a similar level to last year, but has grown from 2019 when the figure was only 22%.

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

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 economics and quality.

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

Advantages of recycled paper compared with virgin pulp

- thirty-six 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 shouldn't assume that all certification standards are equivalent and that all certified forest products come from sustainably managed forests. There are important differences that consumers should be aware of.

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

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

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

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

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

However, Australian Paper is also the only Australian manufacturer of A4 copy paper that still uses native forest timber harvested by Vic Forests. This supply of native forest logs is certified by the

industry backed Australian Forestry Standard but does not meet the additional requirements of Forestry Stewardship Council certification.

Beware of Greenwashing!

Many products are now being labelled as 'green' even though they still have negative environmental 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.

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

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

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

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

Reporting and transparency is another fundamental principle of good governance and accountability and a feature of sustainable 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

Introduction

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

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

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

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

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.

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.

At Law firms

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

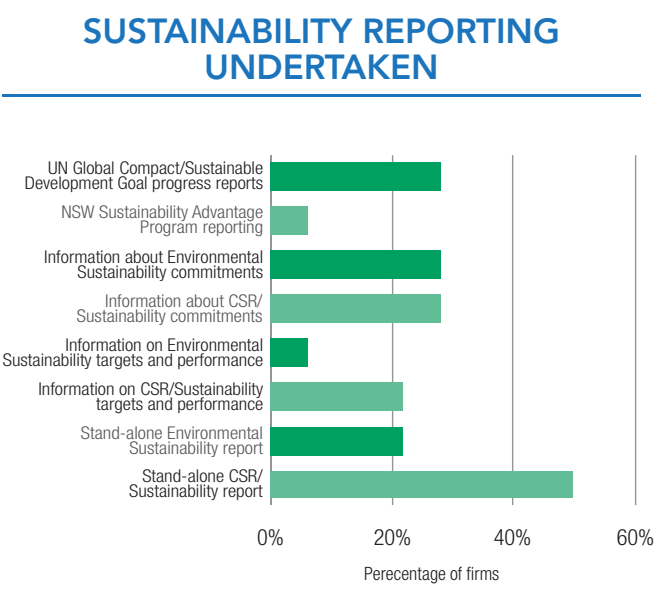
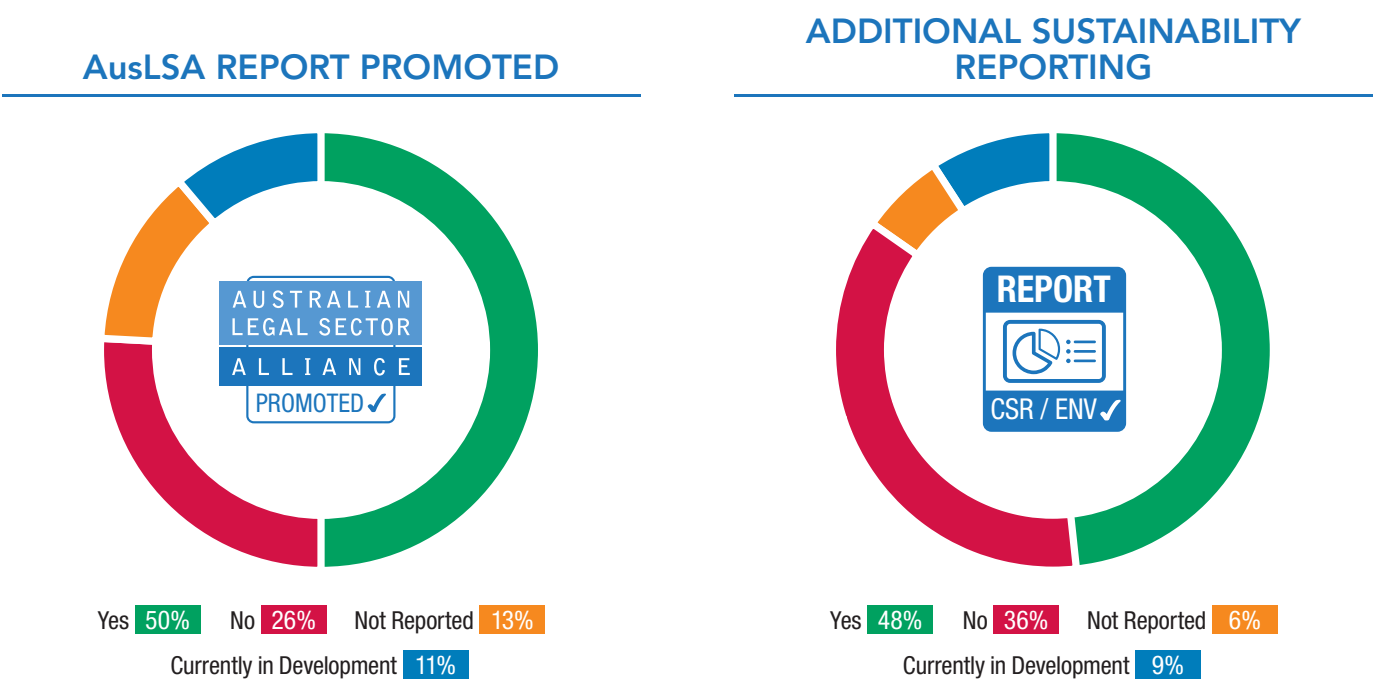
The capacity of the not-for-profit sector to support law firms is growing strongly and an increasing number of law firms are joining these programs help guide their activities and reporting. Examples of NGOs which provide high quality support to law firms include the Workplace Gender Equality Agency,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

2021 AusLSA Member Performance

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

2021 has been an enormous year for growth in law firm’s sustainability reporting. Despite the massive interruptions to their businesses and operations, restrictions to records, access and competing operational priorities, this year 93 percent of AusLSA members chose to participate sustainability reporting with 90 percent publicly providing their sustainability report. This is an increase from an already high 85 percent last year. The firms not reporting had only joined AusLSA late in the reporting year and did not have time to participate.

Fifty 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 11 percent of firms have advised they are preparing to publicise their report in 2021.



SUSTAINABILITY REPORTING

Forty-eight percent of firms provided additional sustainability reporting during the year and a further 9 percent were preparing to do so. This reporting is generally collected, communicated and published by the firms themselves. There has been significant growth in the number of firms collecting and publishing additional standalone reporting of their sustainability and corporate citizenship this year from 31 percent to 48 percent. This is likely to reflect both the increasing demands from customers for sustainability information and also the maturity in firm’s sustainability programs and data collection. Additional reporting undertaken for external programs this year includes reporting of greenhouse gas offsetting, modern slavery commitments, the UN Sustainable Development goals and the NSW Sustainability Advantage program.

Challenges and Opportunities

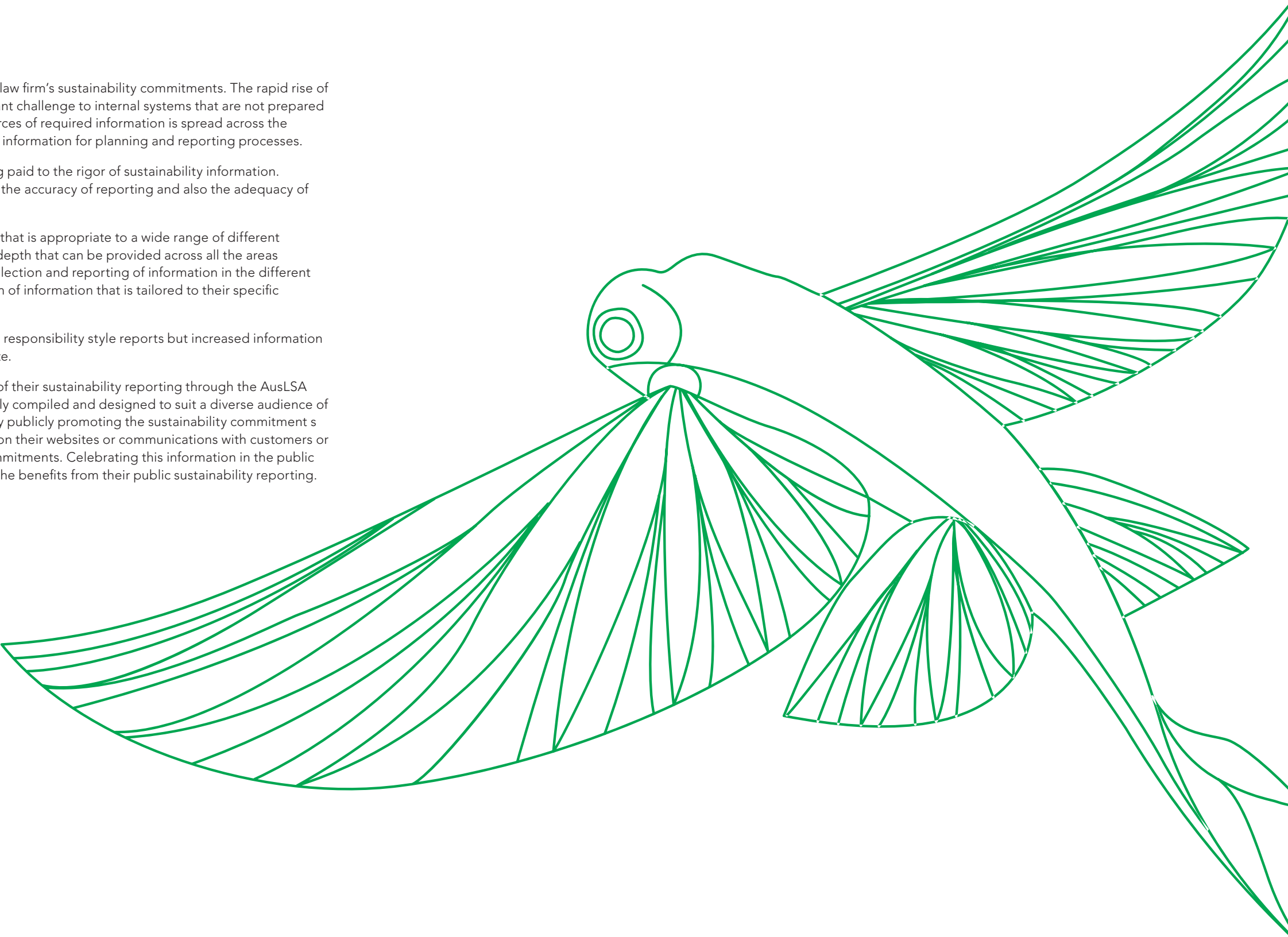
It is becoming more and more important to be able to justify and demonstrate a law firm’s sustainability commitments. The rapid rise of sustainability information being sought by law firm customers provides a significant challenge to internal systems that are not prepared to capture and report this information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

In addition to the interest in this information there is also growing attention being paid to the rigor of sustainability information. Organisations, their management and boards are being held to account for both the accuracy of reporting and also the adequacy of reporting which will bring greater internal scrutiny on sustainability claims.

AusLSA’s voluntary report is designed to allow a common approach to reporting that is appropriate to a wide range of different firm types and sizes. This approach sometimes constrains the level of detail and depth that can be provided across all the areas covered. AusLSA members should use this report as a basis for the expanded collection and reporting of information in the different sustainability programs and initiatives undertaken. This provides 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 standalone corporate social responsibility style reports but increased information can also be simply incorporated throughout relevant sections of their own website.

AusLSA member law firms have increased the scope, depth and communication of their sustainability reporting through the AusLSA annual Sustainability Insight over the last four years. The AusLSA report is carefully compiled and designed to suit a diverse audience of stakeholders. However, only half of member firms have taken advantage of this by publicly promoting the sustainability commitment s and performance. 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.



SUSTAINABLE PROCUREMENT

Introduction

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

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

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

At Work

A sustainable supply chain management program involves setting standards 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.

At Law Firms

- 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 enterprise is a business that has specific social objectives that serve its primary purpose and are becoming increasingly relevant in supply chains to law Social enterprises seek to maximize profits while maximizing benefits to society and the environment and their profits are principally used to fund social programs. Many existing products and services used by law firms are also provided by social enterprises. Catering services, stationary supplies, corporate gifts and artwork and coffee and fruit supplies are all available through social enterprises. and services, stationary and social enterprises can supply goods and services that deliberately focus on providing social benefits as a planned associated benefit of their business.

Law firms can also seek to support specific groups such as indigenous business though their purchasing decisions One example is the [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.

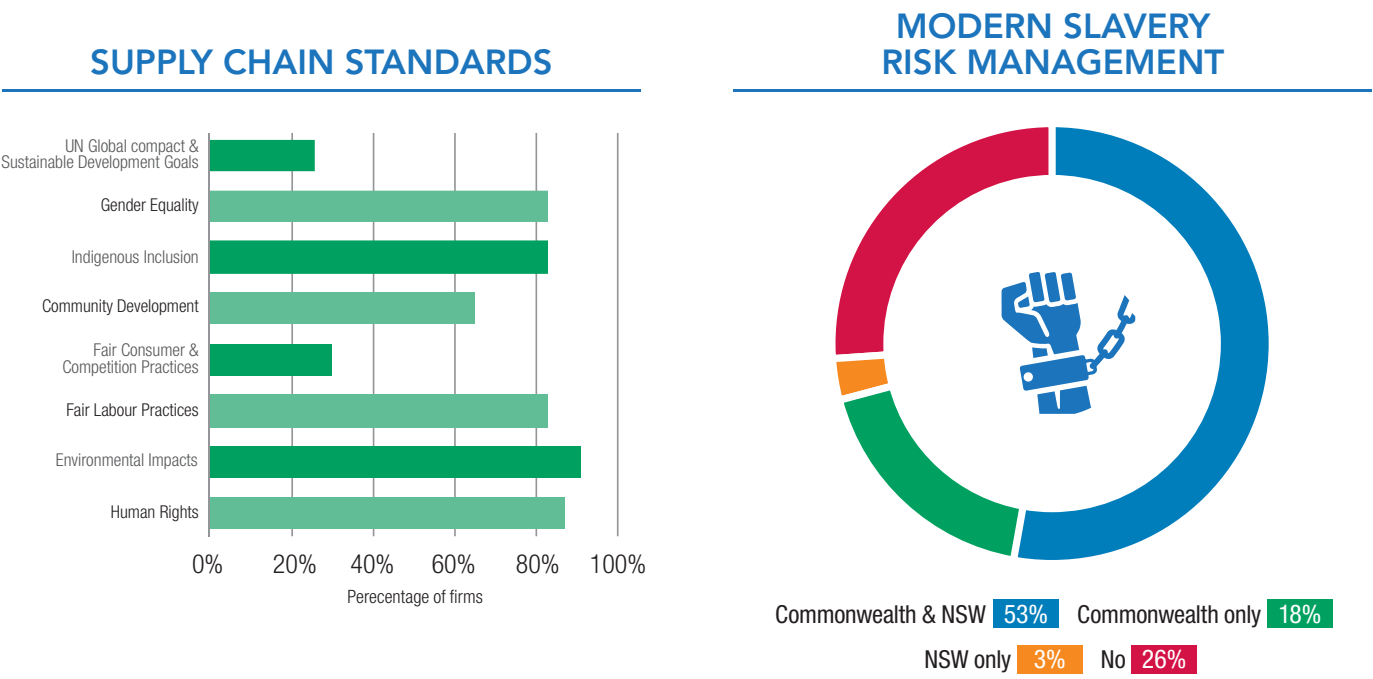
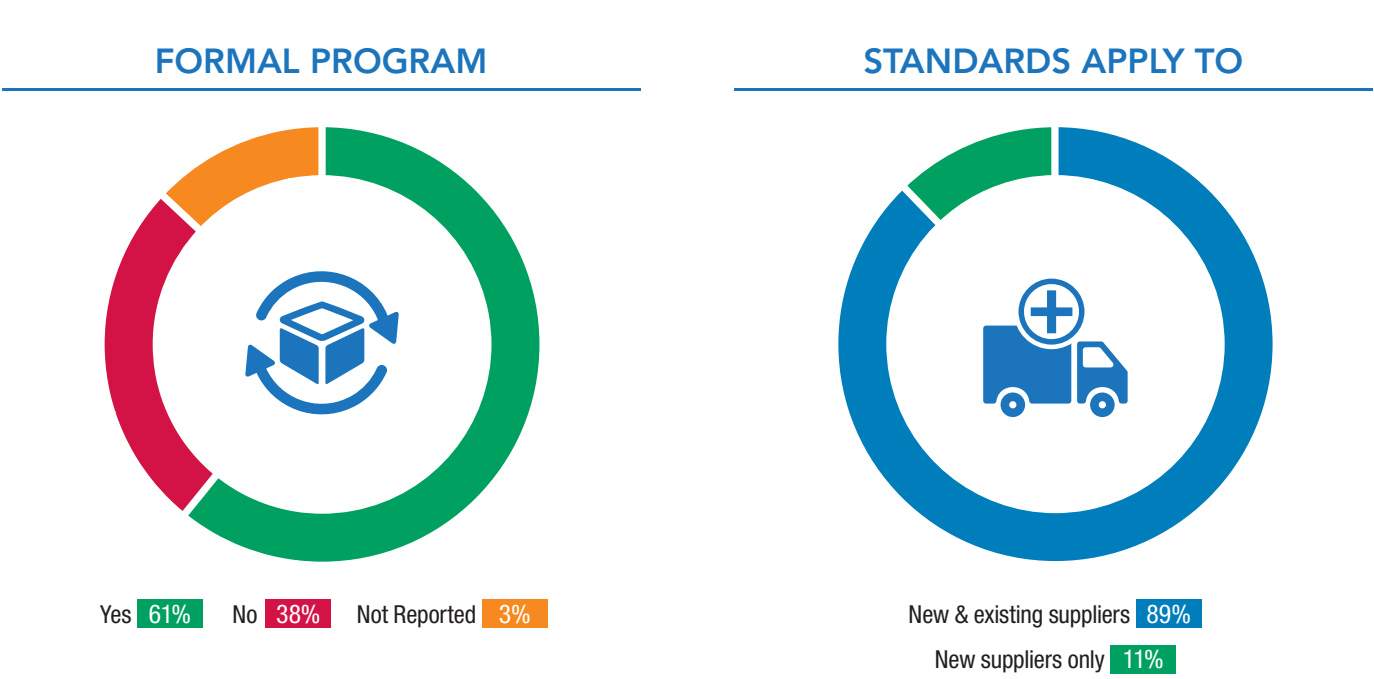
Modern Slavery

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 [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 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.

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



SUSTAINABLE PROCUREMENT

2021 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. Eighty-seven 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 popular with all firms considering them in their procurement decisions. The next most popular elements were 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 their modern slavery legislation and (which are now due on the 31 March 2022 for the majority of AusLSA members). Fifty-nine percent had commenced their programs to manage the risk of exposure to modern slavery however seventy seven percent reported that they would need to develop statements outlining progress on effective management outlined in the act suggesting rapid action will be required in many cases.

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.

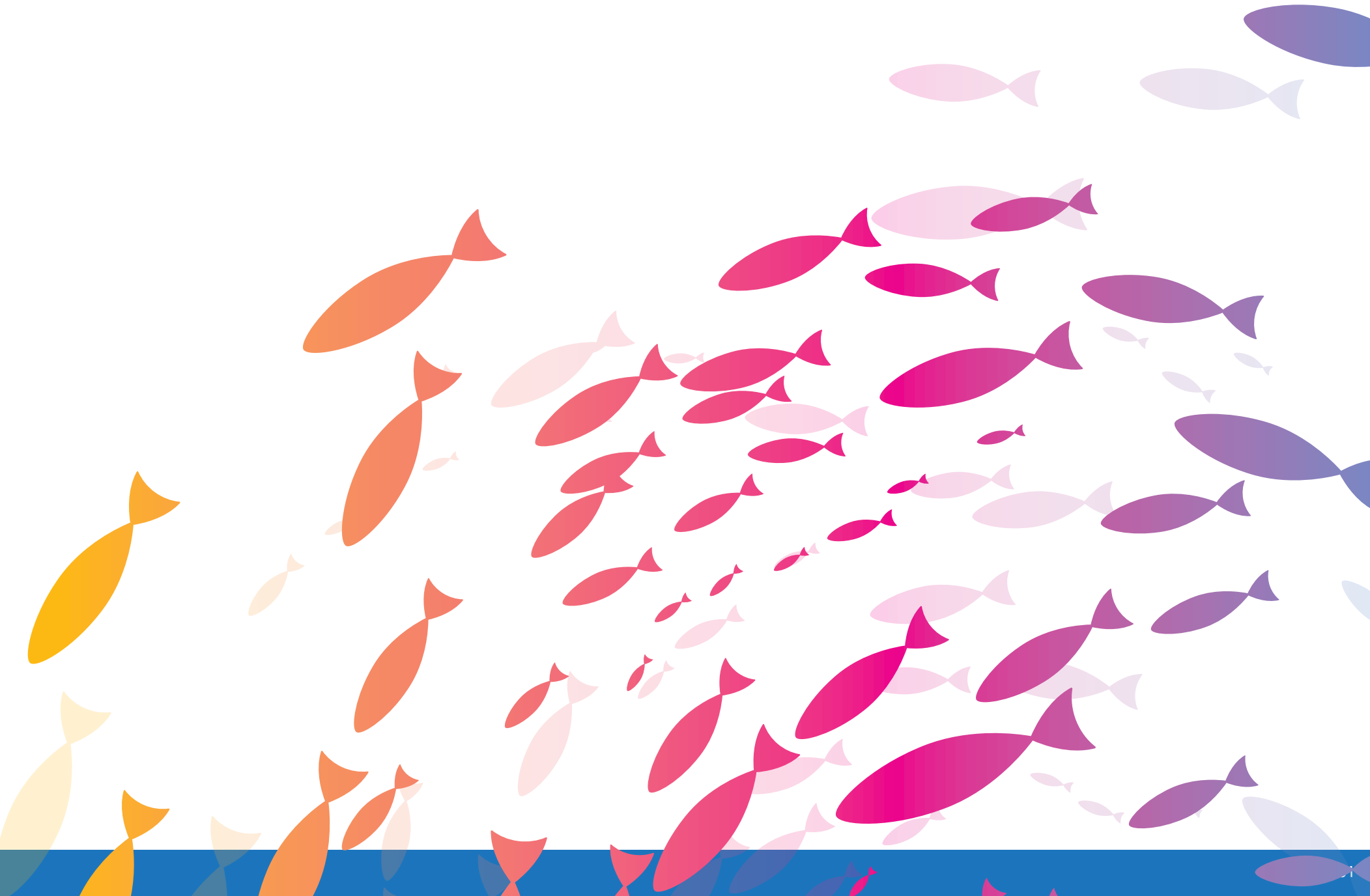
Making sustainable procurement a practical and low risk commitment for law firms requires an investment in better information about current products and suppliers as well as more sustainable alternatives. Law firms can begin by researching and adopting the most applicable and beneficial sustainability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

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

The Australian Government's recent Modern Slavery legislation and regulations will require most AusLSA members to develop new systems to research, 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. The development of these systems can ultimately be recalibrated to deal with different sustainability issues.

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

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



RISK MANAGEMENT, BUSINESS CONTINUITY, ETHICS AND CODE OF CONDUCT

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

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

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

The flow of well publicised corporate and political scandals 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. Increasingly climate change creates both market and reputational risks for business advisors like law firms.

2021 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, except one, also provide specific training to partners and employees regarding their code.

All reporting firms except one 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 two firms having one in development. Like the rest of the world Australian businesses and law firms were caught by surprise by the level of disruption caused by the COVID pandemic. 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 rapidly developing climate crisis has shown how high impact scenarios can manifest rapidly and relatively unexpectedly with the deep and unexpected impacts and consequences.

These two risks, while long understood amongst the health and environmental specialities, are now becoming mainstream risks to be understood and managed by both business and governments. This rapid change has shaken the sense the constants that we have relied on will stay true in the medium term. This provides a valuable lesson and highlights the real benefit of exploring new scenarios for the economic, social and environmental impacts from issues such as human rights progress, climate change, and biodiversity loss. Risk management and continuity as well as governance systems 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 and the effectiveness of a firm’s codes and systems is significantly influenced by organisational culture and leadership. Where these are misaligned, it is almost always creates cultural norms that can undermine policies codes and determine 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



Legenda

POLICY  Firm operates in accordance with a formally approved and managed policy	 Firm has gender equality targets
PUBLISHED  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
REPORT  Firm operates in accordance with a formally approved and managed policy <small>CSR / ENV</small>	 Firm participates in Federal legislation
AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED  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
STRATEGY  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	

2021 AusLSA SUSTAINABILITY PROFILE

CLAYTON UTZ

Firm: Clayton Utz
Headcount: 1,505 (FTE)
Floor Area: 36,909m²

Clayton Utz is a leader in legal services, bringing together teams of smart, committed and collaborative lawyers to guide our clients to the right solution and bring value to their businesses. We're known for our commercial approach, energetic culture and the way we embrace the complex and challenging. We are much more than our commercial client work. We are a founding member of AusLSA. This year, we have been named Corporate Citizen Firm of the Year at the 2021 [Australasian Law Awards](#), Who's Who Legal's international [Pro Bono Law Firm of the Year 2020](#) for the second year in a row, and one of Australia's Top 12 [Best Workplaces to Give Back 2021](#). We have a genuine and substantial commitment to sustainability, community, diversity & inclusion, and pro bono.



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.

GENDER EQUALITY

POLICY
PUBLISHED

GENDER EQUITY TARGET

28% FEMALE
PARTNERS

63% FEMALE
LEGAL STAFF

62% FEMALE
NON-LEGAL STAFF

INITIATIVES:

- Board Links Champion • CommBar Equitable Briefing Charter • Employer of Choice for Gender Equality • Gender sensitive promotion and recruitment
- Host or lead external programs • Internal networks or committees
- International Women's Day • LCA Diversity and Inclusion Charter • Pay Equity Ambassador • Training - Gender awareness unconscious bias • Reverse mentoring • Women on Boards • Australian Breastfeeding Association Accreditation • Female advancement, mentoring and coaching

INCLUSIVE WORKPLACE

WWW

POLICY
PUBLISHED

POLICY
PUBLISHED

INITIATIVES:

- Australian Network on Disability membership • Asian Leadership Project • Parents At Work • DCA membership • Host or lead external programs • LCA Diversity and Equality Charter • AWEI reporting • IDAHOBIT Day • Internal networks or committees • Pro bono legal support • LGBTI awareness training • Pride in Diversity conference • Mardi Gras • Pride Brisbane • Sapphire • LGBTIQ women's conference • Pride in Diversity Membership • Training - Cultural awareness unconscious bias
- Wear it Purple Day • World Aids Day

FLEXIBLE WORKPLACE

POLICY
PUBLISHED

18 WEEKS
PAID PARENTAL LEAVE
PRIMARY CARER

3 WEEKS
RETURN TO WORK AFTER PARENTAL LEAVE
SECONDARY CARER

91%
RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Adjusted start and finish times • Career break /Sabbaticals • Carer's leave • Child Care • Flexible work hours • Job sharing • Leave return budget adjustments • Part time options • Purchased leave • Religious and ceremonial leave • Remote working tools and systems • Study leave • Time in lieu • Unpaid leave • Volunteer leave

PSYCHOLOGICAL WELLBEING

WWW

POLICY
PUBLISHED

STAFF SURVEYS

INITIATIVES:

- Black Dog Institute programs • COM Violence Awareness • Host or lead external programs • Mental Health Awareness Week • Mental health training and internal support • Mental Health Office Champion • Psychological Risk Assessment
- Mindfulness • Gold Employer - Mental Health First Aid Skilled Workplace
- Founding Member - Corporate Mental Health Alliance • Psychological support/ EAP • Resilience at Law • R U OK? programs • Salary continuance • Minds Count TJMF Guidelines

PHYSICAL WELLBEING

POLICY
PUBLISHED

STAFF SURVEYS

INITIATIVES:

- Confidential Physical EAP • Discount health insurance • Ergonomics • Gym memberships • Wellness awareness and promotion • Flu vax • Fruit boxes
- Massages • Proactive health checks • Team events • Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Clayton Utz has been carbon neutral since 2016, and in FY21, we have fully offset our carbon emissions in line with the Federal Government's Climate Active Standard through the retirement of carbon offset units. We continuously seek ways in which we can reduce the impact of our business operations on the environment and have a team of firm-wide sustainability champions to advocate for new environmental initiatives.

We have implemented the AusLSA Environmental Management System which has been independently recertified this year. This allows us to understand and manage our environmental risks, and make plans to minimise our impacts.

Our electricity consumption has reduced nationally each year for the last five years and, from FY22, the firm will meet 50% of its electricity needs from renewable sources through the purchase of 100% renewable electricity for its Sydney, Melbourne and Canberra offices.

To continue to reduce our environmental impacts we have focused on cutting our waste to landfill, upgraded our printing fleet nationally to a more waste efficient system, and are encouraging our people view, sign and share documents electronically to reduce paper use.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
2,702t – 1.8t/employee

BUILDINGS

- 82% 0.06t/m²
- 0.23%
- 0.70%
- 2,227t 82%

TRAVEL

- 0.00%
- 15.3% 0.27t/employee
- 2.3%
- 475t 18%

CARBON OFFSETS & RENEWABLES

- 0.00%
- 100%

NET EMISSIONS
0t – 0t/employee

ENVIRONMENTAL MANAGEMENT

WWW

POLICY
PUBLISHED

ENV IMPROVEMENT TARGET

AEMS CERTIFIED
ENV. MANAGEMENT SYSTEM (EMS) AEMS CERTIFICATION

INITIATIVES:

- CitySwitch Green Office • Earth Hour
- Green Star building 4-6 star • World Environment Day

RECYCLING (OFFICES)

100%

83%

67%

83%

% office availability

PAPER USAGE

71,779kg
Waste avoided

78%
Recycled content

PAPER CERTIFICATION:

- NCOS • FSC • PEFC

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 \$12.5 million in grants to charities who address disadvantage and facilitate access to justice, including \$720,000 granted in FY21. Thirty-two per cent of our partners and employees participated in our workplace giving program this year and our people fundraised over \$135,000 for community organisations.

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.



INDIGENOUS RECONCILIATION

WWW

POLICY
PUBLISHED

RAP
INNOVATE
ACTION PLAN LEVEL

INITIATIVES:

- Affirmative procurement • Cultural awareness training • Indigenous employment and internships • NAIDOC Week • National Reconciliation Week
- Pro bono support • Reconciliation Action Plan • Scholarships and student mentoring • Supply Nation Membership • Volunteering and secondments

NON LEGAL VOLUNTEERING

WWW

NON-PROFIT/ COMMUNITY PARTICIPATION

NON LEGAL VOLUNTEERING

29%
PARTICIPATION IN NON LEGAL VOLUNTEERING

INITIATIVES:

- Blood donations • Boards • Charity events and appeals • Community Volunteering • Organised volunteering • Paid volunteer time • Skilled volunteering • Student tutoring and mentoring

CHARITABLE GIVING

WWW

CORPORATE GIVING PROGRAM

32%
PARTICIPATION CORPORATE GIVING

INITIATIVES:

- Charitable Foundation • Corporate donations • External charity events and appeals • Internal Appeals and Collections • Matched workplace giving

LEGAL PRO BONO

WWW

STRATEGY
PUBLISHED

TARGET MET
PRO BONO CENTRE TARGET

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

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

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

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

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

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

STANDARDS APPLY TO EXISTING SUPPLIERS

STANDARDS APPLY TO NEW SUPPLIERS

MODERN SLAVERY PROGRAM

FEDERAL LEGISLATION PARTICIPATION

NSW LEGISLATION (PENDING)

SUPPLIER STANDARD COVER:

- Human Rights • Environmental Impacts • Fair Labour Practices
- Community Development • Indigenous Inclusion • Gender Equality

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE
IN DEV'T

REPORT
CSR



2021 AusLSA SUSTAINABILITY PROFILE



Firm: DLA Piper
Headcount: 544 (FTE)
Floor Area: 14,751m²

At DLA Piper we are committed to providing an inclusive culture across our global firm, where everyone can bring their authentic self to work. Our Diversity and Inclusion strategy is based on three pillars:

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

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

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

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



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

As an organisation defined by our people, we recognise that equality and diversity are key to our global identity and integral in our aim to be a 'firm of choice' for our clients. Managing equality and diversity to us means valuing and utilising the differences our people bring to the business. At all levels within the organisation, we support and practice equal employment opportunity, applying best practice approaches to our recruitment, performance management, promotion, talent identification and training and development processes to ensure that all employment decisions and activities are made solely on the basis of merit, taking into account all relevant skills and experience, without bias and prejudice. We strive not only to comply with legislation but to take a progressive approach to create the mix of talent that is needed if we are to be successful as a business.

GENDER EQUALITY

POLICY PUBLISHED

GENDER EQUITY TARGET

28% FEMALE

66% FEMALE

73% FEMALE

28% FEMALE

66% FEMALE

73% FEMALE

INITIATIVES:

- Board Links Champion
- Employer of Choice for Gender Equality
- Host or lead external programs
- International Women's Day
- Male Champions of Change
- Pay Equity Ambassador
- Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE

POLICY PUBLISHED

DIVERSITY

POLICY PUBLISHED

INITIATIVES:

- DCA membership
- Host or lead external programs
- Training - Cultural awareness unconscious bias
- AWEI reporting
- IDAHOBIT Day
- Internal networks or committees
- Champions of Pride Finalist
- Pro bono legal support
- LGBTI awareness training
- Pride in Diversity Membership
- Wear it Purple Day
- World Aids Day

FLEXIBLE WORKPLACE

POLICY PUBLISHED

18 WEEKS

3 WEEKS

88%

18 WEEKS

3 WEEKS

88%

INITIATIVES:

- Career break /Sabbaticals
- Carer's leave
- Flexible work hours
- Job sharing
- Part time options
- Religious and ceremonial leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave
- Volunteer leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED

STAFF SURVEYS

INITIATIVES:

- Beyond Blue programs
- Host or lead external programs
- Mental Health Awareness Week
- Mental health training and internal support
- Mental Health Office Champion
- DLA Piper are both members and on the board of the Corporate Mental Health Alliance Australia
- Psychological support/ EAP
- R U OK? programs
- Salary continuance
- Minds Count TJMF Guidelines

PHYSICAL WELLBEING

POLICY PUBLISHED

STAFF SURVEYS

INITIATIVES:

- Discount health insurance
- Ergonomics
- Gym memberships
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

For DLA Piper, action on climate change is our biggest environmental priority. In August 2021 we set a science-based target for carbon reduction – to reduce our Scopes 1, 2 and 3 emissions by 50% by 2030. We have submitted this target for external validation to the Science Based Targets initiative and are awaiting results.

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

We have several firm-wide policies around environmental sustainability, including Environmental Sustainability policy, Energy and Climate Change policy, Sustainable Procurement Policy, and Supplier Code of Conduct. We are certified to ISO 14001 globally, and have plans for ISO 45001 and ISO 50001 certification. We are signatories of the UNGC and annually report our progress against the 10 principles via our Sustainability Report.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
1,002t – 1.8t/employee

BUILDINGS

95%

0.00%

0.60%

0.06t/yr

0.00t/employee

0.60t/employee

TRAVEL

0.00%

3.5%

1.1%

0.00t/employee

0.00t/employee

0.02t/employee

NET EMISSIONS
1,002t – 1.8t/employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED

ENV. IMPROVEMENT TARGET

ISO 14001 EMS CERTIFICATION

INITIATIVES:

- CitySwitch Green Office
- Earth Hour
- ECO-Buy
- Green Star building 4-6 star
- Sustainability Advantage (NSW)
- World Environment Day

RECYCLING (OFFICES)

100%

100%

100%

100%

% office availability

PAPER USAGE

15.482kg

58%

15.482kg

58%

PAPER CERTIFICATION:

- NCOS
- PEFC

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

In FY20/21, our lawyers and staff contributed more than 82,211 hours towards pro bono and community engagement initiatives. Of this, we donated over 68,391 hours of pro bono work internationally, making us one of the largest providers of pro bono legal services in the world. Our global focus areas are Access to Justice for Displaced People and Rule of Law, with a particular focus on supporting developing countries.

In Australia alone in the last 12 months, 67.8% of all fee earners undertook pro bono work and 27.5% undertook more than 35 hours, consistent with DLA Piper's target. We continue to undertake initiatives under the firm's third RAP which includes pro bono work for Aboriginal and Torres Strait Islander Peoples and organisations, as well as facilitating employment opportunities for Aboriginal and Torres Strait Islander law students at the firm.

DLA Piper's Global Scholarships program also continues in its fourth 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.

INDIGENOUS RECONCILIATION

POLICY PUBLISHED

RAP ACTION PLAN LEVEL

INITIATIVES:

- Affirmative procurement
- Cultural awareness training
- Indigenous employment and internships
- NAIDOC Week
- National Reconciliation Week
- Pro bono support
- Reconciliation Action Plan
- Scholarships and student mentoring

NON LEGAL VOLUNTEERING

NON LEGAL VOLUNTEERING ACTIVITIES

PARTICIPATION IN NON LEGAL VOLUNTEERING

INITIATIVES:

- Blood donations
- Boards
- Charity events and appeals
- Community Volunteering
- Organised volunteering
- Paid volunteer time
- Student tutoring and mentoring

CHARITABLE GIVING

CORPORATE GIVING PROGRAM

PARTICIPATION CORPORATE GIVING

INITIATIVES:

- Corporate donations
- Internal Appeals and Collections
- Matched workplace giving
- Workplace giving

LEGAL PRO BONO

STRATEGY PUBLISHED

TARGET MET

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

DLA Piper is committed to the highest standards of social and environmental responsibility and we expect our suppliers and business partners to share our aim to promote lawful, professional, fair practices that integrate respects for human rights, business ethics and sustainability.

We recognize both the opportunity and responsibility we have, in partnership with our suppliers, to take a lead in addressing pressing global issues. Therefore, environmental, social and economic considerations are core to our decision-making when selecting our suppliers to deliver goods and services.

We believe that sustainable procurement will help us to achieve sustainable growth by managing risk, maximizing efficiency and driving value. DLA Piper expects its suppliers to operate in accordance with all applicable laws and regulations. This includes those respecting individual's human rights, and mindful of environmental and safety impacts of products and services. When differences arise between standards set out in the Code and legal or regulatory requirements, the stricter standard shall apply, in compliance with applicable law or regulation.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

STANDARDS APPLY TO EXISTING SUPPLIERS

STANDARDS APPLY TO NEW SUPPLIERS

MODERN SLAVERY PROGRAM IN DEV'T

SUPPLIER STANDARD COVER:

- Human Rights
- Environmental Impacts
- Fair Labour Practices
- Fair Consumer and Competition Practices
- Community Development
- Indigenous Inclusion
- Gender Equality

SUSTAINABILITY REPORTING

REPORT

CSR

2021 AusLSA SUSTAINABILITY PROFILE



Maddocks

Firm: Maddocks
Headcount: 547 (FTE)
Floor Area: 11,497m²

Maddocks is an independent Australian law firm that provides legal services to corporations, businesses and governments throughout Australia.

With offices in Melbourne, Sydney and Canberra we assist clients across a range of legal issues, with a particular focus on the education, government, healthcare, infrastructure and technology sectors.

We also provide a range of specialist expertise, including mergers & acquisitions, equity capital markets, banking, dispute resolution and litigation, employment and safety, financial services, franchising and insolvency.

Working collaboratively with our clients we build strong, sustainable relationships - our longest is more than 100 years old. Our culture is based on core values that are promoted and observed across the firm. These values are Integrity, Stewardship, Collaboration and working together in promoting the interests of the firm, Commitment to doing things better through excellence, change and innovation and Respect for the value of the individual and diversity.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Maddocks was awarded the Employer of Choice for Gender Equality citation from the Workplace Gender Equality Agency for 2020, the 17th consecutive year. In addition, Maddocks was also recognised as a Bronze Employer in the Australian Workplace Equality Index's 2021 LGBTQ Inclusion Awards. Our Maddocks Women and Maddocks Pride, networking groups organised a wide range of events mostly held in virtual settings for FY21, including events and speakers to mark International Women's Day, Wear It Purple Day, and IDAHOBIT Day.

The firm also has a comprehensive Diversity and Inclusion strategy with a focus on various diversity streams including gender, LGBTQ, 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.

At Maddocks our learning programs focus on building the future skills and capabilities of our people. In 2021 we were formally recognised for our forward thinking programs Accelerate and Partner Ready, our digital-first transformation of induction and upskilling on Tech for hybrid working as a HRD Employer of Choice and HRD Innovative HR teams.

GENDER EQUALITY

POLICY
GENDER EQUITY TARGET

37% FEMALE
PARTNERS

59% FEMALE
LEGAL STAFF

80% FEMALE
NON-LEGAL STAFF

INITIATIVES:

- Caretaker partner initiative
- CommBar Equitable Briefing Charter
- Employer of Choice for Gender Equality
- Gender sensitive promotion and recruitment
- Host or lead external programs
- Internal networks or committees
- International Women's Day
- Male Champions of Change
- Pay Equity Ambassador
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE

POLICY
DIVERSITY

POLICY
DIVERSITY

INITIATIVES:

- DCA membership
- Host or lead external programs
- Training - Cultural awareness unconscious bias
- AWEI reporting
- IDAHOBIT Day
- Internal networks or committees
- LGBTI awareness training
- Pride in Diversity Membership
- Training - Cultural awareness unconscious bias
- Wear it Purple Day
- World Aids Day

FLEXIBLE WORKPLACE

POLICY

18 WEEKS
PAID PARENTAL LEAVE
PRIMARY CARER

4 WEEKS
RETURN TO WORK AFTER PARENTAL LEAVE
SECONDARY CARER

85%

INITIATIVES:

- Career break /Sabbaticals
- Carer's leave
- Flexible work hours
- Flexible working promotion and support
- Grandparent's leave
- Extra leave day at Christmas
- Job sharing
- Leave return budget adjustments
- Part time options
- Purchased leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave
- Volunteer leave

PSYCHOLOGICAL WELLBEING

POLICY

STAFF SURVEYS

INITIATIVES:

- Mental Health Awareness Week
- Mental health training and internal support
- Respect at Work - Acceptable Behaviour training
- Psychological support/ EAP
- Resilience and stress management training
- R U OK? programs
- Salary continuance
- Minds Count TJMF Guidelines
- Weekly mindfulness sessions
- Wellbeing day
- The Resilience Box - Access to 24/7 online resources and support

PHYSICAL WELLBEING

POLICY

STAFF SURVEYS

INITIATIVES:

- Discount health insurance
- Ergonomics
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Proactive health checks
- Team events
- Online exercise and fitness classes

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Maddocks seeks to lead by example through the adoption, implementation and continued monitoring of environmentally sustainable practices. During FY2021, we continued our journey to help our people keep sustainability front of mind - both in the workplace and at home.

In order to progress as a sustainable organisation, we look for opportunities to:

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

Our approach is also governed by an Environmental Policy and Environmental Management System (EMS), which has been adopted by the firm. Staff are encouraged to limit travel wherever possible so as to reduce carbon emissions.

The firm has embarked on a 'Paper Lite' project with the aim of reducing paper consumption. The firm also undertook Global Recycling Day and 'Earth Week' in parallel with international Earth Day involving external speakers, volunteering initiatives, documentary screenings and fundraising.

GREENHOUSE GAS EMISSIONS

POLICY

GROSS EMISSIONS
691t – 1.3t/employee

BUILDINGS

92%
0.06t/m²

0.07%

1.7%

648t
94%

TRAVEL

0.00%

5.5%
0.02t/employee

0.70%
0.01t/employee

43t
6%

NET EMISSIONS
691t – 1.3t/employee

ENVIRONMENTAL MANAGEMENT

POLICY

ENV. IMPROVEMENT TARGET

ENV. MANAGEMENT SYSTEM (EMS)

INITIATIVES:

- Earth Hour
- ECO-Buy
- Green Star building 4-6 star
- NGERs compliant reporting
- World Environment Day

RECYCLING (OFFICES)

100%

100%

100%

100%

% office availability

PAPER USAGE

13,174kg
2020 employee

72%
Recycled content

PAPER CERTIFICATION:

- FSC
- NCOS
- PEFC

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

We take seriously our role as a member of the communities in which we operate. We aim to create social and economic benefits for these communities through our pro bono work, the Maddocks Foundation, the promotion of ethical procurement, support for various causes and through the volunteering of our employees' time and skills. The focus for these programs is in the areas of homelessness, mental health, welfare, human rights and education / literacy.

In FY21 total pro bono hours reached 8,469, equating to 26.9pro bono hours for every full time lawyer. Maddocks are also a signatory to the National Pro Bono Target.

In FY22 we will be providing more than \$100,000 in grants to 7 charities through the Maddocks Foundation. In FY21, the Maddocks Small Grants Program which provides grants up to \$2,000 to support initiatives of organisations undertaking socially responsible work in which staff of Maddocks are personally involved allocated \$9,316.18 to fund 10 projects.

In addition to these initiatives in FY22 we will be bringing back the annual Maddocks Board Scholarship - awarded to a Maddocks employee to engage in a project directed towards benefiting the community or a charity.

INDIGENOUS RECONCILIATION

POLICY
IN DEV'T

INITIATIVES:

- Funding to support indigenous communities
- NAIDOC Week
- National Reconciliation Week
- Pro bono support
- Reconciliation Action Plan (draft)

NON LEGAL VOLUNTEERING

NON-PROFIT/ COMMUNITY PARTICIPATION

NON LEGAL VOLUNTEERING ACTIVITIES

INITIATIVES:

- Blood donations
- Boards
- Charity events and appeals
- Host external sporting events
- Organised volunteering
- Paid volunteer time

CHARITABLE GIVING

CORPORATE GIVING PROGRAM

INITIATIVES:

- Charitable Foundation
- Corporate donations
- Internal Appeals and Collections

LEGAL PRO BONO

STRATEGY

DATE SET
PRO BONO CENTRE TARGET

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Maddocks has a comprehensive suite of policies and procedures that provide clarity to staff and promote the adoption of effective decision making processes across the whole firm. We have policies which fall into areas such as business services policies, client policies, finance policies, information technology policies and specific governance policies.

Critical amongst the governance policies are specific policies regarding ethical conduct, information security, anti-bribery, anti-modern slavery, conflict of interest policy, equitable briefing policy and delegated authority policies. Ultimate responsibility for the management of the firm rests with the partnership. However, we have Committees, Service Group Directors and Practice Group Heads who report to the CEO. The CEO in turn reports to the Board.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

STANDARDS APPLY TO EXISTING SUPPLIERS

STANDARDS APPLY TO NEW SUPPLIERS

MODERN SLAVERY PROGRAM

FEDERAL LEGISLATION PARTICIPATION

SUPPLIER STANDARD COVER:

- Environmental Impacts
- Fair Labour Practices
- Gender Equality
- Indigenous Inclusion

SUSTAINABILITY REPORTING

WWW

AUSTRALIAN LEGAL SECTOR ALLIANCE
PROMOTED

REPORT
CSR

2021 AusLSA SUSTAINABILITY PROFILE

NORTON ROSE FULBRIGHT

Firm: Norton Rose Fulbright
Headcount: 872 (FTE)
Floor Area: 21,699m²

Norton Rose Fulbright is a global law firm. We provide the world's preeminent corporations and financial institutions with a full business law service. We have more than 3,700 lawyers and other legal staff based in Europe, the United States, Canada, Latin America, Asia, Australia, the Middle East and Africa. Recognised for our industry focus, we are strong across all key industry sectors including consumer markets, energy, infrastructure & resources, financial institutions, life science & healthcare, technology and transport.

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

Wherever we are, we operate in accordance with our global business principles of quality, unity and integrity. We aim to provide the highest possible standard of legal service in each of our offices and to maintain that level of quality at every point of contact. Corporate Social Responsibility (CSR) is a vital part of our culture and community spirit and our responsibility as a corporate citizen. In Australia, our CSR strategy covers pro bono legal assistance, reconciliation, environmental sustainability, volunteering and charitable giving.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Norton Rose Fulbright values diversity. Our inclusive culture creates belonging and people bring their whole selves to work. Our Diversity and Inclusion strategy focuses on cultural diversity, people with caring responsibilities, gender diversity, disability and LGBTIQ+ Inclusion. In 2021, female partners comprised 30% of our partnership with a strong pipeline of female talent (60% female senior lawyers). Annually we are awarded the WGEA Employer of Choice for Gender Equality citation. We have been a silver employer in the Australian Workplace Equality Index (AWEI) for LGBTIQ+ inclusion since 2016. Our targets demonstrate our commitment to a range of diversity and inclusion programs including unconscious bias, active inclusion, career strategies for senior women and annual gender pay equity reviews. The firm's business principles of Quality, Unity and Integrity underpin our programs. We value each individual's development at work and externally. Our well-established learning and development curriculum strives to enhance our people's careers. Global and local opportunities are available for making an impact on corporate social responsibility initiatives including charitable giving and volunteering, pro bono, environmental sustainability and reconciliation. We treat health and well-being with the utmost importance providing numerous avenues for assisting with mental health, resilience, and flexibility regardless of circumstances.



GENDER EQUALITY

POLICY
PUBLISHED ✓

30% FEMALE
PARTNERS

53% FEMALE
LEGAL STAFF

74% FEMALE
NON-LEGAL STAFF

INITIATIVES:

- Board Links Champion • CommBar Equitable Briefing Charter • Employer of Choice for Gender Equality • Gender sensitive promotion and recruitment
- Host or lead external programs • Internal networks or committees
- International Women's Day • Pay Equity Ambassador • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE

POLICY
PUBLISHED ✓

POLICY
PUBLISHED ✓

INITIATIVES:

- DCA membership • Host or lead external programs • Internal networks or committees • Training - Cultural awareness unconscious bias • AWEI reporting
- IDAHOBIT Day • Pro bono legal support • LGBTI awareness training • Mardi Gras • InterFirm events • Paid Gender Affirmation Leave • Pride in Diversity Membership • Wear it Purple Day • World Aids Day

FLEXIBLE WORKPLACE

POLICY
PUBLISHED ✓

18 WEEKS
PAID PARENTAL LEAVE PRIMARY CARER

4 WEEKS
SECONDARY CARER

85%
RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Career break /Sabbaticals • Carer's leave • Flexible work hours • Job sharing
- Leave return budget adjustments • Part time options • Phased retirement
- Purchased leave • Religious and ceremonial leave • Remote working tools and systems • Study leave • Time in lieu • Unpaid leave

PSYCHOLOGICAL WELLBEING

POLICY
PUBLISHED ✓

STAFF SURVEYS

INITIATIVES:

- Host or lead external programs • Mental Health Awareness Week • Mental health training and internal support • Mental Health Office Champion • Mental Health Masterclasses • Mental Health First Aid Officers • Managing wellbeing and supportive leadership sessions from Centre for Corporate Health • Psychological support/ EAP • Resilience and stress management training • Resilience at Law • R U OK? programs • Minds Count TJMF Guidelines

PHYSICAL WELLBEING

POLICY
PUBLISHED ✓

STAFF SURVEYS

INITIATIVES:

- Ergonomics • Flu vax • Proactive health checks • Work based exercise sessions
- Parents' Room Facilities • Building Accessibility Reviews • Wellbeing Lunch and Learn Sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Norton Rose Fulbright is committed to sustainable business outcomes. We take a strategic approach to reduce our paper consumption, electricity consumption, waste we send to landfill, and carbon emissions. We seek to increase renewable energy and our use of recycled materials.

Our actions in Australia are governed by an Environmental Management System which is benchmarked against ISO 14001:2016. Our Global Sustainability Policy defines the focus areas to integrate sustainability best practice into our decision-making and business activities worldwide.

Our office-based Environmental Sustainability Working Group oversees our actions with Senior Leader sponsorship and champions from across the organisation who are passionate about sustainability outcomes. The Group meets regularly to drive projects to continuously reduce our environmental impact and to raise awareness of environmental issues.

We have embraced the focus on sustainability for Australian landscape launching an Indigenous Land Management panels series on Bushfires, Indigenous land management and carbon farming, while our climate change legal experts continue to work closely with Arnhem Land Fire Abatement (ALFA (NT) Limited) to provide Pro Bono legal support for traditional owners for fire management projects. These projects complement our longstanding commitments and actions through our Reconciliation Action Plan.



GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
1,056t – 1.2t/employee

BUILDINGS

- 90% 0.04t/m²
- 0.00% 0.00t/employee
- 0.30% 0.30t/employee

TRAVEL

- 0.00% 0.00t/employee
- 9.5% 0.09t/employee
- 0.10% 0.10t/employee

NET EMISSIONS
1,056t – 1.2t/employee

ENVIRONMENTAL MANAGEMENT

POLICY
PUBLISHED ✓

ENV. IMPROVEMENT TARGET

ENV. MANAGEMENT SYSTEM (EMS)

INITIATIVES:

- Earth Hour • Green Star building 4-6 star • NABERS Rating
- World Environment Day

RECYCLING (OFFICES)

100% 100% 100% 100%

% office availability

PAPER USAGE

30,583kg 51% recycled content

PAPER CERTIFICATION:

- NCOS • FSC • PEFC

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Norton Rose Fulbright's Pro Bono, Social Impact and Sustainability work is built upon our Business Principles of Quality, Unity and Integrity.

We create a positive impact through:

- Pro Bono work assisting Not-For-Profits and charities in the areas of environment and sustainability, human rights, mental health, domestic and family violence, and disaster relief. As part of this work, our lawyers undertook focused collaborations with Academics, Government agencies, Not-For-Profit partners and clients to create systemic change. Our people used their significant range of expertise to provide legal support to disadvantaged members of society, including Indigenous Australians, refugees and asylum seekers, persons living with a disability or impacted by homelessness, older people and the LGBTIQ+ community,
- Reconciliation Action Plans,
- Partnerships that respect human rights, create opportunities for marginalised groups and support the causes important to our people,
- Our annual Global Charitable Initiative. In 2021 we fundraised for First Nations charities, and held events to raise awareness of diversity in our community, to support the theme of fighting racism and championing social justice.

Two new appointments in 2021 supported these objectives; Chris Owen as the first dedicated Pro Bono Partner in Australia and Bronwyn Winley as Head of Social Impact & Sustainability.



INDIGENOUS RECONCILIATION

POLICY
PUBLISHED ✓

RAP
INNOVATE ACTION PLAN LEVEL

INITIATIVES:

- Affirmative procurement • Cultural awareness training • Indigenous employment and internships • NAIDOC Week • National Reconciliation Week
- Indigenous Land Management Panel • Pro bono support • Reconciliation Action Plan • Scholarships and student mentoring • Collaboration for reconciliation

NON LEGAL VOLUNTEERING

INITIATIVES:

- Blood donations • Boards • Charity events and appeals
- Community Volunteering • Organised volunteering

CHARITABLE GIVING

INITIATIVES:

- Corporate donations • External charity events and appeals • Internal Appeals and Collections

LEGAL PRO BONO

STRATEGY
PUBLISHED ✓

TARGET MET
PRO BONO CENTRE TARGET

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

NRFA's General Counsel and Compliance team is led by the firm's Head of Risk and General Counsel. The General Counsel and Compliance team is responsible for all risk management matters, including ethical reporting, supply chain and compliance with legal professional obligations.

A Risk Committee meets quarterly to consider key risks facing the firm and identify risk improvement measures. The Committee is comprised of the Head of Risk & General Counsel, CEP, CFO, other Business Services Heads, Sydney General Counsel and two members of our Australian Partnership Council (APC). Ongoing training in the areas of ethics, risk management and professional conduct is conducted by the General Counsel and Compliance team, both in person and through e-learning modules. The General Counsel and Compliance team has oversight of the firm's policies and procedures, as well as the new client, new matter intake process, which includes reviewing client engagement terms and performing conflict checks. It reports to our APC on a quarterly basis.



CODE OF CONDUCT /RISK MANAGEMENT

POLICY
PUBLISHED ✓

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY
PUBLISHED ✓

SUPPLIER STANDARDS COVER:

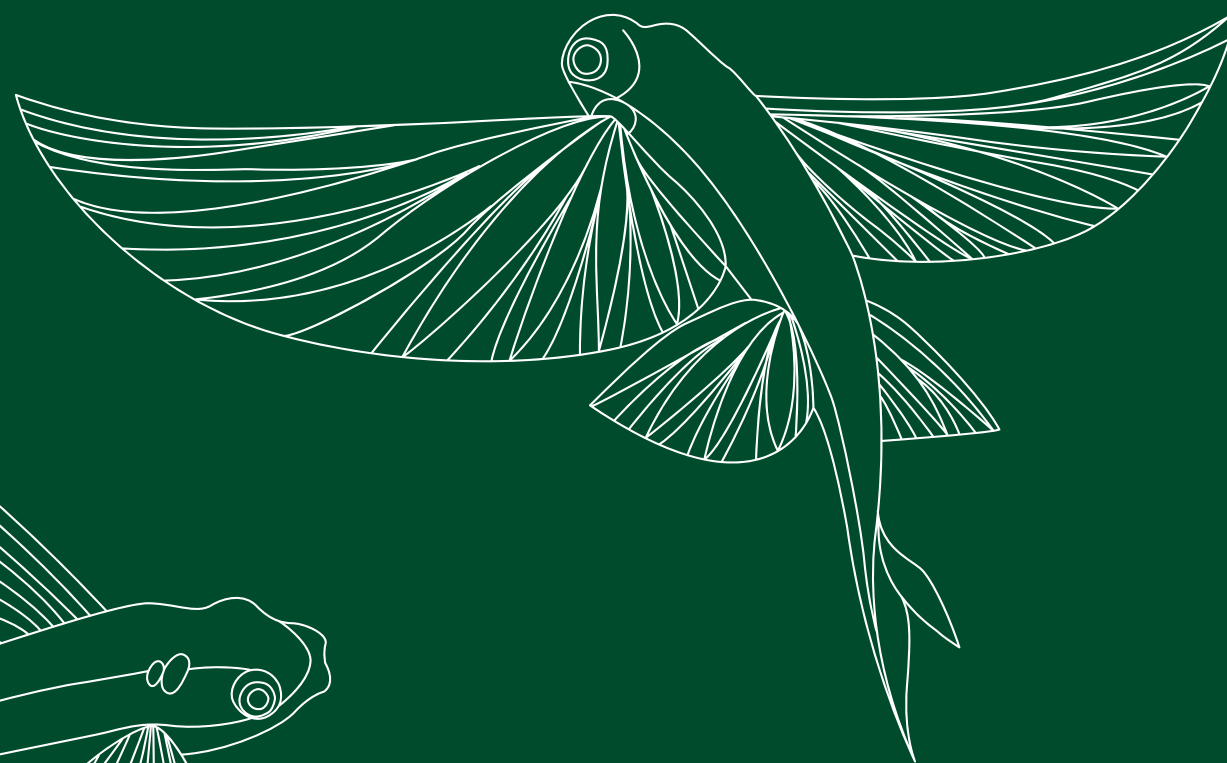
- Environmental Impacts • Fair Labour Practices • Fraud bribery & corruption; Information Security • Gender Equality • Human Rights
- Indigenous Inclusion

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE
IN DEV'T



General Members Reporting



Legend

POLICY 	Firm operates in accordance with a formally approved and managed policy		Firm has gender equality targets
PUBLISHED 	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
REPORT 	Firm operates in accordance with a formally approved and managed policy		Firm participates in Federal legislation
AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED 	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
STRATEGY 	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		

2021 AusLSA SUSTAINABILITY PROFILE

ALLEN & OVERY

Firm: Allen & Overy
Headcount: 184 (FTE)
Floor Area: 4,492m²

ALLEN & OVERY is one of the elite global law firms with 40 offices in 30 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.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

At Allen & Overy we recognise that people are different – visibly different through age, gender, race and ethnicity and physical appearance, disability, and in underlying ways such as education, religion, nationality, social background and sexual orientation.

We aim to recruit the most talented and ambitious people, irrespective of these differences. It does not matter where people have come from or what their background is: we look for their skills, experience and potential.

In return, we provide an environment where people can achieve their full potential and make a valuable contribution. It is the diversity of our people that leads the culture of our firm and drives our continued financial success.

GENDER EQUALITY

POLICY

8% FEMALE

57% FEMALE

87% FEMALE

INITIATIVES:

• Equitable Briefing Commitment (CommBar/LCA/etc) • Gender sensitive promotion and recruitment • Host or lead external programs • Internal networks or committees • International Women's Day • Charter for Advancement of Women in Legal Profession

INCLUSIVE WORKPLACE

POLICY

POLICY

INITIATIVES:

• Training - Cultural awareness unconscious bias • AWEI reporting • IDAHOBIT Day • Internal networks or committees • Pro bono legal support • LGBTI awareness training • Pride in Diversity Membership • Wear it Purple Day • World Aids Day • Australia Network for Disability membership

FLEXIBLE WORKPLACE

POLICY

18 WEEKS

18 WEEKS

100%

INITIATIVES:

• Carer's leave • Child Care • Job sharing • Leave return budget adjustments • Part time options • Phased retirement • Purchased leave • Religious and ceremonial leave • Remote working tools and systems • Women on Boards • Study leave • Time in lieu • Unpaid leave • Volunteer leave

PSYCHOLOGICAL WELLBEING

POLICY

INITIATIVES:

• Mental Health Awareness Week • Mental health training and internal support • Mental Health Office Champion • Psychological support/ EAP • Resilience at Law • R U OK? programs • Salary continuance

PHYSICAL WELLBEING

POLICY

INITIATIVES:

• Coaching • Discount health insurance • Ergonomics • Wellness awareness and promotion • Flu vax • Fruit boxes • Massages • Proactive health checks • Work based exercise sessions

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.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS

483t – 2.6t/employee

BUILDINGS

76%

0.01%

0.20%

369t

76%

TRAVEL

0.00%

23%

0.80%

115t

24%

NET EMISSIONS

483t – 2.6t/employee

ENVIRONMENTAL MANAGEMENT

POLICY

INITIATIVES:

• Earth Hour • Green Star building 4-6 star • ISO 14001 • NGERs compliant reporting

RECYCLING (OFFICES)

100%

50%

0%

100%

% office availability

PAPER USAGE

8,610kg

91%

PAPER CERTIFICATION:

• NCOS

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 Edmund Rice Camp for Kids WA, a non-profit community based organisation that serves the needs of WA 'at risk' or disadvantaged children aged 7–16 and their families.

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

INDIGENOUS RECONCILIATION

INITIATIVES:

• CareerTrackers programme • Cultural awareness training • Internship and employment • NAIDOC Week • Pro bono support • Scholarships and student mentoring • Reconciliation Week • Legal Profession Reconciliation Network

NON LEGAL VOLUNTEERING

INITIATIVES:

• Charity events and appeals • Community Volunteering • Organised volunteering • Paid volunteer time • Student tutoring and mentoring

CHARITABLE GIVING

INITIATIVES:

• Corporate donations • External charity events and appeals • Matched workplace giving • Workplace giving

LEGAL PRO BONO

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

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

Our governance priorities include:

- Fostering a strong culture within the firm from the top down, of robust compliance with the law, professional rules and internal policies and procedures;
- Leading thinking in the legal profession on risk management and regulatory questions;
- Developing constructive working relationships with regulators, the profession and other third parties in relation to governance;
- Ensuring that the firm's legal structures are efficient, compliant and effective; and
- Maintaining one of the best professional indemnity claims records of any peer group firm.

CODE OF CONDUCT /RISK MANAGEMENT

INITIATIVES:

• Training - Cultural awareness unconscious bias • AWEI reporting • IDAHOBIT Day • Internal networks or committees • Pro bono legal support • LGBTI awareness training • Pride in Diversity Membership • Wear it Purple Day • World Aids Day • Australia Network for Disability membership

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARD COVER:

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

SUSTAINABILITY REPORTING

INITIATIVES:

• Training - Cultural awareness unconscious bias • AWEI reporting • IDAHOBIT Day • Internal networks or committees • Pro bono legal support • LGBTI awareness training • Pride in Diversity Membership • Wear it Purple Day • World Aids Day • Australia Network for Disability membership

2021 AusLSA SUSTAINABILITY PROFILE

Allens < Linklaters

Firm: Allens
Headcount: 1,340 (FTE)
Floor Area: 24,809m²

Allens is a leading international law firm with a long and proud heritage of shaping the future for our clients, our people and the communities in which we work. We are privileged to hold some of the world's longest ongoing client relationships, stretching back more than 170 years, and we're committed to bringing our talent, expertise and insights to continue solving their toughest problems and creating ways forward to help them thrive.

From playing a pioneering role in the development of legislation and regulatory frameworks in the Asia region, to acting on numerous 'firsts' across a range of industry sectors and community issues, it is in our DNA to make a difference and help shape what our world looks like.

Allens was the first organisation in Australia to become a signatory to the United Nations Global Compact and we have a strong commitment to upholding the principles of the Compact, and to responsible corporate citizenship.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Allens has a long-held commitment to a diverse and inclusive workforce, where we see enormous strength in the unique backgrounds and life experiences our people bring to the firm. Our 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 parental leave transition coaching programs, have all been developed with an emphasis on the engagement, career and professional development and promotion of all our employees. Allens has four employee network groups who actively foster gender, LGBTQ+, cultural and linguistic, and Aboriginal and Torres Strait Islander inclusion. Our LGBTQ+ network, ALLin, provides opportunities for members to build relationships with each other, clients and the community through events and pro bono legal assistance on LGBTQ+ matters. Our Cultural Awareness Network works to promote cultural and linguistic diversity and inclusion, improve and develop cultural competency, and celebrate cultural differences. Allens has been recognised by WGEA as an Employer of Choice for Gender Equality for the past 17 years, and we are well on our way to achieving our target of at least 35% female partners by 2022.

GENDER EQUALITY

POLICY
PUBLISHED

GENDER EQUITY TARGET

34% FEMALE
PARTNERS

58% FEMALE
LEGAL STAFF

68% FEMALE
NON-LEGAL STAFF

INITIATIVES:

- Employer of Choice for Gender Equality
- Internal networks or committees
- International Women's Day
- LCA Diversity and Inclusion Charter
- UN Women's Empowerment Signatory
- Equitable Briefing Commitment (CommBar/LCA/etc)
- Charter for Advancement of Women in Legal Profession
- Pay Equity Ambassador

INCLUSIVE WORKPLACE

POLICY
PUBLISHED

DIVERSITY

POLICY
PUBLISHED

INITIATIVES:

- DCA membership
- Host or lead external programs
- Internal networks or committees
- RARE contextual recruitment system
- Pinnacle Foundation partnership
- AWEI reporting
- IDAHOBIT Day
- LCA Diversity and Equality Charter
- Pro bono legal support
- LGBTI awareness training
- Managing Partners Diversity Forum
- Training - Cultural awareness unconscious bias
- Wear it Purple Day
- Pride in Diversity Membership

FLEXIBLE WORKPLACE

WWW

POLICY
PUBLISHED

18 WEEKS
PAID PARENTAL LEAVE
PRIMARY CARER

18 WEEKS
RETURN TO WORK AFTER PARENTAL LEAVE
SECONDARY CARER

91%

INITIATIVES:

- Career break /Sabbaticals
- Carer's leave
- Child Care
- Flexible work hours
- Flexible working promotion and support
- Job sharing
- Leave return budget adjustments
- Part time options
- Purchased leave
- Religious and ceremonial leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave
- LCA Diversity and Equality Charter

PSYCHOLOGICAL WELLBEING

WWW

POLICY
PUBLISHED

STAFF SURVEYS

INITIATIVES:

- Host or lead external programs
- Psychological support/ EAP
- Resilience and stress management training
- Resilience at Law
- R U OK? programs
- Salary continuance
- Minds Count TJMF Guidelines
- Whistleblowing hotline
- Domestic violence paid leave

PHYSICAL WELLBEING

WWW

POLICY
PUBLISHED

STAFF SURVEYS

INITIATIVES:

- Discount health insurance
- Ergonomics
- Gym memberships
- Wellness awareness and promotion
- Flu vax
- Healthy catering
- Proactive health checks
- Team events
- Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Allens has a longstanding commitment to sustainability that is inspired and driven by a network of Sustainability Committees, made up of partners and staff.

We maintain carbon neutral certification for our Australian offices through the Australian Government's Climate Active Carbon Neutral Program, and we also maintain an environmental management system.

Our continued efforts to reduce our energy use, greenhouse gas emissions and paper use have included the transition to 100% GreenPower accredited energy for our Sydney and Melbourne offices, ongoing investment in virtual conferencing tools, and the promotion of digital working practices.

Through our Sustainability Committees, we have also participated in events such as World Environment Day, National Plant-a-Tree Day and National Recycling Week, and organised campaigns to promote awareness of environmental issues and environmentally responsible practices.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
1,007t – 0.75t/employee

BUILDINGS

- 87% 0.04t/m²
- 0.20%
- 1.9% 893t 89%

TRAVEL

- 0.00%
- 9.2% 0.07t/employee
- 2.2% 114t 11%

CARBON OFFSETS & RENEWABLES

- 40%
- 100%

NET EMISSIONS
0t – 0t/employee

ENVIRONMENTAL MANAGEMENT

POLICY
PUBLISHED

ENV. IMPROVEMENT TARGET

ENV. MANAGEMENT SYSTEM (EMS)

INITIATIVES:

- CitySwitch Green Office
- Climate Active Carbon Neutral Program
- Earth Hour
- World Environment Day

RECYCLING (OFFICES)

% office availability

PAPER USAGE

PAPER CERTIFICATION:

- FSC

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

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

Our 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 lucky to work with many inspiring organisations to make a difference in our community. Our community 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 First Nations engagement initiatives, Allens creates employment opportunities, builds capacity through staff secondments and supports access to education.



INDIGENOUS RECONCILIATION

WWW

POLICY
PUBLISHED

RAP
STRETCH
ACTION PLAN LEVEL

INITIATIVES:

- Affirmative procurement
- Cultural awareness training
- Indigenous employment and internships
- NAIDOC Week
- National Reconciliation Week
- Pro bono support
- Reconciliation Action Plan
- Scholarships and student mentoring
- Volunteering and secondments

NON LEGAL VOLUNTEERING

INITIATIVES:

- Community Volunteering
- Organised volunteering
- Secondments to NGOs
- Skilled volunteering
- Student tutoring and mentoring

CHARITABLE GIVING

INITIATIVES:

- Corporate donations
- External charity events and appeals
- Internal appeals and collections
- Matched workplace giving
- Workplace giving

LEGAL PRO BONO

STRATEGY
PUBLISHED

TARGET MET
PRO BONO CENTRE TARGET

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

WWW Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Allens maintains the highest ethical standards and takes a zero tolerance approach to discrimination, harassment and bullying in the workplace.

Our 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 environmental, social and ethical considerations and encourages its 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 Aboriginal and Torres Strait Islander-owned businesses in our supply chain. The firm also has an Equal Opportunity Briefing Policy to encourage briefing practices that promote gender equality in the legal profession.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

INITIATIVES:

- Code of conduct training
- Complaints & grievance mechanism
- Risk management plan
- BCP or ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

SUPPLIER STANDARD COVER:

- Human Rights
- Environmental Impacts
- Fair Labour Practices
- Community Development
- Indigenous Inclusion
- Gender Equality
- UN Global Compact and Sustainable Development Goals

SUSTAINABILITY REPORTING

REPORT

2021 AusLSA
SUSTAINABILITY
PROFILE



Firm: Ashurst
Headcount: 1,425 (FTE)
Floor Area: 30,011m²

Ashurst is a leading global law firm with a rich history spanning almost 200 years. We have 28 offices in 16 countries and a number of referral relationships that enable us to offer the reach and insight of a global network, combined with the knowledge and understanding of local markets.

Ashurst is committed to creating a world leading pro bono practice and aims to do this by developing leading local pro bono programmes in each office in Ashurst's network and by developing cross-border pro bono projects which enable Ashurst's offices to work together to tackle global and regional social justice issues.

Ashurst is also committed to being a sustainable global law firm which delivers positive impacts for its employees, clients, profession, environment and the communities in which it is based. The global Social Impact programme helps Ashurst to fulfil this commitment.



OUR PEOPLE
SUMMARY AND HIGHLIGHTS:

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.

Our response to the Covid-19 environment has seen us quickly adapt to increased remote working and we see this to be a sustained way of working for us into the future to support our people and the communities that we operate in.



GENDER EQUALITY

POLICY **PUBLISHED**

38% FEMALE **68% FEMALE** **67% FEMALE**

INITIATIVES:

- CommBar Equitable Briefing Charter • Employer of Choice for Gender Equality • Gender sensitive promotion and recruitment • Host or lead external programs • Internal networks or committees • International Women's Day • LCA Diversity and Inclusion Charter • Male Champions of Change • Pay Equity Ambassador • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE

POLICY **PUBLISHED** **PUBLISHED**

INITIATIVES:

- DCA membership • Host or lead external programs • Internal networks or committees • Training - Cultural awareness unconscious bias • AWEL reporting • IDAHOBIT Day • LCA Diversity and Equality Charter • Pro bono legal support • LGBTI awareness training • Out for Australia • Pride in Diversity Membership • Pronouns Project • Inclusive Language Glossary • Gender Affirmation Policy • Wear it Purple Day • World Aids Day

FLEXIBLE WORKPLACE

POLICY **PUBLISHED** **26 WEEKS** **95%**

INITIATIVES:

- Career break /Sabbaticals • Carer's leave • Child Care • Flexible work hours • Flexible working promotion and support • Job sharing • Part time options • Purchased leave • Religious and ceremonial leave • Remote working tools and systems • Study leave • Time in lieu • Unpaid leave • Volunteer leave

PSYCHOLOGICAL WELLBEING

POLICY **STAFF SURVEYS**

INITIATIVES:

- Beyond Blue programs • Black Dog Institute programs • Host or lead external programs • Mental Health Awareness Week • Mental health training and internal support • Mental Health Office Champion • Psychological support/ EAP • Resilience and stress management training • Resilience at Law • R U OK? programs • Salary continuance • Minds Count TJMF Guidelines

PHYSICAL WELLBEING

POLICY **STAFF SURVEYS**

INITIATIVES:

- Discount health insurance • Ergonomics • Gym memberships • Wellness awareness and promotion • Flu vax • Fruit boxes • Proactive health checks • Team events • Work based exercise sessions

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:

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

Ashurst has launched Sustainability Goals that chart a quantifiable path for the firm to continue to build on its culture of sustainability. The foundation of Ashurst's Sustainability Goals and therefore its path to Net Zero is the Carbon Neutrality plan, which sets out a roadmap including initial reduction goals for the firm to achieve by 2023 (as against 2019 levels) including: 20% reduction in CO2 emissions from travel; 30% reduction in paper usage; and 20% improvement in water, utility and energy usage efficiencies.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
1,895t – 1.3t/employee

BUILDINGS **1,742t**
91% 0.51% 0.50% 92%

TRAVEL **154t**
0.00% 7.4% 0.70% 8%

CARBON OFFSETS & RENEWABLES **5%** **100%**

NET EMISSIONS
0t – 0t/employee

ENVIRONMENTAL MANAGEMENT

POLICY **PUBLISHED**

INITIATIVES:

- Closed Loop coffee cup recycling • Earth Hour • Green Star building 4-6 star

ENV. IMPROVEMENT TARGET **ENV. MANAGEMENT SYSTEM (EMS)**

RECYCLING (OFFICES)

% office availability

PAPER USAGE

PAPER CERTIFICATION:

- FSC

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 and Belonging and Sustainability Programmes.

We also understand the law as a profession that comes with ethical obligations, including that of ensuring the law is available to all. Our global pro bono practice provides opportunity for our lawyers to fulfil this obligation and meaningfully contribute to communities. The global practice has four priority areas which include: Citizenship & Global Displacement; Gender Rights; Modern Slavery; and Racial Justice. We had a global result of over 62,000 pro bono hours (including coordination time) in the 2020/2021 financial year.



INDIGENOUS RECONCILIATION

POLICY **PUBLISHED** **STRETCH ACTION PLAN LEVEL**

INITIATIVES:

- Affirmative procurement • Cultural awareness training • Progress Reporting • Supply Nation membership • Implementing First Nations employment strategy • Internship and employment • NAIDOC Week • National Reconciliation Week • Pro bono support • Reconciliation Action Plan • Scholarships and student mentoring • Collaboration for reconciliation • Volunteering and secondments

NON LEGAL VOLUNTEERING

INITIATIVES:

- Organised volunteering • Skilled volunteering • Student mentoring

NON-PROFIT/ COMMUNITY PARTICIPATION **NON LEGAL VOLUNTEERING ACTIVITIES** **PARTICIPATION IN NON LEGAL VOLUNTEERING**

CHARITABLE GIVING

INITIATIVES:

- Corporate donations • Internal Appeals and Collections

CORPORATE GIVING PROGRAM **PARTICIPATION CORPORATE GIVING**

LEGAL PRO BONO

STRATEGY **PUBLISHED**

INITIATIVES:

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

Further information from AusLSA

OUR GOVERNANCE
SUMMARY AND HIGHLIGHTS:

Ashurst aims to show leadership in the legal sector by working with clients and suppliers to positively influence their mutual social, ethical and environmental performance.

Governance is a fundamental priority for legal service providers, and is core to all of the firm's activities. It is important to Ashurst in its goal to be the most progressive law firm and to ensure we meet client expectations.

This approach is not only embedded in our day to day operations, but also in the conduct of each of our legal practitioners. Furthermore, the legal profession has specific obligations and regulatory requirements to manage governance, professional standards and ethical behaviour.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

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

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

MODERN SLAVERY PROGRAM **FEDERAL LEGISLATION PARTICIPATION** **NSW LEGISLATION (PENDING)**

SUSTAINABILITY REPORTING

REPORT **ENV**

2021 AusLSA SUSTAINABILITY PROFILE



Firm: Baker McKenzie
Headcount: 498 (FTE)
Floor Area: 11,900m²

As the first truly global law firm, we bring the right talent to every client issue, regardless of where the client is.

We partner with our clients to deliver solutions in the world's largest economies as well as newly opening markets. We are at home anywhere in the world and we rely on our people to navigate cultures, borders and practices with ease.

Our global community is made up of many, creeds, colors, ethnicities, religions, sexual orientation, gender identity or expression, people with disabilities, and other range of human differences.

Our Australian practice was established in Sydney in 1964, in Melbourne in 1982 and in Brisbane in 2014. The strength of our team of 300+ lawyers is the ability to collaborate across practice groups and our Firm's international network to provide clients the guidance and solutions they need to succeed in an increasingly complex global market.

No matter the business or legal issue, we are committed to helping clients achieve their greatest ambitions.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Baker McKenzie is committed to providing a diverse and inclusive culture for all its employees, with equal opportunity for all to progress and have a meaningful career with our Firm. Our mission is to foster an environment where individuals of every ethnicity, culture, gender, sexual orientation, gender identity and expression, religion, age, disability, and parental status may succeed professionally and fully contribute to the goals of the Firm. We believe that diversity within the firm makes us stronger, and that an inclusive workplace will enable our talented workforce to achieve their potential.

Our clients expect a diverse and inclusive workforce, and we want to reflect the organisations and communities within which we all live and work. Established 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 Pride & Allies
- Baker DNA
- Baker Indigenous Engagement
- Baker Wellbeing (Australian Law Awards - Wellness Initiative of the Year 2020)

GENDER EQUALITY

POLICY

PUBLISHED

28% FEMALE

58% FEMALE

79% FEMALE

INITIATIVES:

- Employer of Choice for Gender Equality
- Gender sensitive promotion and recruitment
- Host or lead external programs
- Internal networks or committees
- International Women's Day
- Pay Equity Ambassador
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE

POLICY

PUBLISHED

INITIATIVES:

- DCA membership
- Host or lead external programs
- Internal networks or committees
- Training - Cultural awareness unconscious bias
- AWEI reporting
- IDAHOBIT Day
- LGBTI awareness training
- Pride in Diversity Membership
- Wear it Purple Day

FLEXIBLE WORKPLACE

POLICY

PUBLISHED

18 WEEKS

18 WEEKS

100%

INITIATIVES:

- Career break/Sabbaticals
- Carer's leave
- COVID leave
- Flexible work hours
- Job sharing
- Leave return budget adjustments
- Part time options
- Purchased leave
- Religious and ceremonial leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave

PSYCHOLOGICAL WELLBEING

POLICY

PUBLISHED

INITIATIVES:

- Black Dog Institute programs
- Mental health training and internal support
- Mental Health Office Champion
- Heart on my Sleeve
- BakerWellbeing committee
- This is Me campaign
- Mental Health Month
- Psychological support/ EAP
- Resilience and stress management training
- Resilience at Law
- R U OK? Day programs
- Salary continuance
- Minds Count TJMF Guidelines

PHYSICAL WELLBEING

POLICY

PUBLISHED

INITIATIVES:

- Discount health insurance
- Ergonomics
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Proactive health checks
- Team events
- Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Baker McKenzie's goal is to embed sustainability and environmental consciousness in local work practices and staff attitudes by:

- devising and deploying effective sustainability programs and initiatives;
- encouraging staff participation in both the development and implementation of environmental initiatives;
- measuring, monitoring, reporting and improving environmental performance; and
- providing ongoing training to encourage employees to reduce their environmental impact.

Baker & McKenzie is a signatory to the United Nations Global Compact. The Ten Principles of the Compact align with our Firm's values and are reflected in our strategy, culture and day to day operations.

Baker & McKenzie is committed to reducing our environmental impact. Air travel emissions are 100% offset each year and GoldPower is purchased to supplement our electricity emissions to the value of 600 MWh.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
193t – 0.39t/employee

BUILDINGS

TRAVEL

CARBON OFFSETS & RENEWABLES

NET EMISSIONS
0t – 0t/employee

ENVIRONMENTAL MANAGEMENT

POLICY

PUBLISHED

INITIATIVES:

- CitySwitch Green Office
- Earth Hour
- Green Star building
- 4-6 star
- World Environment Day

RECYCLING (OFFICES)

100% 100% 100% 100%

% office availability

PAPER USAGE

PAPER CERTIFICATION:

- FSC
- NCOS
- PEFC

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

As a Firm we support the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption, which are aligned with our values and reflected in our business strategy, culture and day-to-day operations.

Pro Bono Legal Work Our lawyers are actively encouraged to undertake pro bono work. The Firm is a signatory to the National Pro Bono Aspirational Target of at least 35 hours of pro bono legal work per lawyer per year. We also have our own Firm target of at least 50 pro bono legal hours per lawyer per year. In FY21 we recorded an average of more than 47.3 pro bono hours per lawyer and provided more than 12,293 hours of pro bono legal services to individual and not-for-profit organisations.

Non Legal Volunteering Our Australian partners and staff have opportunities to participate in community service initiatives including opportunities to

- organise and participate in awareness and fundraising initiatives for the Australian offices' charities – Tuberos Sclerosis Australia (TSA), Refugee Advice and Casework Service (RACS) and LeaderLife.
- participate in a range of volunteering opportunities including (when COVID circumstances permit) a mentoring program, primary school reading program and meal preparation sessions for disadvantaged children.

INDIGENOUS RECONCILIATION

POLICY

IN DEV'T

INITIATIVES:

- Cultural awareness training
- Indigenous employment and internships
- NAIDOC Week
- National Reconciliation Week
- Pro bono support
- Reconciliation Action Plan
- Volunteering and secondments

NON LEGAL VOLUNTEERING

INITIATIVES:

- Charity events and appeals
- Host external sporting events
- Organised volunteering
- Student tutoring and mentoring

CHARITABLE GIVING

INITIATIVES:

- Corporate donations
- External charity events and appeals
- Internal Appeals and Collections
- Workplace giving

LEGAL PRO BONO

STRATEGY

TARGET MET

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Baker McKenzie is an Australian partnership, which (as with other Baker McKenzie entities) is a member of a Swiss Verein. Global management consists of a global Policy Committee on which all offices are represented, an Executive Committee of 8 elected partners and regional councils. Designated practice and industry groups operate at the global, regional and office levels.

The Policy Committee guides the overall strategy of the Firm. The Executive Committee has primary responsibility for global management. A subcommittee of the Policy Committee is the Professional Responsibility and Practice Committee, responsible for overseeing ethical and practice standards globally. Regional Councils develop regional strategy and policy and implement global Firm initiatives. Each practice group is responsible for the advancement of that group's business plan, quality assurance, professional development, and service delivery. The Australian partnership has a full time Managing Partner, a partner who acts as Chair of an elected Management Committee, a Risk & Quality Committee, a Conflicts Committee and a Flexibility and Diversity Committee. This comprehensive structure demonstrates the Firm's commitment to effective governance at all level and allows the Firm's priorities to be implemented.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

INITIATIVES:

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

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

SUPPLIER STANDARD COVER:

- Human Rights
- Environmental Impacts
- Fair Labour Practices
- Community Development
- Indigenous Inclusion
- Gender Equality
- UN Global compact and Sustainable Development Goals

SUSTAINABILITY REPORTING

REPORT

CSR - UNSDGs

2021 AusLSA SUSTAINABILITY PROFILE



Firm: Barry.Nilsson.Lawyers
Headcount: 299 (FTE)
Floor Area: 6,149m²

Barry.Nilsson. (BN) is a national law firm specialising in Insurance & Health and Family & Estate Planning. As a firm, and individually, we recognise our obligation to contribute positively to the communities in which we live and conduct our business, and our national growth has provided the opportunity to expand our positive social impact.

We live our values of trustworthiness, dedication, excellence and loyalty through all that we do, and view socially responsible behaviour as good business practice and an enlightened way to live and work.

We seek to foster an environment that values and encourages diversity, respects social and cultural differences and provides everyone with equal opportunity to achieve their full potential.

We are proud of our corporate social responsibility program, Impact Project, which encourages and facilitates a firm-wide culture of making a positive difference through our chosen partnerships.

We do this through four streams: pro bono; community giving and non legal volunteering; environmental impact and sustainability; and Indigenous participation. BN recognises these initiatives as a vital aspect of the firm's social responsibility, culture and identity.

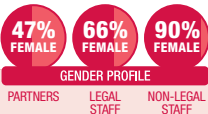


OUR PEOPLE SUMMARY AND HIGHLIGHTS:

BN continually strives to provide a workplace which is supportive of its people, where individuals are happy to come to work and which enables everyone to reach their full potential. We aim to foster the development of our people through structured mentoring, continued education and defined career paths. We also promote a culture in which we're respectful, everyone is approachable, teamwork is encouraged and contributions are valued.

Our efforts have resulted in the firm having a low staff turnover and the creation of an environment which our staff describe as 'professional, friendly and energetic'. Looking at the last 12 months the firm has introduced a more flexible approach to work giving staff the ability to work from home and also have flexibility in relation to their working hours. The firm has also continued it's D&I efforts through our BNcluded program which is focused on building a more diverse work environment and inclusive culture. We have also run surveys and interviewed staff in order to understand and act on employee feedback in order to create a better workplace.

GENDER EQUALITY



INITIATIVES:

- Internal networks or committees
- International Women's Day
- LCA Diversity and Inclusion Charter
- Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE



INITIATIVES:

- DCA membership
- Internal networks or committees
- LCA Diversity and Equality Charter
- Partnership with JIME/Shoreline
- D&I staff surveys
- Training - Cultural awareness unconscious bias
- Wear it Purple Day

FLEXIBLE WORKPLACE



INITIATIVES:

- Career break /Sabbaticals
- Carer's leave
- Flexible work hours
- Fortnightly Friday afternoon off
- Religious and ceremonial leave
- Job sharing
- Part time options
- Purchased Leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave

PSYCHOLOGICAL WELLBEING



INITIATIVES:

- Mental Health Awareness Week
- Mental health training and internal support
- BNWell program
- Regular newsletters
- MAF Walk for Awareness sponsorship
- Domestic Violence policy including paid leave
- Psychological support/ EAP
- Resilience and stress management training
- R U OK? programs
- Minds Count TJMF Guidelines

PHYSICAL WELLBEING



INITIATIVES:

- Discount health insurance
- Ergonomics
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Team events
- Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

We believe that every organisation must play its role to reduce it's impact on the environment and we strive for more sustainable work practices.

BN aims to minimise our environmental impact and reduce the carbon footprint of our business through a range of environmental initiatives and the ongoing development of our sustainability program framework. Our offices currently address these impacts through: double-sided printing, paper-lite programs, energy efficient lights, sensor lighting on all floors, recycling of IT waste including computers and toner cartridges, recycling boxes at all desks, green waste and recycling bins in our kitchens, and the use of "earth friendly" cleaning products.

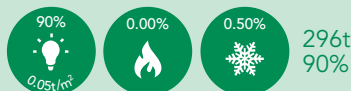
As a national firm with six offices throughout Australia, we further minimise our carbon footprint through increasing use of video and conferencing technologies, while opening up and improving communications between offices.

BN is committed to making the environment a bigger part of the conversation by encouraging staff to share ideas about what further steps can be taken at a national and office level to develop and encourage adherence to our sustainability objectives.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
328t – 1.1t/employee

BUILDINGS



TRAVEL



NET EMISSIONS
328t – 1.1t/employee

ENVIRONMENTAL MANAGEMENT



INITIATIVES:

- Nabers Energy and Water ratings
- CitySwitch Green Office
- Earth Hour
- ECO-Buy
- Green Star building 4-6 star
- NGERs compliant reporting
- World Environment Day

RECYCLING (OFFICES)



PAPER USAGE



PAPER CERTIFICATION:
• FSC • NCOS • PEFC

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

We recognise our obligation to contribute positively to the communities in which we live and work, and as such are committed to making a positive social impact.

Through our corporate social responsibility program, the Impact Project, we commit our time and resources to pro bono legal work, community giving and volunteering. Pro bono work is an integral part of BN's CSR plan and our lawyers are committed to providing high quality legal assistance in areas of unmet legal need, with an emphasis on work that will have a long-term impact and address systemic legal problems affecting disadvantaged, marginalised or vulnerable people. As a signatory to the National Pro Bono Target, our lawyers aim to volunteer 35+ hours of pro bono legal work annually.

Furthermore, our staff actively participate in charitable fundraising and volunteering initiatives for numerous community organisations. In 2019, Impact Project announced a community partnership with Shoreline (previously the Junior Indigenous Marine and Environmental Cadets Program (JIME)) and pledged to raise \$200,000 over two years to enable the educational program to expand nationally. As at the date of publishing, we are nearly half-way towards achieving this target.



INDIGENOUS RECONCILIATION



INITIATIVES:

- NAIDOC Week
- National Reconciliation Week
- Scholarships and student mentoring

NON LEGAL VOLUNTEERING



INITIATIVES:

- Blood donations
- Boards
- Charity events and appeals
- Organised volunteering

CHARITABLE GIVING



INITIATIVES:

- Corporate donations
- External charity events and appeals
- Internal Appeals and Collections
- Matched workplace giving

LEGAL PRO BONO



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

[www](#) Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

BN's Board of Management meet on a monthly basis and are responsible for reviewing performance and overseeing the general operations, strategy, compliance, risk and governance of the firm, with the support of an Audit and Risk committee.

The firm maintains professional indemnity insurance above the required minimum as well as business continuance, directors and officers' liability and cyber insurances. We have an emergency management, disaster recovery and business continuity plan, and undertake regular testing of the disaster recovery contact list. BN has robust technology platforms which are regularly penetration tested with full risk assessments conducted. Staff also receive regular cyber awareness updates and training.

To promote and maintain professional standards, the firm conducts regular CLE sessions for all staff. The firm also has clearly defined and documented policies and procedures, with new staff undergoing an extensive induction program which outlines firm values, culture, policies and protocols. As part of our ongoing commitment to the health and wellbeing of all staff, we have an Employee Assistance Program available and throughout the ongoing COVID-19 pandemic, there have been regular "check in" calls with all staff from a member of our People and Culture team.

CODE OF CONDUCT /RISK MANAGEMENT



SUSTAINABLE SUPPLY CHAIN MANAGEMENT



SUPPLIER STANDARD COVER:

- Human Rights
- Environmental Impacts
- Community Development
- Indigenous Inclusion
- Gender Equality

2021 AusLSA SUSTAINABILITY PROFILE



Firm: Bartier Perry Lawyers
Headcount: 166 (FTE)
Floor Area: 2,951m²

Bartier Perry provide highest quality legal services across a wide range of industries including property, construction, financial services, private clients, education, insurance, health and government.

The success of clients and the wellbeing of our people is underpinned by clearly articulated values of collaboration, performance, diversity & inclusion, down to earth, innovation, quality and trust. Focusing firmly on providing ethical, highest quality legal services delivered in a genuinely personalised manner, we place clients at the centre of all that we do, consistently communicating clearly and demonstrating strategic, creative thinking.

We are committed to driving our firm strategy which includes remaining dedicated to our community and to our social responsibility.

Established in 1942 and incorporated in 2007, Bartier Perry is a privately-owned Australian commercial law firm based in Sydney. Supported by an allied firm in Melbourne and several affiliations in major Australian centres and internationally, Bartier Perry's 150-strong team includes 90 legal staff from partners to paralegals and 60 management and support staff.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Bartier Perry is committed to fostering a diverse, positive and inclusive work culture that allows everyone to reach their potential and thrive. We provide opportunities to excel, be equal in the workplace and to have career progression at a pace that suits different life situations.

We promote the holistic wellbeing of our people and their families. Our annual engagement survey provides opportunities for staff feedback and results are shared across the firm, supporting our values of collaboration, trust and inclusion. Results show continuous high levels of staff satisfaction, commitment and engagement.

We know that our most important asset is our people and we actively nurture their wellbeing through initiatives including:

- Providing comprehensive flexible working – 96.5% of staff access our flexible work options.
- Opportunities to provide pro bono legal services as a signatory to the Australian Pro Bono Centre's National Pro Bono Target.
- Providing clear career pathways through individually tailored learning and development goals.
- Holding regular social events that encourage all employees to connect with each other, irrespective of job role.
- Raising social awareness by participation in community fundraisers such as Movember, Red Nose Day and Australia's Biggest Morning Tea.

GENDER EQUALITY

POLICY
PUBLISHED ✓

GENDER EQUITY TARGET
19% FEMALE
PARTNERS
55% FEMALE
LEGAL STAFF
68% FEMALE
NON-LEGAL STAFF

INITIATIVES:

- Employer of Choice for Gender Equality
- Gender sensitive promotion and recruitment
- Host or lead external programs
- Internal networks or committees
- International Women's Day
- Male Champions of Change
- Pay Equity Ambassador
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE

POLICY
PUBLISHED ✓

DIVERSITY
POLICY
PUBLISHED ✓

INITIATIVES:

- DCA membership
- Host or lead external programs
- Internal networks or committees
- Training - Cultural awareness unconscious bias
- Pro bono legal support
- Wear it Purple Day

FLEXIBLE WORKPLACE

POLICY
PUBLISHED ✓

12 WEEKS
PAID PARENTAL LEAVE
PRIMARY CARER
4 WEEKS
SECONDARY CARER
100%
RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Career break /Sabbaticals
- Carer's leave
- Flexible work hours
- Flexible working promotion and support
- Job sharing
- Leave return budget adjustments
- Part time options
- Phased retirement
- Purchased leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave
- Volunteer leave

PSYCHOLOGICAL WELLBEING

POLICY
PUBLISHED ✓

STAFF SURVEYS

INITIATIVES:

- Beyond Blue programs
- Black Dog Institute programs
- Mental Health Awareness Week
- Mental health training and internal support
- Psychological support/ EAP
- Resilience and stress management training
- R U OK? programs

PHYSICAL WELLBEING

POLICY
PUBLISHED ✓

STAFF SURVEYS

INITIATIVES:

- Ergonomics
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Proactive health checks
- Team events
- Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Bartier Perry is committed to reducing our impact on the environment through our interactions with our people, our suppliers and our clients. We believe this is part of good business practice. Sustainable practices are built into our decision making at every level. From analysing and making decisions relating to our own supply chain through to decisions relating to technology investment to reduce the need to print. We actively work to imbed sustainability considerations throughout our business.

We have implemented recycled waste programs and initiatives, including for paper, cardboard, plastic and electronic waste. Examples include:

- Our Paper Lite Policy which involved the transition from hardcopy documentation to electronic documentation for the majority of Bartier Perry's records.
- Using more efficient technology. In the 2020 financial year the use of our Fuji Xerox photocopiers (re-manufactured machines) resulted in saving 15 trees, over 23,000 litres of water and over 6,000kg of CO₂.
- Providing easily accessible paper recycling bins for all paper waste other than confidential material. Sustainability is a major factor in our purchasing decisions. We examine our own supply chain and look to purchase from suppliers who align with our own sustainability commitments.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
260t – 1.6t/employee

BUILDINGS
98% 0.09t/m²
0.10%
0.70%
258t 99%

TRAVEL
0.00%
0.30% 0.00t/employee
0.40% 0.01t/employee
2t 1%

NET EMISSIONS
260t – 1.6t/employee

ENVIRONMENTAL MANAGEMENT

POLICY
PUBLISHED ✓

ENV. IMPROVEMENT TARGET

ENV. MANAGEMENT SYSTEM (EMS)

INITIATIVES:

- Earth Hour
- NABBERS Rating 5

RECYCLING (OFFICES)

100% 100% 0% 100%
% office availability

PAPER USAGE

POLICY
PUBLISHED ✓

7,582kg 0%
Waste/employee 30% recycled content

PAPER CERTIFICATION:

- FSC
- NCOS

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Everyone at Bartier Perry is provided with the chance to make a difference in our workplace and community. All our people are supported to get involved at many levels to champion or be part of important initiatives.

From supporting rural and regional indigenous schools through to providing help for women escaping domestic violence, our community initiatives include:

- Improving access to justice for people in need by working within the community providing compassionate pro bono legal services as a signatory to the Australian Pro Bono Centre's target.
- Supporting The Haven – Nepean Women's Shelter, a not-for-profit organisation focused on supporting women experiencing domestic violence and homelessness. Our Bartier Perry Partner, Sharon Levy, is both founder and Chair.
- Aiding the vulnerable in our community through being involved with Dress for Success, Indigenous Literacy Foundation and The Smith Family.
- Raising social awareness by participation in community fundraisers.
- Promoting International Women's Day through storytelling by women and men who understand and have lived the barriers contributing to inequality.
- Working in regional NSW to help refugees' access higher education.
- Planning for cultural awareness training for all staff as part of the development of our Reconciliation Action Plan.

INDIGENOUS RECONCILIATION

POLICY
IN DEV'T

INITIATIVES:

- Affirmative procurement
- Cultural awareness training
- Funding for Indigenous Literacy Foundation and Dymocks Children's Charities
- Indigenous employment and internships
- NAIDOC Week
- National Reconciliation Week
- Pro bono support
- Collaboration for reconciliation

NON LEGAL VOLUNTEERING

NON-PROFIT/ COMMUNITY PARTICIPATION

NON LEGAL VOLUNTEERING ACTIVITIES

IN DEV'T

INITIATIVES:

- Boards
- Charity events and appeals
- Community Volunteering
- Organised volunteering
- Secondments to NGOs
- Student tutoring and mentoring

CHARITABLE GIVING

POLICY
PUBLISHED ✓

CORPORATE GIVING PROGRAM

INITIATIVES:

- Corporate donations
- External charity events and appeals
- Internal Appeals and Collections
- Workplace giving

LEGAL PRO BONO

STRATEGY
PUBLISHED ✓

DATE SET PRO BONO CENTRE TARGET

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Delivering outstanding legal services whilst working to the highest ethical standards is intrinsic to the Bartier Perry service delivery model. Our commitment to service excellence is evidenced by our strong association with key industry associations and our Environmental Social Governance (ESG) program.

Our management structure is transparent. Our firm is led by the Board and our CEO. Supporting this management is a comprehensive committee structure and a suite of policies, procedures and guidelines that are clearly communicated to our people and available to all via our intranet. Areas addressed include sustainable supply chain management, risk management, ethics and conduct.

We build robust systems and processes to ensure transparent and ethical delivery of our commitments. We aim to surpass universal standards for the management of risks, business continuity, ethics and the codes of conduct set by government regulations, the Law Society of NSW, industry standards and client expectations.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY
PUBLISHED ✓

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY
IN DEV'T

SUSTAINABLE SUPPLY CHAIN MANAGEMENT IN DEV'T

MODERN SLAVERY PROGRAM IN DEV'T

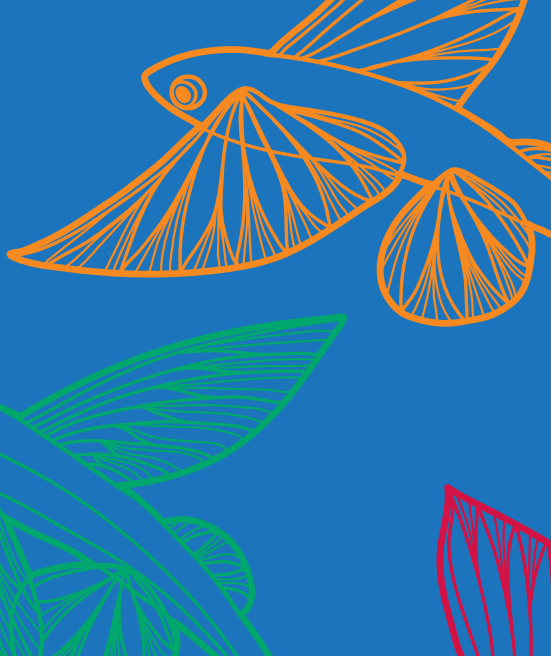
FEDERAL LEGISLATION PARTICIPATION

NSW LEGISLATION (PENDING)

SUSTAINABILITY REPORTING

REPORT
CSR

AUSTRALIAN LEGAL SECTOR ALLIANCE IN DEV'T



2021 AusLSA SUSTAINABILITY PROFILE



Firm: Carroll & O'Dea
Headcount: 221 (FTE)
Floor Area: 4,666m²

Carroll & O'Dea Lawyers, established 121 years ago, is a modern firm built on strong foundations of providing expert advice and robust advocacy for our clients.

Our longevity has its roots in our continuing commitment to providing all our clients with the highest level of service, skill and legal expertise across all aspects of the law.

Our strength is that we continue to evolve, uniting our family traditions with the latest in technology, legal knowledge and skills that benefit our clients.

To view our complete history visit:
www.codea.com.au/our-firm/our-history



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

As a firm Carroll & O'Dea promotes equality and well-being in the work place. Initiatives are in place to ensure staff can easily communicate with one another on both a workplace and social level.

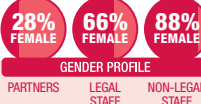
The firm holds regular Linkers Zoom Meetings, where staff are invited to come together and voice any concerns or practical suggestions for improvements that could be advantageous to the firm as a whole. The firm also conducts a staff survey to identify any particular areas that may require improvement. The results of the staff survey are communicated across the firm.

Carroll & O'Dea facilitates personal counselling when necessary through AccessEAP, a private and confidential service to support and assist staff. The diverse capability of our workforce is what positions Carroll & O'Dea to deliver high quality, tailored services to our diverse range of Clients.

We recruit people from all background. We believe that diversity encompasses different ethnicity, gender, language, age, religion, socio-economic background, physical and mental ability, experience and education.

We offer regular internal & external leaning opportunities and mentoring programs. The firm provides a calendar of training sessions that run throughout the year for our support staff to further develop and improve their skills.

GENDER EQUALITY



INITIATIVES:

- Host or lead external programs
- Internal networks or committees
- International Women's Day
- Pay Equity Ambassador

INCLUSIVE WORKPLACE



FLEXIBLE WORKPLACE



INITIATIVES:

- Carer's leave
- Flexible work hours
- Job sharing
- Remote working tools and systems
- Time in lieu
- Unpaid leave

PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Host or lead external programs
- Psychological support/ EAP
- R U OK?
- Salary continuance

PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics
- Wellness awareness and promotion
- Flu vax
- Work based exercise sessions

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.

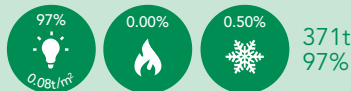
Energy saving mode is set on all photocopiers and printers, and we have installed meters on photocopiers which discourage wasteful photocopying. Our air conditioning shuts down after 6:00 pm on business days and remains switched off over the weekend. Office lights are automatically switched off after 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

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
381t – 1.7t/employee

BUILDINGS



TRAVEL



NET EMISSIONS
381t – 1.7t/employee

ENVIRONMENTAL MANAGEMENT



INITIATIVES:

- Earth Hour
- World Environment Day

RECYCLING (OFFICES)



PAPER USAGE



PAPER CERTIFICATION:
• FSC

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

At Carroll & O'Dea Lawyers we have a proud and long tradition of helping and assisting others in the community. Our solicitors do voluntary work in a range of community legal centres and regularly take on pro-bono matters referred by the Public Interest Law Clearing House.

We are involved in the MOSAIC Mentoring Program, which provides free face-to-face legal assistance to asylum seekers and refugees. We support The Shed at Plumpton Mount Druitt, which provides free legal advice and representation to people who are homeless or at risk of homelessness.

The firm is also involved in the Clemente Australia Program, a university education program that helps individuals from disadvantaged backgrounds get a university education.

From our founding partners 118 years ago to our team today, at Carroll & O'Dea Lawyers we are guided by the simple principle of giving back to the community. So much so that our most recent staff survey found that it was one of the most attractive things about working at Carroll & O'Dea Lawyers.

INDIGENOUS RECONCILIATION

INITIATIVES:

- Cultural awareness training

NON LEGAL VOLUNTEERING



INITIATIVES:

- Boards
- Community Volunteering
- Paid volunteer time

CHARITABLE GIVING



INITIATIVES:

- Charitable Foundation

LEGAL PRO BONO



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

[www](#) Further information from AusLSA

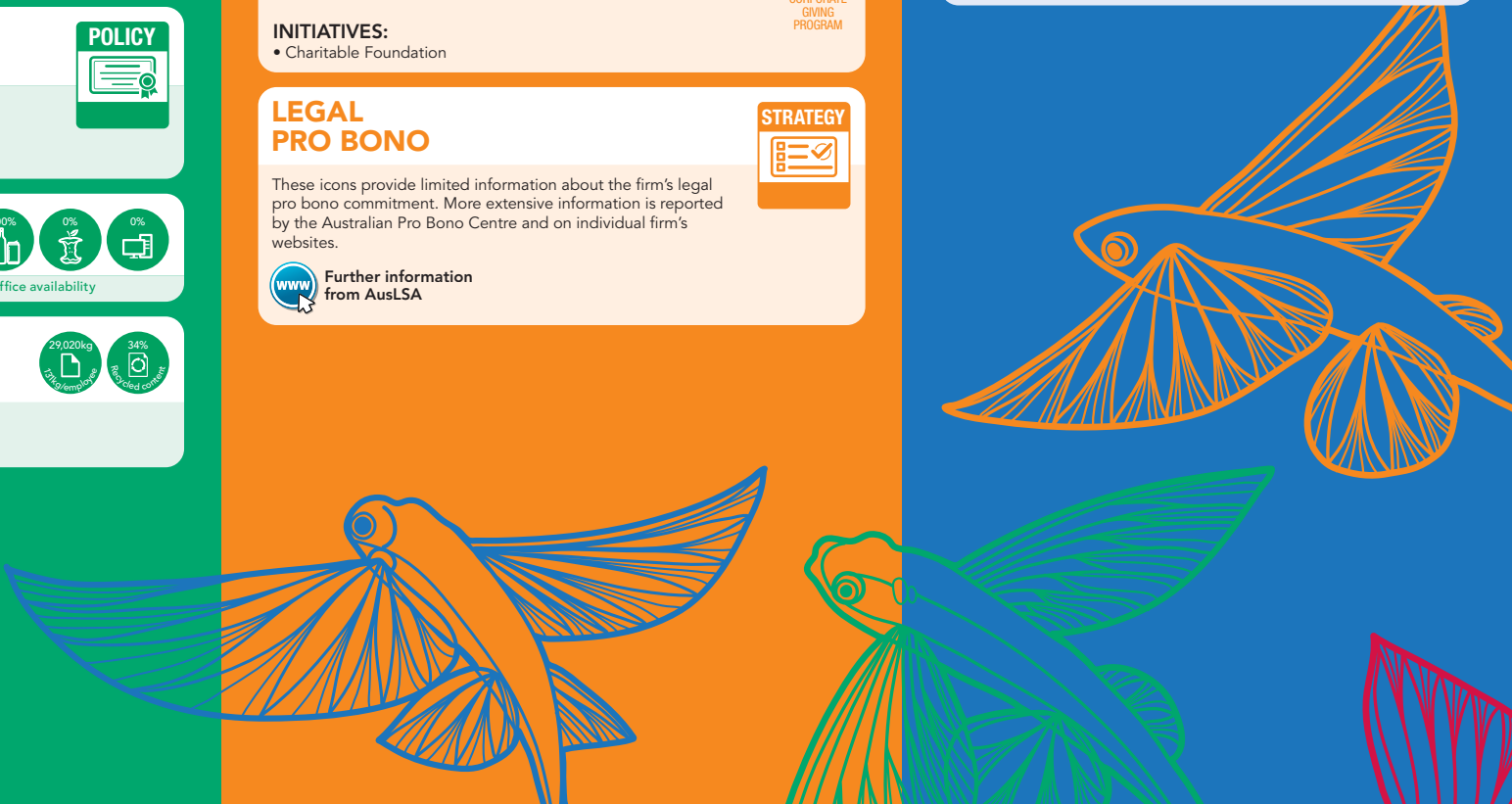
OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Carroll & O'Dea has a formal Principle Partner Committee (meets monthly), All Partners forum (meets monthly), Finance Committee (meeting quarterly), Remuneration Committee, Risk Management Committee, Sustainability Committee & Diversity Committee. All have terms of reference.

CODE OF CONDUCT /RISK MANAGEMENT



SUSTAINABLE SUPPLY CHAIN MANAGEMENT



2021 AusLSA
SUSTAINABILITY
PROFILE



Firm: Clyde & Co
Headcount: 368 (FTE)
Floor Area: 8,048m²

Clyde & Co is a leading global law firm, specialising in the sectors that underpin global trade and commercial activity, namely: insurance, transport, infrastructure, energy, and trade and commodities. It is globally integrated, offering a comprehensive range of contentious and non-contentious legal services and commercially-minded legal advice to businesses operating across developed and developing markets.

Clyde & Co is committed to operating in a responsible way. This means progressing towards a diverse and inclusive workforce that reflects the diversity of its communities and clients, using its legal skills to support its communities through pro bono work, volunteering and charitable partnerships, and minimising the impact it has on the environment.

The firm has 440 partners, 1800 lawyers, 2500 legal professionals and 4000 staff in over 50 offices [and associated offices] worldwide.



OUR PEOPLE
SUMMARY AND HIGHLIGHTS:

The key priorities for the Australian business are constantly evolving to meet the needs of our people and clients. In 2021 we, along with most businesses accelerated our agile and flexible working with many people working remotely. We continue to meet the needs of our clients and deliver key programs within our business to ensure the best working environment for our high performing teams.

We are in a period of high growth and with that comes challenges of recruitment which is a key priority for us as is retaining our high performers. Through strategic development programs we continue to invest in our top talent and this will remain into 2022. Our purpose, to create a better working environment for all means that Diversity & Inclusion is a crucial focus for us as is building our Employee Value Proposition.

We are focused on maintaining an environment where everyone can bring their whole selves to work and feel valued and included within our company culture.

GENDER
EQUALITY



33%
FEMALE

57%
FEMALE

77%
FEMALE

INITIATIVES:

- CommBar Equitable Briefing Charter
- Host or lead external programs
- Internal networks or committees
- International Women's Day

INCLUSIVE
WORKPLACE



INITIATIVES:

- DCA membership
- Training - Cultural awareness unconscious bias
- IDAHOBIT Day
- Internal networks or committees
- Pride Month
- Wear it Purple Day

FLEXIBLE
WORKPLACE



18
WEEKS

2
WEEKS

100%

INITIATIVES:

- Career break /Sabbaticals
- Carer's leave
- Flexible work hours
- Flexible working promotion and support
- Job sharing
- Part time options
- Purchased leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave

PSYCHOLOGICAL
WELLBEING



INITIATIVES:

- Black Dog Institute programs
- Mental Health Awareness Week
- Psychological support/ EAP
- Resilience and stress management training
- R U OK? programs
- Salary continuance
- Minds Count TJMF Guidelines

PHYSICAL
WELLBEING



INITIATIVES:

- Ergonomics
- Gym memberships
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Massages
- Proactive health checks
- Team events
- Work based exercise sessions

OUR ENVIRONMENT
SUMMARY AND HIGHLIGHTS:

As an international law firm, we recognise our responsibility to protect the environment and mitigate any impact our activities may have both locally and internationally. This includes the impact of our working practices; the purchasing and consumption of energy and resources, the creation and disposal of our waste, and the use of transportation.

Our Global Environment policy statement covers all environmental aspects over which we have influence or are able to directly control.

Our Commitment focuses on:

- monitoring and reducing our energy consumption, and promoting efficient energy use within our premises;
- monitoring and reducing our travel;
- reducing our use of resources such as paper and water;
- reducing our overall waste;
- using, storing and disposing of hazardous waste in line with best environmental practices;
- seeking to source sustainable products and assessing the environmental impact of our supply chain.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
465t – 1.3t/employee

BUILDINGS

83%

0.00%

0.20%

386t

83%

TRAVEL

0.00%

16.0%

1.1%

79t

17%

NET EMISSIONS
465t – 1.3t/employee

ENVIRONMENTAL
MANAGEMENT



INITIATIVES:

- Earth Hour
- Green Star building 4-6 star

RECYCLING
(OFFICES)

100%

100%

50%

100%

% office availability

PAPER
USAGE

16,422kg

16%

PAPER CERTIFICATION:
• PEFC • FSC

OUR COMMUNITY
SUMMARY AND HIGHLIGHTS:

Clyde & Co is committed to operating in a responsible way. This means progressing towards a diverse and inclusive workforce that reflects the diversity of our communities and clients, using our legal skills to support our communities through pro bono work, volunteering and charitable partnerships in the areas where we live and work, and managing our environmental impact.

Our people are our business and we are committed to valuing them all as individuals and to helping them flourish within our business. In 2018 we became signatories of the UN Global Compact, demonstrating our support for its 10 principles in the areas of human rights, labour, the environment, and anti-bribery and corruption. We are committed to integrating these principles into our day-to-day operations.

Our people around the globe are encouraged to get involved in our corporate responsibility programmes. For example, our '50 hours' policy gives our fee-earning lawyers credit towards their billable targets for up to 50 hours' per year for pro bono activities, helping those who need free legal advice.



INDIGENOUS
RECONCILIATION



INITIATIVES:

- Pro bono support

NON LEGAL
VOLUNTEERING

INITIATIVES:

- Charity events and appeals
- Organised volunteering

CHARITABLE
GIVING



INITIATIVES:

- Corporate donations
- External charity events and appeals
- Internal Appeals and Collections
- Matched workplace giving

LEGAL
PRO BONO



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



Further information
from AusLSA

OUR GOVERNANCE
SUMMARY AND HIGHLIGHTS:

Clyde & Co is committed to complying with all regulatory and statutory obligations through the identification and management of risk and by demonstrating the highest ethical and professional standards. As a leading law firm, Clyde & Co has systems and processes in place to ensure all staff comply with all relevant Australian Government Acts and legislation.

Clyde & Co takes risk and compliance management and reporting very seriously. Reporting to the Management Board, the Risk Committee is a focal point for managing risk and compliance. The remit of the Risk Committee includes identifying and prioritising operational and regulatory risks within the firm (both strategic risks and specific day-to-day risks) and taking steps to put appropriate controls and responses in place. The Risk Committee is also responsible for implementing and improving the firm's policies and procedures, as well as maintaining global best practice systems for risk and compliance management. The committee keeps all aspects under review, acting to manage and mitigate risks as necessary.

CODE OF CONDUCT
/RISK MANAGEMENT



SUSTAINABLE SUPPLY
CHAIN MANAGEMENT



SUPPLIER STANDARD COVER:

- Environmental Impacts
- Fair Labour Practices
- Indigenous Inclusion
- Modern slavery
- Inclusion & Diversity
- Fraud, bribery & corruption

2021 AusLSA SUSTAINABILITY PROFILE

COLEMAN GREIG LAWYERS

Firm: Coleman Greig Lawyers
Headcount: 160 (FTE)
Floor Area: 2,365m²

Coleman Greig is an award-winning, leading law firm in NSW with offices located in Parramatta, Norwest, Penrith, Sydney CBD and Campbelltown-Macarthur. In the heart of one of Australia's most dynamic and largest economic regions, Coleman Greig boasts a level of growth and success that has mirrored that of the business community in which they are based.

In 2021, Coleman Greig proudly relocated their headquarters to the new and sustainably designed \$300 million 32 Smith Street Tower, located in the heart of Parramatta NSW.

Coleman Greig is proud to be committed to managing its environmental footprint and undertaking sustainable work practices to improve the environment in the future. Coleman Greig plans to continue its sustainability journey and become role models for sustainable business practice in NSW. Coleman Greig's values (people, purpose, vision and community) reflect the commitment of being more than simply a great law firm with highly experienced lawyers.

The firm is an integral part of the community, working with clients and business partners to develop legal services and value-adding initiatives that meet the evolving needs of businesses and individuals today.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Coleman Greig is proud to be recognised as an employer of choice. For the second year running, we have won the 2021 'Employer of Choice' HR Daily Award and been listed in the top 25 Great Places to Work, this year placing 22nd in the medium-sized employer category.

Our culture is proudly shared at every level of the organisation, embracing our core values of people, purpose, vision, and community. Our deliberately flat management structure encourages communication flow throughout the firm, the transfer of ideas and the ongoing promotion of skills and talent within.

Having an employee centric approach means that we continue to put our people at the core of everything we do - it is a driving force in all of our initiatives; from our policies and procedures (flexible working, paid parental leave, community leave, recognition and reward, paid study leave and financial assistance, continuous professional development, encouraging work life balance to name a few), health and wellness initiatives (such as massages, fruit delivery, gym memberships, training and development) through to our community engagement (mainly through fundraiser events, donations and pro bono work).

GENDER EQUALITY

40%
FEMALE

62%
FEMALE

88%
FEMALE

GENDER PROFILE
PARTNERS
LEGAL STAFF
NON-LEGAL STAFF

INITIATIVES:

- Coleman Greig's Women in Business Forum
- Equal pay controls
- Women of the West Award host
- Employer of Choice for Gender Equality
- International Women's Day

INCLUSIVE WORKPLACE

POLICY

INITIATIVES:

- Internal diversity policy in place

FLEXIBLE WORKPLACE

POLICY

12 WEEKS
PAID PARENTAL LEAVE
PRIMARY CARER

2 WEEKS
PAID PARENTAL LEAVE
SECONDARY CARER

100%
RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Carer's leave
- Flexible work hours
- Job sharing
- Phased retirement
- Purchased leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave
- Volunteer leave

PSYCHOLOGICAL WELLBEING

POLICY

INITIATIVES:

- Mental health training and internal support
- Quarterly Wellness Week
- Mentoring
- Carers at Work
- Psychological support/ EAP
- R U OK? programs

PHYSICAL WELLBEING

POLICY

INITIATIVES:

- Ergonomics
- Gym memberships
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Massages
- Proactive health checks
- Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Coleman Greig Lawyers is an active member of AusLSA and has achieved Silver Accreditation in the NSW Government Office of Environment and Heritage's Sustainability Advantage program.

The firm's ONE SOURCE project has ensured that teams have moved away from a hard copy source file to an electronic source file where possible. The ONE SOURCE project has allowed files to be "completely" stored in the firm's Document Management System. It has also allowed for improved use of the firm's technology investments and take up of more mobile applications.

Similarly, we have power saving controls on many of our electronic devices such as screens, monitors, printers, AV, coffee machines etc. With the move to activity based working and away from desktop computers to laptops throughout all offices, this has further enhanced our ability to reduce energy consumption.

Three of our five offices are located within 5 star energy and 4 star water Nabers rated commercial buildings. Additionally there are many sustainable building initiatives each year for example recycling of coffee cups, issuing of keep cups for all tenants, centralised bin systems where there are a certain number of allocated paper, recycling, organics and rubbish bins per floor space, no under desk bins. Our goal is to align all offices to be working within sustainable and efficient buildings in the near future.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
107t – 0.67t/employee

98%
0.04t/yr

0.00%
0.00t/employee

0.00%
0.00t/employee

BUILDINGS

0.00%
0.00t/employee

0.00%
0.00t/employee

1.3%
1t/employee

TRAVEL

NET EMISSIONS
107t – 0.67t/employee

ENVIRONMENTAL MANAGEMENT

POLICY

ENV. IMPROVEMENT TARGET

INITIATIVES:

- "One Source" Paper light project
- Green Star building 4-6 star
- Sustainability Advantage (NSW)
- Coffee pod Recycling
- Digital marketing material priority

RECYCLING (OFFICES)

100%
100%
20%
100%

% office availability

PAPER USAGE

6,903kg
35 employees

0%
Recycled content

PAPER CERTIFICATION:

- Other

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Giving back to the community in which we operate is very important to all employees, and the notion of corporate responsibility is firmly entrenched within our culture.

We embrace our core value of "community" in many ways, undertaking numerous activities every year in support of a range of charities and worthwhile causes; including organising the annual Coleman Greig Challenge to raise funds for St Gabriel's School and Westmead Hospital Foundation. In addition, we have a Volunteer Leave policy for employees to enable them to more easily pursue their own personal commitments to community organisations. We have an employee giving program and regularly contribute to causes/participate in events chosen by employees. Our regular events including the Women in Business Forum, briefings, seminars and webinars provide professionals from around NSW with opportunities for professional development and networking.

We also provide pro-bono legal services. We proudly sponsor Western Sydney Young Professionals Network, which gives young professionals the opportunity to develop contacts and grow skills. Many of our events also provide multiple fundraising opportunities - Women in Business has donated over \$300,000 to the local community since 2007 while the Challenge has raised over \$1,162,000 since 2013.

INDIGENOUS RECONCILIATION

POLICY

RAP REFLECT ACTION PLAN LEVEL

INITIATIVES:

- Cultural awareness training
- Indigenous employment and internships
- NAIDOC Week
- National Reconciliation Week
- Pro bono support
- Reconciliation Action Plan

NON LEGAL VOLUNTEERING

POLICY

NON-PROFIT/ COMMUNITY PARTICIPATION

NON-LEGAL VOLUNTEERING ACTIVITIES

PARTICIPATION IN NON-LEGAL VOLUNTEERING

INITIATIVES:

- Boards and committees
- Paid volunteer time

CHARITABLE GIVING

POLICY

CORPORATE GIVING PROGRAM

INITIATIVES:

- Corporate donations

LEGAL PRO BONO

STRATEGY

DATE SET PRO BONO CENTRE TARGET

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Coleman Greig has been established as an incorporated entity for over 10 years. The Board provides strategic direction for the firm and is made up of Directors and Non-Executive Directors. The Board is committed to improving the overall performance of the practice whilst achieving our client service targets, growth ambitions whilst actively managing business risk.

In recent years we have encouraged Directors to undertake the Australian Institute of Company Directors (AICD) program and our newly appointed Directors have all recently completed and passed the AICD program.

A commitment to ISO Quality Management Systems and best practice has ensured Coleman Greig's commitment to incremental innovation & continuous improvement has remained at the forefront of operations across all office sites. Key teams advising the Board include the Risk Management Committee and the Remuneration Committee.

We are currently working through the implementation of a new strategy framework (Now, Next and Beyond) which will embody the firms vision, goals and performance pillars across the firm. With this there will be improved performance reporting, clearly defined targets and key performance indicators for whole of firm. The new strategy framework will carry the firm now and into the future with our continued success and growth.

CODE OF CONDUCT /RISK MANAGEMENT

COMPLAINTS & GRIEVANCE MECHANISM
RISK MANAGEMENT PLAN
BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

MODERN SLAVERY PROGRAM IN DEVT

SUSTAINABILITY REPORTING

REPORT

2021 AusLSA SUSTAINABILITY PROFILE



Firm: Colin Biggers & Paisley
Headcount: 490 (FTE)
Floor Area: 9,311m²

Colin Biggers & Paisley was founded over a century ago and is one of the most established legal practices in the country. It focuses on delivering a full range of legal services to the insurance, construction, property and business services sectors in Australia and abroad.



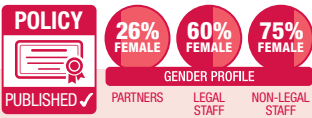
OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Our purpose is to collectively build and secure the future of our clients colleagues and community. For our clients, that means we're invested and we're loyal. For each other, that means we value our collegiality, we respect and support one another, and we celebrate diverse contributions.

Our values of balance, respect, loyalty and integrity underpin everything we do. We believe in a workplace that inspires our people to be creative, passionate and innovative. We invest in our people to give them the skills and training they need to thrive. We offer a range of benefits including a comprehensive Wellbeing Program, which was expanded during the pandemic to ensure our people had access to support as they navigated the challenges of covid and lockdown/s.

We also offer financial benefits including paid parental leave (including stillbirth or neonatal death, surrogacy, adoption and foster parent leave); emergency childcare; purchased leave; Gender Affirmation leave; study assistance; recruitment referral rewards; and insurances. Families@CBP supports our people returning from parental leave. The program reinforces our inclusive culture where open communication about balancing family life is encouraged. The program has been very successful, with 100% of our people returning from parental leave in the last 12 months.

GENDER EQUALITY



INITIATIVES:

- Internal networks or committees • International Women's Day • LCA Diversity and Inclusion Charter • Parents at Work - Women@cbp • Pay Equity Ambassador

INCLUSIVE WORKPLACE



INITIATIVES:

- DCA membership • LCA Diversity and Equality Charter • AWEI reporting • Host or lead external programs • IDAHOBIT Day • Internal networks or committees • LCA Diversity and Inclusion Charter • Pro bono legal support • LGBTI awareness training • Pride in Diversity Membership • Pride in Practice Conference • Active LGBTI network (Pride@CBP) • Winner of the AWEI Gold Employer • Training - Cultural awareness unconscious bias • Wear it Purple Day • World Aids Day

FLEXIBLE WORKPLACE



INITIATIVES:

- Career break /Sabbaticals • Carer's leave • Flexible work hours • Flexible working promotion and support • Job sharing • Leave return budget adjustments • Phased retirement • Purchased leave • Leave return budget adjustments • Religious and ceremonial leave • Remote working tools and systems • Study leave • Time in lieu • Unpaid leave • Volunteer leave

PSYCHOLOGICAL WELLBEING



INITIATIVES:

- Beyond Blue programs • Black Dog Institute programs • Host or lead external programs • Mental health training and internal support • Onsite yoga • Mindfulness Training • Nutrition workshops • Sleep workshops • Executive Coaching • Vicarious Trauma Training • Psychological support/ EAP • Resilience and stress management training • Resilience at Law • R U OK? programs • Minds Count TJMF Guidelines

PHYSICAL WELLBEING



INITIATIVES:

- Ergonomics • Gym memberships • Wellness awareness and promotion • Flu vax • Fruit boxes • Massages • Team events • Work based exercise sessions

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.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
720t – 1.5t/employee



NET EMISSIONS
720t – 1.5t/employee

ENVIRONMENTAL MANAGEMENT



INITIATIVES:

- Earth Hour • Green Star building 4-6 star

RECYCLING (OFFICES)



PAPER USAGE



PAPER CERTIFICATION:

- PEFC

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

The Colin Biggers & Paisley Foundation brings together our entire community offering and is comprised of three streams - pro bono legal services, volunteering and charitable contributions. The Foundation's core strategy is to promote and protect the rights of women, children and Aboriginal and Torres Strait Islander peoples in Australia and abroad. It works with individuals and not-for-profit organisations that work on behalf of low income or disadvantaged members of the community.



INDIGENOUS RECONCILIATION



INITIATIVES:

- Affirmative procurement • Cultural awareness training • Indigenous employment and internships • Internship and employment • NAIDOC Week • National Reconciliation Week • Pro bono support • Reconciliation Action Plan • Scholarships and student mentoring • Collaboration for reconciliation • Volunteering and secondments

NON LEGAL VOLUNTEERING



INITIATIVES:

- Boards • Charity events and appeals • Community Volunteering • Organised volunteering • Paid volunteer time • Secondments to NGOs • Student tutoring and mentoring

CHARITABLE GIVING



INITIATIVES:

- Corporate donations • External charity events and appeals • Internal Appeals and Collections • Matched workplace giving • Workplace giving

LEGAL PRO BONO



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



Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

At Colin Biggers & Paisley ultimate responsibility for the management of the practice rests with the Managing Partner, with guidance from, and authority and responsibility disseminated through, legal practice Group Heads and Shared Services Leaders. Our culture and values are embedded in the way we do business and underpinned by a suite of policies and procedures, with coverage including operational requirements, risk management, acceptable conduct, authorities and responsibilities. We maintain and reinforce, through scheduled testing, our business resilience and disaster recovery plans, supported by technology systems protected by best of breed platforms.

CODE OF CONDUCT /RISK MANAGEMENT



SUSTAINABLE SUPPLY CHAIN MANAGEMENT



SUPPLIER STANDARD COVER:

- Environmental Impacts • Fair Labour Practices • Indigenous Inclusion • Modern slavery • Inclusion & Diversity • Fraud, bribery & corruption

SUSTAINABILITY REPORTING



2021 AusLSA SUSTAINABILITY PROFILE

CORRS CHAMBERS WESTGARTH

Firm: Corrs Chambers Westgarth Headcount: 1,260 (FTE) Floor Area: 27,184m²

Corrs Chambers Westgarth is Australia's leading independent law firm. We provide exceptional legal services across the full spectrum of matters, including major transactions, projects and significant disputes, offering strategic advice on our clients' most challenging issues. With more than 175 years of history and a talented and diverse team of over 1000 people, we pride ourselves on our client-focused approach and commitment to excellence.

Our fundamental ambition is the success of our clients, and this is reflected in everything we do. We advise on the most significant global matters and connect with the best lawyers internationally to provide our clients with the right team for every engagement. We are also at the forefront of some of the most high-profile public international law matters in our region, assisting governments and corporations with the resolution of highly complex cross-border disputes.

We are the firm of choice for many of the world's leading organisations, with our people consistently recognised for providing outstanding client service and delivering exceptional results. We work to identify, prevent and mitigate adverse environmental and human rights impacts, and contribute to a better, more sustainable future.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

As Australia's leading independent law firm, we provide our people with exceptional opportunities throughout their career. We offer challenging and rewarding work in a supportive and inclusive environment, so our people have every opportunity to achieve personal and professional growth. Our culture is built on excellence, collaboration, commitment and respect. These principles guide how we partner with clients and allow us to attract the best people, help them realise their potential and build positive and engaged teams.

Our high-quality professional development programs equip our people with the skills they need to succeed, while our market leading benefits recognise our people's contributions to our success. Our tailored benefits and programs evolve with individual circumstances and support our people at every stage of their careers. We encourage flexible working and provide a range of benefits including five weeks of annual leave, a generous bonus scheme, paid super during parental leave, 18 weeks of paid parental leave and more. We recognise the importance of health and wellbeing and are committed to providing a safe and healthy workplace. We provide support, coaching and confidential counselling across a wide range of areas, including general wellbeing, holistic support and manager-specific support.

WWW

GENDER EQUALITY

POLICY

PUBLISHED

25% FEMALE

57% FEMALE

83% FEMALE

GENDER PROFILE

PARTNERS

LEGAL STAFF

NON-LEGAL STAFF

INITIATIVES:

• CommBar Equitable Briefing Charter

• Employer of Choice for Gender Equality

• Gender sensitive promotion and recruitment

• Host or lead external programs and/or forums

• Internal networks or committees

• International Women's Day

• LCA Diversity and Equality Charter

• Pay Equity Ambassador

• Female advancement, mentoring and coaching

• Training - Gender awareness unconscious bias

• Gender Equity Panel Pledge

WWW

INCLUSIVE WORKPLACE

POLICY

PUBLISHED

POLICY

PUBLISHED

INITIATIVES:

• DCA membership

• Host or lead external programs and/or forums

• LCA Diversity and Equality Charter

• Training - Cultural awareness unconscious bias

• Gender affirmation policy

• Midsumma festival support and pride march participation

• International Pronouns Day

• Out Leadership membership

• AWEI Survey

• IDAHOBIT Day

• Internal networks or committees

• Pro bono legal support

• LGBTI awareness training

• Out for Australia

• Pride in Diversity Membership

• Wear it Purple Day

• World Aids Day

WWW

FLEXIBLE WORKPLACE

POLICY

PUBLISHED

18 WEEKS

3 WEEKS

91%

PAID PARENTAL LEAVE

RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

• Bonus leave

• Career break /Sabbaticals

• Carer's leave

• Flexible work hours

• Flexible working promotion and support

• Job sharing

• Leave return budget adjustments

• Part time options

• Phased retirement

• Purchased leave

• Religious and ceremonial leave

• Remote working tools and systems

• Study leave

• Time in lieu

• Unpaid leave

• Subsidised school holiday care

WWW

PSYCHOLOGICAL WELLBEING

POLICY

PUBLISHED

INITIATIVES:

• Mental Health Awareness Week

• Mental health training and internal support

• The Resilience Project participation

• Virtual workshop - strategies for maintaining wellbeing and thriving while working remotely

• Psychological support/ EAP

• Resilience and stress management training

• Resilience at Law

• R U OK? programs

WWW

PHYSICAL WELLBEING

POLICY

PUBLISHED

INITIATIVES:

• A Wellbeing Hub

• Discount health insurance

• Ergonomics

• Wellness awareness and promotion

• Flu vax

• Fruit boxes

• Team events

• Work based exercise sessions

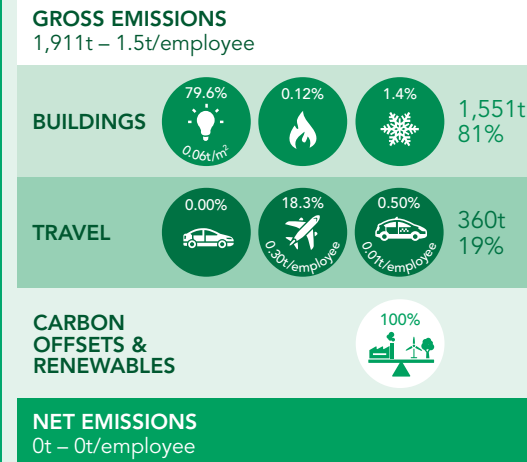
OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

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 have been certified as Carbon Neutral by Climate Active, are a supporter of Earth Hour and World Environment Day, and we require our suppliers to have sustainable, environmentally-friendly business practices.

GREENHOUSE GAS EMISSIONS



WWW

ENVIRONMENTAL MANAGEMENT

POLICY

PUBLISHED

ENV IMPROVEMENT TARGET

INITIATIVES:

• Office Green Teams

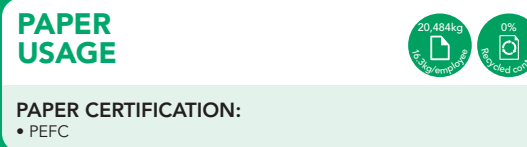
• CitySwitch Green Office

• Earth Hour

• ECO-Buy

• Green Star building 4-6 star

• World Environment Day



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.

Our program plays an important role in delivering on our purpose: imagine, inspire and together create a better future. We do this by: enhancing access to justice, strengthening civil society and building a sustainable future for all.

We support meaningful reconciliation with the indigenous peoples of Australia, and have formalised this commitment through our Innovate Reconciliation Action Plan (RAP). We are a principal legal partner for the United Nations Refugee Agency in Australia, and other organisations we work with and support as part of our pro bono and community program include Hagar Australia, Justice Connect, The Big Issue, Very Special Kids, Oxfam and more. We are a signatory to the National Pro Bono Aspirational Targets.

In the last year alone, our people performed more than 29,401.8 hours of pro bono amounting to over 47 hours per lawyer across the firm.

WWW

INDIGENOUS RECONCILIATION

POLICY

PUBLISHED

RAP

INNOVATE

ACTION PLAN LEVEL

INITIATIVES:

• Affirmative procurement

• Cultural awareness training

• Indigenous employment and internships

• Indigenous Literacy Day

• Internship and employment

• NAIDOC Week

• National Reconciliation Week

• Pro bono support

• Reconciliation Action Plan

• Scholarships and student mentoring

• Collaboration for reconciliation

WWW

NON LEGAL VOLUNTEERING

NON-PROFIT/ COMMUNITY PARTICIPATION

NON LEGAL VOLUNTEERING ACTIVITIES

INITIATIVES:

• Blood donations

• Boards

• Charity events and appeals

• Organised volunteering

• Paid volunteer time

• Secondments to NGOs

• Student tutoring and mentoring

WWW

CHARITABLE GIVING

CORPORATE GIVING PROGRAM

INITIATIVES:

• Corporate donations

• External charity events and appeals

• Internal Appeals and Collections

• Matched workplace giving

• Workplace giving

WWW

LEGAL PRO BONO

STRATEGY

PUBLISHED

TARGET MET

PRO BONO CENTRE TARGET

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

In all the work we do, we are committed to achieving the highest standards of ethical conduct. We take active steps to ensure that our people, and any who may provide services on our behalf, comply with all applicable laws of the countries in which we operate and conduct business ethically and responsibly. This includes complying with all laws, both domestic and international, relating to anti-bribery and anti-corruption. We work to identify, prevent and mitigate adverse environmental and human rights impacts, and contribute to a better, more resilient and sustainable future.

As a member of the United Nations Global Compact we are committed to promoting and respecting human rights, supporting the Compact's Ten Principles on human rights, labour, environment and anti-corruption, and the United Nations' Sustainable Development Goals.

We believe in a holistic approach to sustainability. By actively working to identify, prevent and mitigate environmental, climate, social and human rights risks in our own business and with our clients, we can contribute to a better, more sustainable future. We pride ourselves on working together with our people, our clients and our communities to promote human rights, well beyond regulatory compliance.

WWW

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

WWW

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

STANDARDS APPLY TO EXISTING SUPPLIERS

STANDARDS APPLY TO NEW SUPPLIERS

MODERN SLAVERY PROGRAM

FEDERAL LEGISLATION PARTICIPATION

NSW LEGISLATION (PENDING)

SUPPLIER STANDARD COVER:

• Human Rights

• Environmental Impacts

• Fair Labour Practices

• Community Development

• Indigenous Inclusion

• Gender Equality

• UN Global compact and Sustainable Development Goals

• The Corrs Group has developed Supplier Minimum Standards to ensure Corrs is meeting its legal obligations and ethical commitments.

WWW

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE

IN DEV'T

REPORT

CSR - UNSDGs

2021 AusLSA SUSTAINABILITY PROFILE



Firm: Davies Collison Cave/ Davies Collison Cave Law (collectively DCC) Headcount: 202 (FTE) Floor Area: 6,383m²

DCC provides an extensive range of strategically focused intellectual property services including expert advice in patents, trade marks, domain names, trade secrets, copyright, and design protection, as well as licensing, litigation and related legal and commercial matters in Australia, New Zealand, Singapore, Asia Pacific and internationally. We are wholly owned by QANTM Intellectual Property Limited, an Australian Securities Exchange-listed company.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

DCC is committed to maintaining a healthy, engaged, and inclusive workplace through the delivery of company-wide initiatives with a particular focus on Diversity, Inclusion and Belonging. Working with senior management, our representative Committee takes ownership of our BE strategy and vision which is 'To celebrate our differences and connect us as community where everybody feels they belong'. Our 3-year strategy aims to ensure we are highly developed in our understanding of Diversity, Inclusion and Well-being; target particular areas of diversity to be leading in these areas and to utilise flexible working and well-being as enablers to cement our culture of acceptance, fairness, respect and recognition.

Over the last twelve months, we have run some key well-being initiatives that include workshops on Sleeping, Mindfulness, Meditation, and an Active Upstander program that aims to build a feedback culture. More broadly we have engaged staff through our firm newsletter 'The Penniform' and a fortnightly virtual town hall, named the 'Huddle'. To support those with people management responsibilities we have launched a people management skills initiative, which covers the main principles of managing teams. We also have participants on the Women in Leadership Australia 'Leading Edge' course.

GENDER EQUALITY

POLICY PUBLISHED

19% FEMALE PARTNERS **44% FEMALE LEGAL STAFF** **85% FEMALE NON-LEGAL STAFF**

INITIATIVES:

- Host or lead external programs
- International Women's Day
- LCA Diversity and Inclusion Charter
- Training - Unconscious bias

INCLUSIVE WORKPLACE

POLICY PUBLISHED **POLICY** PUBLISHED

INITIATIVES:

- Internal networks or committees
- Wear it Purple Day
- World Aids Day

FLEXIBLE WORKPLACE

POLICY PUBLISHED

12 WEEKS PAID PARENTAL LEAVE PRIMARY CARER **2 WEEKS PAID PARENTAL LEAVE SECONDARY CARER** **100% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Carer's leave
- COVID Leave
- Flexible work hours
- Job sharing
- Purchased leave
- Religious and ceremonial leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED **STAFF SURVEYS**

INITIATIVES:

- Host or lead external programs
- Mental health training and internal support
- Mental Health Office Champion
- Mindfulness and meditation
- Psychological support/ EAP
- Resilience and stress management training
- R U OK? programs
- Wellness day

PHYSICAL WELLBEING

POLICY PUBLISHED **STAFF SURVEYS**

INITIATIVES:

- Ergonomics
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Massages
- Team events
- Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

DCC seeks to be a responsible corporate citizen on environmental matters. DCC strives to minimise our impact on the environment and our aim is to ultimately become carbon neutral. We continue to implement changes to our practices and we undertake environmental sustainability initiatives including:

1. Minimising paper use:
 - a. Use of electronic client records wherever local legislation and operational process allows
 - b. Alternate marketing collateral
 - c. Elimination of hard copy reports.
2. Procuring recycled and recyclable supplies, implementing recycling processes for all supplies where possible, including paper, printer toners and plastic waste. Management of disposal of packaging, computers and obsolete IT equipment.
3. While not a significant energy & water consumer, we endeavour to reduce our usage in several ways including purchasing energy-efficient equipment, turning off their equipment daily; motion-activated lighting; and frequent plumbing maintenance. Engage with environmentally conscious suppliers where possible and promote environmental best practices throughout the business.
4. Alternate travel options. We continue to identify opportunities to build on these initiatives and improve our processes, education and promotion throughout the business with an ultimate aim of implementing an Environmental Management System.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS 516t – 2.6t/employee

BUILDINGS 99% 0.00% 0.10% 511t 99%

TRAVEL 0.00% 1.0% 0.00% 5t 1%

NET EMISSIONS 516t – 2.6t/employee

ENVIRONMENTAL MANAGEMENT

POLICY IN DEV'T **ENV. IMPROVEMENT TARGET**

INITIATIVES:

- Earth Hour
- Green Star building 4-6 star
- NGERs compliant reporting
- World Environment Day

ENV. MANAGEMENT SYSTEM (EMS) IN DEV'T

RECYCLING (OFFICES)

100% 100% 0% 100%

% office availability

PAPER USAGE

2.80% 50%

PAPER CERTIFICATION:

- PEFC

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

We are proud of the charity and community work undertaken as a company and by our employees. We have a committee currently working to formalise non-legal volunteering which we can recognise through our inclusive values. DCC has a committee evaluating opportunities to access our specialist areas of our legal expertise.

We have progressed a pro-bono policy, to play a proactive role in legal assistance to those organisations that provide services to the community including Assistance Dogs Australia, Guide Dogs Australia and Starlight Children's Foundation.

Many of our lawyers hold voluntary roles in organisations that are actively engaged in supporting, educating and otherwise contributing on behalf of the profession, including INTA, IPTA, LESANZ, IPSANZ, AIPPI, Marques and APAA. DCC provides educational opportunities at several tertiary institutions foundations and research centres within the scientific and medical diagnostic areas.

DCC provides significant value to the Australian start-up community by providing educational seminars and mentoring to start-up communities and University-based incubator programs. DCC also makes these contributions internationally as part of its engagement with overseas institutions, particularly WIPO.

Through our volunteer engagement, we show our commitment to bettering our community both in our specialised services and by demonstrating our sense of citizenship.

INDIGENOUS RECONCILIATION

POLICY IN DEV'T

INITIATIVES:

- Cultural awareness training
- Reconciliation Action Plan

NON LEGAL VOLUNTEERING

IN DEV'T

INITIATIVES:

- Boards
- Charity events and appeals
- Community Volunteering
- Skilled volunteering
- Student tutoring and mentoring

PARTICIPATION IN NON LEGAL VOLUNTEERING

CHARITABLE GIVING

IN DEV'T

INITIATIVES:

- Corporate donations
- External charity events and appeals
- Internal Appeals and Collections
- Matched workplace giving

PARTICIPATION CORPORATE GIVING

LEGAL PRO BONO

STRATEGY **PRO BONO CENTRE TARGET**

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

DCC is a subsidiary of QANTM Intellectual Property (QIP) and reports to the QIP Board and is subject to Governance policies that apply group-wide. The oversight for DCC is provided through its Directors and a National Management Committee which comprises the Group Managing Principal (who is also the Managing Director), The Managing Principals of each business group (who are each Directors) and proportional Principal representation from each of our offices. This management group meets on a fortnightly basis and reports outcomes to the Principal stakeholders. All Principals and Senior Managers (of Finance, P&C and Marketing) also attend a quarterly meeting to enable a holistic understanding of activities occurring within the firms and to assist to shape the strategic direction of the firm. Senior Managers within the firm meet regularly with the Group Managing Principal.



CODE OF CONDUCT /RISK MANAGEMENT

POLICY

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

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

MODERN SLAVERY PROGRAM IN DEV'T FEDERAL LEGISLATION PARTICIPATION

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

REPORT IN DEV'T



2021 AusLSA SUSTAINABILITY PROFILE



Firm: Dentons
Headcount: 472 (FTE)
Floor Area: 8,953m²

Dentons is the world's largest law firm, connecting top-tier talent to the world's challenges and opportunities with 20,000 professionals including 12,000 lawyers, in more than 200 locations, in more than 80 countries.

Dentons' polycentric and purpose-driven approach, commitment to inclusion and diversity, and award-winning client service challenge the status quo to advance client interests.

In Dentons' Australasia Region, we have more than 70 partners and 500 employees. Offices in Australia are located in Sydney, Perth, Brisbane, Melbourne and Adelaide. We also have offices in Auckland, New Zealand and Port Moresby, Papua New Guinea.

Our lawyers are repeatedly recognised as leading legal service providers in Chambers Global, Chambers Asia Pacific, The Legal 500 Asia Pacific, Best Lawyers and IFLR 1000. Known for our service excellence and innovative legal solutions, Dentons has built enduring relationships with some of Australasia's largest companies across financial services, real estate, energy and resources, and intellectual property and technology.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Our Human Resources team partners with Dentons 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 to create a learning organisation, improve leadership capability, and encourage consultation and collaboration within our firm to deliver superior client outcomes.

Such People Programs are central to creating a dynamic and inclusive work environment that is critical to Dentons success and strength. We are committed to providing a flexible environment where everyone respects, supports and learns from our collective skills, talents and differences.

By attracting, supporting, and retaining individuals from all backgrounds, inclusive of race, ethnicity, faith, religion or spiritual beliefs, gender, gender identity, age, sexual orientation, abilities, social perspective and other characteristics, we create a dynamic and inclusive work environment that is critical to our success.

GENDER EQUALITY

POLICY
PUBLISHED

GENDER EQUITY TARGET

32%
FEMALE

48%
FEMALE

72%
FEMALE

GENDER PROFILE
PARTNERS
LEGAL STAFF
NON-LEGAL STAFF

INITIATIVES:

- Board Links Champion
- Employer of Choice for Gender Equality
- Gender Pay Gap Analysis
- Gender sensitive promotion and recruitment
- Showcasing gender diversity experiences
- International Women's Day
- Pay Equity Ambassador

INCLUSIVE WORKPLACE

POLICY
PUBLISHED

DIVERSITY

POLICY
PUBLISHED

INITIATIVES:

- Host or lead external programs
- LCA Diversity and Equality Charter
- AWEI Gold Accreditation
- AWEI Small Employer of the Year
- AWEI reporting
- IDAHOBIT Day
- Internal networks or committees
- Pro bono legal support
- LGBTI awareness training
- Training - Cultural awareness unconscious bias
- Wear it Purple Day

FLEXIBLE WORKPLACE

POLICY

16
WEEKS

3
WEEKS

90%

PAID PARENTAL LEAVE
PRIMARY CARER
SECONDARY CARER
RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Carer's leave
- Flexible work hours
- Job sharing
- Phased return from Parental Leave
- Religious and ceremonial leave
- Study leave
- Time in lieu
- Unpaid leave
- Volunteer leave

PSYCHOLOGICAL WELLBEING

POLICY

STAFF SURVEYS

INITIATIVES:

- Host or lead external programs
- Mental health training and internal support
- Mental Health Office Champion
- Dentons Day - one paid leave day for all staff to spend time with family and friends during Summer
- Psychological support/ EAP
- Resilience and stress management training
- R U OK? programs

PHYSICAL WELLBEING

POLICY

STAFF SURVEYS

INITIATIVES:

- Ergonomics
- Gym memberships
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Proactive health checks
- Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Dentons' ISO 14001 aligned Environmental Management System (EMS) and 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.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
393t – 0.83t/employee

BUILDINGS

96%
0.04t/m²

0.00%

1.7%

384t
98%

TRAVEL

0.00%

1.7%
0.01t/employee

0.80%
0.01t/employee

10t
2%

NET EMISSIONS
393t – 0.83t/employee

ENVIRONMENTAL MANAGEMENT

POLICY

ENV. IMPROVEMENT TARGET

ENV. MANAGEMENT SYSTEM (EMS)

INITIATIVES:

- CitySwitch Green Office
- Earth Hour
- World Environment Day

RECYCLING (OFFICES)

100%

100%

0%

100%

% office availability

PAPER USAGE

19,018kg
100g/employee

0%
Recycled content

PAPER CERTIFICATION:

- PESCC

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

At Dentons, we know that as legal service providers, we are in and of the community. We strive to make a positive impact in our communities, and use our skills and resources to do so. We believe in the power of partnerships and are actively committed to building long-lasting collaborations with non-profit organizations, NGOs and social entrepreneurs to tackle some of today's most pressing issues.

We understand that social ills are the result of not one but a number of underlying causes. We work with our community partners to provide needs-based support—through volunteering, financial sponsorship, pro bono legal assistance, targeted organisational advice or other means—so they can most effectively achieve their mission.

Dentons community partnership engagement focus areas include: health, socio economic, indigenous, refugees, the Arts, and the environment. An example of our long term commitment is demonstrated by the Watarra Foundation and CareerTrackers.

INDIGENOUS RECONCILIATION

POLICY
PUBLISHED

RAP
INNOVATE
ACTION PLAN LEVEL

INITIATIVES:

- Indigenous employment and internships
- NAIDOC Week
- National Reconciliation Week
- Reconciliation Action Plan

NON LEGAL VOLUNTEERING

NON-PROFIT/ COMMUNITY PARTICIPATION

NON-LEGAL VOLUNTEERING ACTIVITIES

INITIATIVES:

- Blood donations
- Boards
- Charity events and appeals
- Community Volunteering
- Host external sporting events
- Organised volunteering

CHARITABLE GIVING

CORPORATE GIVING PROGRAM

INITIATIVES:

- Charitable Foundation
- Corporate donations
- External charity events and appeals
- Matched workplace giving

LEGAL PRO BONO

STRATEGY

PRO BONO CENTRE TARGET

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Dentons is committed to effective governance to ensure accountability, transparency, integrity, stewardship, profitability and leadership. Our governance mechanisms include Board Constitution, Shareholder Agreement, Administration Manual and 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.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

STANDARDS APPLY TO EXISTING SUPPLIERS

STANDARDS APPLY TO NEW SUPPLIERS

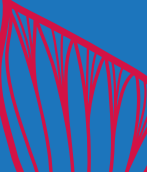
MODERN SLAVERY PROGRAM IN DEV'T

FEDERAL LEGISLATION PARTICIPATION

NSW LEGISLATION (PENDING)

SUPPLIER STANDARD COVER:

- Human Rights
- Environmental Impacts
- Fair Labour Practices
- Fair Consumer and Competition Practices
- Community Development
- Indigenous Inclusion
- Gender Equality
- UN Global compact and Sustainable Development Goals
- Dentons Australia have considered and applied appropriate principles from the UN Global Compact



2021 AusLSA SUSTAINABILITY PROFILE

FB RICE



Firm: FB Rice
Headcount: 153 (FTE)
Floor Area: 2,919m²

Founded over seventy years ago, FB Rice is Australia’s leading independent intellectual property firm. FB Rice is privately owned by the partners, does not have external shareholders or shares traded on the stock market, and does not have a law firm within our practice. Nor is the firm aligned to any one law firm. So intellectual property is our sole focus, which ensures the best possible development and protection for our clients' intellectual property. We are experts in the protection of intellectual property and we work with our clients to create strategies with high commercial impact. FB Rice brings together forward-thinking individuals from a range of disciplines and encourages them to look beyond the constraints of their own specialisation.

Our expertise encompasses biotechnology, chemistry, engineering, medical technology, pharmaceuticals, software and information technology and trade marks. We provide coverage across all aspects of intellectual property prosecution practice including:

- Preparation, filing and prosecution of patent applications in Australia and New Zealand
- Oppositions in Australia and other countries
- Infringement, clearance and validity searches and opinions
- Filing and prosecution of trade marks, registered designs and plant breeders' rights.



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. MS Gong Ride, The Royal Institute for Deaf and Blind Children, Australian Wildlife Conservancy, RPA Newborn Care, Riding for The Disabled Assoc, Orange Sky and Domestic Violence Victoria 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.

GENDER EQUALITY **POLICY**

29% FEMALE PARTNERS **50% FEMALE LEGAL STAFF** **86% FEMALE NON-LEGAL STAFF**

INITIATIVES:

- Employer of Choice for Gender Equality
- Gender sensitive promotion and recruitment
- Internal networks or committees
- International Women's Day
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE **POLICY**

INITIATIVES:

- DCA membership
- Internal networks or committees
- Training - Cultural awareness unconscious bias
- Wear it Purple Day

FLEXIBLE WORKPLACE **POLICY**

26 WEEKS PAID PARENTAL LEAVE PRIMARY CARER **6 WEEKS SECONDARY CARER** **100% RETURN TO WORK AFTER PARENTAL LEAVE**

INITIATIVES:

- Career break /Sabbaticals
- Carer's leave
- Flexible work hours
- Flexible working promotion and support
- Job sharing
- Part time options
- Phased retirement
- Purchased leave
- Religious and ceremonial leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave
- Volunteer leave

PSYCHOLOGICAL WELLBEING **POLICY**

INITIATIVES:

- Mental health training and internal support
- Mental Health Office Champion
- Psychological support/ EAP
- Resilience and stress management training
- R U OK? programs
- Salary continuance

PHYSICAL WELLBEING **POLICY**

INITIATIVES:

- Cooking Club
- Ergonomics
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Proactive health checks
- Team events
- Work based exercise sessions

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.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
196t – 1.3t/employee

BUILDINGS 80% 0.00% 0.80% 159t 81%

TRAVEL 0.00% 17.9% 0.90% 37t 19%

CARBON OFFSETS & RENEWABLES 0% 100%

NET EMISSIONS
0t – 0t/employee

ENVIRONMENTAL MANAGEMENT **POLICY**

INITIATIVES:

- Solar Light challenge
- Earth Hour
- Green Star building 4-6 star
- World Environment Day

RECYCLING (OFFICES)

100% 100% 100% 100%

% office availability

PAPER USAGE

PAPER CERTIFICATION:

- PEFC
- FSC
- NCOS

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.

INDIGENOUS RECONCILIATION **POLICY**

INITIATIVES:

- Cultural awareness training
- NAIDOC Week
- Pro bono support
- Volunteering and secondments

NON LEGAL VOLUNTEERING

INITIATIVES:

- Boards
- Charity events and appeals
- Community Volunteering
- Organised volunteering
- Paid volunteer time
- Student tutoring and mentoring

CHARITABLE GIVING

INITIATIVES:

- Corporate donations
- Internal Appeals and Collections
- Matched workplace giving
- Workplace giving

LEGAL PRO BONO

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

Further information from AusLSA

OUR GOVERNANCE
SUMMARY AND HIGHLIGHTS:

The FB Rice group is formally governed by the Executive Board consisting of the Managing Partner and three other elected Partners operating under formally delegated authority. As part of their induction, all new employees are taken through the values and code of conduct for FB Rice. This is further instilled through the formal Continuing Professional Education program.

CODE OF CONDUCT /RISK MANAGEMENT **POLICY**

CODE OF CONDUCT TRAINING COMPLAINTS & GRIEVANCE MECHANISM RISK MANAGEMENT PLAN BCP OR ERP IN DEV'T

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

MODERN SLAVERY PROGRAM IN DEV'T FEDERAL LEGISLATION PARTICIPATION

SUSTAINABILITY REPORTING **AUSTRALIAN LEGAL SECTOR ALLIANCE**

PROMOTED

2021 AusLSA SUSTAINABILITY PROFILE



Firm: FPA Patent Attorneys
Headcount: 66 (FTE)
Floor Area: 1,393m²

FPA Patent Attorneys is an independent, top tier, Australian based, private incorporated registered attorney firm that is wholly owned by QANTM Intellectual Property Limited, an Australian Securities Exchanged listed company.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

In response to COVID, FPA's focus has been on the mental and physical wellbeing of our people, reflecting the cornerstone of our culture of Care – a core Value of the firm. We trained 12 leaders as Mental Health First Aid (MHFA) Officers and became an accredited MHFA employer. Complementary initiatives included the establishment of a MHFA Committee, FPA Wellbeing Days, Paid Pandemic Leave, celebrating Men's Health Week, Lunch & Learn seminars around change, grief, resilience, anger and emerging from COVID. RUOK? Day became a month long program drawing on The Resilience Project.

Our new hybrid working model allows employees choice of where they want to work 60% of the time and we support a Hub & Spoke model for employees living remotely or interstate. Regular group meetings, a new 1:1 Supervisor check in program, virtual social events, regular engagement & pulse surveys and a proactive EAP contact program to support Supervisors (caring for the carer) were new initiatives. We successfully on boarded new employees remotely and introduced a recruitment program supporting people with mental and physical disabilities. We introduced personal pronouns to the firm as part of an increasingly active LGBTQI program.



GENDER EQUALITY

POLICY
PUBLISHED

GENDER EQUITY TARGET

30% FEMALE
PARTNERS

60% FEMALE
LEGAL STAFF

85% FEMALE
NON-LEGAL STAFF

INITIATIVES:

- Gender sensitive promotion and recruitment
- Host or lead external programs
- Internal networks or committees
- International Women's Day
- Male Champions of Change
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE

POLICY
PUBLISHED

DIVERSITY

POLICY
PUBLISHED

INITIATIVES:

- Internal networks or committees
- Training - Cultural awareness unconscious bias
- Adoption of Personal Pronouns
- AWEL reporting
- LGBTI awareness training

FLEXIBLE WORKPLACE

POLICY
PUBLISHED

18 WEEKS
PAID PARENTAL LEAVE
PRIMARY CARER

3 WEEKS
RETURN TO WORK AFTER PARENTAL LEAVE
SECONDARY CARER

67%
RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Career break /Sabbaticals
- Carer's Leave
- Child Care
- Flexible work hours
- Flexible working promotion and support
- Job sharing
- Leave return budget adjustments
- Part time options
- Phased retirement
- Purchased leave
- Religious and ceremonial leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave
- Volunteer leave

PSYCHOLOGICAL WELLBEING

POLICY
PUBLISHED

STAFF SURVEYS

INITIATIVES:

- Host or lead external programs
- Mental Health Awareness Week
- Mental health training and internal support
- Mental Health Office Champion
- Onsite counsellor/ coach for staff to access confidentially
- Employer accreditation and leadership trained in MHFA
- Psychological support/ EAP
- Resilience and stress management training
- RUOK? programs
- Salary continuance

PHYSICAL WELLBEING

POLICY
PUBLISHED

STAFF SURVEYS

INITIATIVES:

- Discount health insurance
- Ergonomic checks – in office & remote
- Gym memberships
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Proactive health checks
- Team events
- Work based exercise sessions
- Paid wellbeing days

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

This year we established the FPA Green Team, an inhouse committee that is responsible for driving sustainability initiatives across the firm.

We launched this in February 2021, supported by 2 platforms:

1. The Sustainability and Zero Waste Tip Sheet created with links to sustainable options and providers, located on our intranet for easy reference and updating. This includes categories of food waste, composting, recycling, charities and donations, climate change, minimalism, where to shop, restaurants, wine, blogs, social media, reusables and a borrowing library.

2. Sustainability and Zero Waste presentation by Kirsty Bishop-Fox, a coach at Sustainability Pathways.

101 Building Management provides a monthly Waste Report for tracking and identifying areas for improvement covering all categories of recycling and green waste disposal. In reviewing premises accommodation for FY23 and beyond. we are engaging a workplace strategist to reduce real estate footprint by at least 50% in a green building. All consideration will be given to opportunities to have a neutral impact on the environment with this change.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
16t – 0.24t/employee

BUILDINGS
64% 0.01t/m² 0.00% 0.90% 10t 65%

TRAVEL
0.00% 32% 2.5% 5t 35%

NET EMISSIONS
16t – 0.24t/employee

ENVIRONMENTAL MANAGEMENT

POLICY
IN DEV'T

INITIATIVES:

- Earth Hour

RECYCLING (OFFICES)

100% 100% 100% 100%

% office availability

PAPER USAGE

162kg 0% 23kg/employee Recycled content

PAPER CERTIFICATION:
• PEFC • NCOS • Other

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. This year we have also been connected with a not-for profit organisation that provides employment pathways for refugee university students.



INDIGENOUS RECONCILIATION

INITIATIVES:

- Cultural awareness training
- Engagement with agency to support indigenous candidates

NON LEGAL VOLUNTEERING

NON-PROFIT/ COMMUNITY PARTICIPATION

NON LEGAL VOLUNTEERING ACTIVITIES

IN DEV'T

INITIATIVES:

- Blood donations
- Boards
- Charity events and appeals
- Community Volunteering
- Host external sporting events
- Organised volunteering
- Paid volunteer time
- Student tutoring and mentoring

CHARITABLE GIVING

CORPORATE GIVING PROGRAM

INITIATIVES:

- Charitable Foundation
- Corporate donations
- External charity events and appeals
- Internal Appeals and Collections
- Workplace giving

LEGAL PRO BONO

STRATEGY

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

Further information from AusLSA

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 meets with the Managing Director on a regular basis



CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP IN DEV'T

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

MODERN SLAVERY PROGRAM IN DEV'T

FEDERAL LEGISLATION PARTICIPATION

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

2021 AusLSA SUSTAINABILITY PROFILE



Firm: Gadens
Headcount: 542 (FTE)
Floor Area: 12,292m²

Gadens is a leading, independent Australian law firm with offices in Adelaide, Brisbane, Melbourne and Sydney. We have over 75 partners and 600 staff across Australia. Our vision is to be recognised as a leading Australian law firm, and help people achieve their purpose in a complex world. Our culture includes our values, and our values reflect the essence of the firm – they underpin everything we do and guide our daily behaviour. We promote individuality and diversity while instilling pride in the firm and are committed to equality in the workplace.

Gadens recognises that our enduring success requires economic growth that both protects and promotes social equity and ecological sustainability. We strive to create a culture where the principles of sustainability and sound corporate responsibility are embraced and lived by our people every day. We seek to make a difference in the world by contributing to the development of the communities in which we live and work. We are committed to giving back, and our people participate in projects that make a difference. We recognise the importance of fostering sustainable communities, minimising our impact on the environment and taking responsibility for our environmental footprint.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Gadens' Employee Program aligns 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 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. We signed up to the CareerTrackers 10x10 Program. Our Women@Gadens Committee actively raises awareness of the importance and benefits of gender equality for everyone at Gadens.
- Health and wellbeing: Our wellbeing initiatives support a healthy and balanced lifestyle, providing opportunities for staff to mentally and physically unwind through a range of activities.
- Learning and development: Our L&D Framework has been designed to deliver focused, career-long L&D to improve skills at all levels and support career progression. This covers technical and business skills training, and support for education assistance.
- Corporate social responsibility: We maintain a culture of sustainability and sound corporate responsibility. We assist the communities in which we live and work, enhance access to the legal system and embrace social responsibility.



GENDER EQUALITY

POLICY **PUBLISHED**

33% FEMALE PARTNERS **54% FEMALE LEGAL STAFF** **75% FEMALE NON-LEGAL STAFF**

INITIATIVES:

- Employer of Choice for Gender Equality • Equitable Briefing Commitment (CommBar/LCA/etc) • Gender sensitive promotion and recruitment
- International Women's Day • LCA Diversity and Inclusion Charter • Pay Equity Ambassador • Training - Gender awareness unconscious bias • Pro bono support for Women at Risk • Women's Legal Service Victoria partnership

INCLUSIVE WORKPLACE

POLICY **PUBLISHED** **POLICY** **PUBLISHED**

INITIATIVES:

- DCA membership • Internal networks or committees • LCA Diversity and Equality Charter • Training - Cultural awareness unconscious bias • Pro bono legal support • Wear it Purple Day • World Aids Day

FLEXIBLE WORKPLACE

POLICY **PUBLISHED**

26 WEEKS PAID PARENTAL LEAVE **3 WEEKS RETURN TO WORK AFTER PARENTAL LEAVE** **80%**

INITIATIVES:

- Career break /Sabbaticals • Carer's leave • COVID leave • Flexible work hours • Job sharing • Part time options • Phased retirement • Purchased leave • Remote working tools and systems • Study leave • Time in lieu • Unpaid leave

PSYCHOLOGICAL WELLBEING

POLICY **PUBLISHED** **STAFF SURVEYS**

INITIATIVES:

- Mental health training and internal support • Health & Wellbeing Committee program • Health Awareness internal CLE • Psychological support/ EAP • R U OK? programs

PHYSICAL WELLBEING

POLICY **PUBLISHED** **STAFF SURVEYS**

INITIATIVES:

- Ergonomics • Gym memberships • Wellness awareness and promotion • Flu vax • Fruit boxes • Proactive health checks • Team events • Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Sustainability and Social Impact is one of the firm's key strategic pillars. Gadens has also adopted the United Nations Sustainable Development Goals framework and pledged to achieve certified carbon neutral status within 12 months and reach Net Zero by 2030. Gadens aims to be recognised as an environmentally responsible business that respects the environment and communities in which it operates. We believe our commitment to managing our operations in an environmentally sustainable manner will maximise value for the firm and all our stakeholders.

We are committed to minimising adverse environmental impacts and reducing our environmental footprint by continually reviewing operations and improving the efficiency of our natural resource consumption.

- Our initiatives are focused around:
- Achieving net zero emissions.
 - Reducing our power consumption and minimising energy use.
 - Reducing paper usage or only using carbon neutral, acid-free paper from farmed trees.
 - Moving towards a more electronic way of working across the firm.
 - Making environmentally sustainable procurement decisions and ensuring our key, discretionary suppliers are adopting sustainable business practices wherever possible.
 - Improving our waste management and recycling practices, including recycling coffee cups and providing reusable kitchen items to staff.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS 744t – 1.4t/employee

BUILDINGS 94% 0.00% 1.0% 703t 95%

TRAVEL 0.00% 5.0% 0.50% 41t 6%

NET EMISSIONS 744t – 1.4t/employee

ENVIRONMENTAL MANAGEMENT

POLICY **PUBLISHED** **ENV. IMPROVEMENT TARGET**

INITIATIVES:

- CitySmart member • CitySwitch Green Office • Earth Hour • Green Star building 4-6 star • NGRS compliant reporting • Circular Economy: No Waste is Wasted • Cleverbox reduced packaging

ISO 14001 EMS CERTIFICATION

RECYCLING (OFFICES)

100% 100% 100% 100%

% office availability

PAPER USAGE

73.146kg 43%

PAPER CERTIFICATION:

- FSC • NCOS • Other

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

As a law firm, Gadens has a privileged and professional standing that confers a responsibility to contribute to the betterment of our community. This includes our professional and ethical responsibility to enhance access to the legal system, assisting disadvantaged and marginalised people and embracing the concept of corporate social responsibility.

Gadens is a signatory to the Australian Pro Bono Centre's National Pro Bono Target, which encourages lawyers to subscribe to a voluntary target of 35 hours of pro bono work per annum. Gadens is committed to meeting or exceeding this target across the firm.

- 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

- Current projects include:
- CareerTrackers Indigenous Internship Program
 - Long term secondment with Women's Legal Service Victoria, South Australia and Queensland
 - Partnerships with Moonee Valley Legal Service, Mental Health Legal Centre and the Asylum Seeker Resource Centre.



INDIGENOUS RECONCILIATION

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

INITIATIVES:

- Affirmative procurement • Cultural awareness training • Indigenous Business Month • Indigenous employment and internships • NAIDOC Week • National Reconciliation Week • Pro bono support • Reconciliation Action Plan • Collaboration for reconciliation • Volunteering and secondments

NON LEGAL VOLUNTEERING

INITIATIVES:

- Blood donations • Boards • Charity events and appeals • Community Volunteering • Host external sporting events • Organised volunteering • Secondments to NGOs • Skilled volunteering

CHARITABLE GIVING

INITIATIVES:

- Corporate donations • External charity events and appeals • Internal Appeals and Collections • Workplace giving • Ronald McDonald House sponsor

LEGAL PRO BONO

STRATEGY **PUBLISHED** **DATE SET** **PRO BONO CENTRE TARGET**

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Gadens has an Operational Risk Management and Compliance Framework that is underpinned by our values and prescribes our approach to corporate governance, risk management and compliance with legal and regulatory requirements. The framework incorporates extensive business continuity and disaster recovery protocols. Our interaction with clients, contractors and suppliers is guided by this framework. For each decision that is 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 Operational Risk Management and Compliance Framework covers the following areas:

- Governance and Ethics,
- Workplace Health and Safety (WHS),
- Quality,
- Sustainability,
- Procurement, and
- Business Continuity.

Our Boards and Executive Management Teams operate within the above governance framework and are accountable for their respective areas of responsibility. Equity and other partner meetings are held as required.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY **PUBLISHED**

INITIATIVES:

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

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY **PUBLISHED**

SUPPLIER STANDARD COVER:

- Human Rights • Environmental Impacts • Fair Labour Practices • Community Development • Indigenous Inclusion • Gender Equality • UN Global compact and Sustainable Development Goals • Risk management

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE **PROMOTED** **REPORT** **CSR**

2021 AusLSA SUSTAINABILITY PROFILE



Firm: Gilbert + Tobin
Headcount: 819 (FTE)
Floor Area: 14,569m²

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

An international leader in M&A, private equity, capital markets, competition and regulation and technology and digital, G+T works on complex issues that define and direct the market. Gilbert + Tobin is also committed to outstanding citizenship; its pro bono legal team are proud proponents of social justice and, since its inception, pro bono work has been an integral part of G+Ts practice. G+T has a particular focus on Aboriginal and Torres Strait Islander people and organisations, people with disabilities, refugees and human rights matters. G+T has one of the highest proportion of women partners among major Australian law firms.

G+T is the first corporate law firm to source 100% of its tenancy electricity from renewable sources and is proudly a long-term carbon neutral organisation.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Gilbert + Tobin is an egalitarian, open-minded meritocracy committed to the growth and development of our people. We embrace change with enthusiasm and 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 equity 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 and has taken a leading role in promoting the Uluru Statement From The Heart.



GENDER EQUALITY **POLICY**

INITIATIVES:

- DCA major sponsor • Employer of Choice for Gender Equality • Host or lead external programs • Internal networks or committees • International Women's Day • LCA Diversity and Inclusion Charter • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias

36% FEMALE PARTNERS **53% FEMALE LEGAL STAFF** **71% FEMALE NON-LEGAL STAFF**

INCLUSIVE WORKPLACE **POLICY** **POLICY**

INITIATIVES:

- DCA membership • Host or lead external programs • LCA Diversity and Equality Charter • Training - Cultural awareness unconscious bias • IDAHOBIT Day • Internal networks or committees • Pro bono legal support • LGBTI awareness training • Pride in Diversity Membership • Wear it Purple Day

FLEXIBLE WORKPLACE **POLICY**

INITIATIVES:

- Career break /Sabbaticals • Carer's leave • Flexible work hours • Job sharing • Part time options • Purchased leave • Remote working tools and systems • Study leave • Time in lieu • Unpaid leave • Volunteer leave

18 WEEKS PAID PARENTAL LEAVE PRIMARY CARER **3 WEEKS SECONDARY CARER** **97% RETURN TO WORK AFTER PARENTAL LEAVE**

PSYCHOLOGICAL WELLBEING **POLICY** **STAFF SURVEYS**

INITIATIVES:

- Mental Health Awareness Week • Mental health training and internal support • Mental Health Office Champion • Mental Health Leader Training • Mental Health Awareness Week • Sponsoring outdoor activities & sports • Resilience and wellbeing education • Psychological support/ EAP • Resilience and stress management training • Resilience at Law • R U OK? programs • Salary continuance • Minds Count TJMF Guidelines

PHYSICAL WELLBEING **POLICY** **STAFF SURVEYS**

INITIATIVES:

- Ergonomics • Wellness awareness and promotion • Flu vax • Fruit boxes • Messages • Proactive health checks • Team events • Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

G+T demonstrates outstanding corporate citizenship through its actions to mitigate the environmental impacts of its business. G+T is Australia's first corporate law firm to source 100% of its tenancy electricity from renewable sources. G+T is also a Climate Active carbon neutral organisation and service. G+T's Environment Management System is AusLSA certified and focuses on its material impacts as a law firm – business travel, paper and electricity consumption and waste management.

G+T is a City Switch program signatory in Sydney and Perth and maintains 5-star NABERS Energy (Tenancy) ratings for its Sydney and Perth offices. G+T is committed to implementing a high standard of environmental management that enables it to continually improve its environmental performance and to confidently assert itself as a responsible contributor to its clients' supply chains.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
230t – 0.28t/employee

BUILDINGS **0%** 0.00t/yr **0.65%** 0.00t/employee **2.7%** 8t 3%

TRAVEL **0.00%** 0.00t/employee **70%** 0.00t/employee **27%** 223t 97%

CARBON OFFSETS & RENEWABLES **100%** **100%**

NET EMISSIONS
0t – 0t/employee

ENVIRONMENTAL MANAGEMENT **POLICY**

INITIATIVES:

- Climate Active Program • NABERS Ratings • Plastic Free July • CitySwitch Green Office • Earth Hour • Green Star building 4-6 star • NGRs compliant reporting

ENVIRONMENTAL IMPROVEMENT TARGET **AEMS CERTIFIED** **AEMS EMS CERTIFICATION**

RECYCLING (OFFICES)

100% **100%** **75%** **100%**

% office availability

PAPER USAGE

PAPER CERTIFICATION:

- FSC • NCOS

23,888kg **0%**

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

G+T 's largest community contribution is through our national pro bono practice. Our work focuses on issues affecting First Nations peoples, refugees and asylum seekers, people with disabilities and human rights matters. In FY2021, we completed 29,663 hours of pro bono work - an average of 59.4 hours per lawyer, conservatively valued at over \$15 million.

We engage with First Nations communities through our Reconciliation Action Plan, which focuses on cadetships for First Nations law students, career development for First Nations lawyers, procurement from First Nations businesses and mentoring for First Nations students. We are public proponents of the Uluru Statement from the Heart and the campaign for an Indigenous Voice to Parliament.

We support organisations that work to empower First Nations people and young people, including the North Australian Aboriginal Justice Agency, Cape York Partnership, Ngak Min Health Service, Football United, Creating Chances, Women's Justice Network, Shine for Kids, Monterey Secondary College, and Tribal Warrior.

We are principal sponsor of the G+T Centre of Public Law at the University of NSW. The Centre plays an independent role in public debate on a range of issues vital to Australia's future including Charters of Rights, reconciliation, constitutional recognition and native title.

INDIGENOUS RECONCILIATION **POLICY**

INITIATIVES:

- Affirmative procurement • Alliance with Chalk & Behrendt • Procurement from ATSI businesses • Cultural awareness training • Indigenous employment and internships • Internship and employment • NAIDOC Week • National Reconciliation Week • Pro bono support • Reconciliation Strategy • Scholarships and student mentoring • Collaboration for reconciliation • Volunteering and secondments

NON LEGAL VOLUNTEERING

INITIATIVES:

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

CHARITABLE GIVING **6%**

INITIATIVES:

- Charitable Foundation • Corporate donations • External charity events and appeals • Internal Appeals and Collections • Matched workplace giving • Workplace giving

LEGAL PRO BONO **STRATEGY**

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

Further information from AusLSA

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.

CODE OF CONDUCT /RISK MANAGEMENT **POLICY**

SUSTAINABLE SUPPLY CHAIN MANAGEMENT **POLICY**

SUPPLIER STANDARD COVER:

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

SUSTAINABILITY REPORTING **AUSTRALIAN LEGAL SECTOR ALLIANCE** **PROMOTED**

2021 AusLSA SUSTAINABILITY PROFILE



Firm: Hall & Wilcox Lawyers
Headcount: 706 (FTE)
Floor Area: 11,293m²

Hall & Wilcox is a leading independent Australian law firm of around 850 people, including more than 100 partners, delivering outstanding legal services to corporate, public sector and private clients, both Australian-based and those offshore doing business in Australia. Our purpose is to enable our clients, our people and our communities to thrive.

Our success depends upon the success of our clients, our people, and the communities in which we live. We're renowned for our Smarter Law approach, which means we look beyond the status quo to think differently and find solutions that are better, faster and cheaper. Smarter Law includes enabling technology, challenging business models, innovative pricing and creative resourcing.

We work with clients across sectors who lead, challenge and reshape their own industries. We build strong and enduring client relationships. Clients tell us they value our commerciality, our responsive and personal service and our interest in their business and industry.

Our collegial culture, shaped by our Hallmarks, guides the way everyone at Hall & Wilcox works every day. We contribute to our communities through many areas, including our substantial pro bono work, community initiatives and partnerships, sustainable environmental and supply chain practices and our Emerging Artists Program.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Hall & Wilcox is 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.

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.

GENDER EQUALITY

INITIATIVES:

- Charter for the Advancement of Women
- Equitable Briefing Commitment (CommBar/LCA/etc)
- Employer of Choice for Gender Equality
- Structured female advancement program
- Training - Gender inclusion
- Host or lead external programs
- Internal networks or committees
- International Women's Day
- LCA Diversity and Inclusion Charter
- Training - Gender awareness unconscious bias

POLICY

PUBLISHED

34% FEMALE

61% FEMALE

83% FEMALE

GENDER PROFILE

PARTNERS

LEGAL STAFF

NON-LEGAL STAFF

INCLUSIVE WORKPLACE

INITIATIVES:

- DCA membership
- Host or lead external programs
- LCA Diversity and Inclusion Charter
- Training - Cultural awareness unconscious bias
- IDAHOBIT Day
- Internal networks or committees
- Pro bono legal support
- VPC Pride Month
- Interfirm Network
- Midsumma/Mardi Gras Recognition
- Trans Awareness Week
- LGBTI awareness training
- Pride in Diversity Membership
- Wear it Purple Day

POLICY

PUBLISHED

POLICY

PUBLISHED

FLEXIBLE WORKPLACE

INITIATIVES:

- Career break /Sabbaticals
- Carer's leave
- Flexible work hours
- Job sharing
- Leave return budget adjustments
- Part time options
- Purchased leave
- Religious and ceremonial leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave
- Volunteer leave

POLICY

PUBLISHED

18 WEEKS

4 WEEKS

94%

PAID PARENTAL LEAVE

PRIMARY CARER

SECONDARY CARER

RETURN TO WORK AFTER PARENTAL LEAVE

PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Host or lead external programs
- Mental Health Awareness Week
- Partner / Manager program for managing mental health issues in the workplace
- Mental Health Awareness session
- Psychological support/ EAP
- Resilience and stress management training
- R U OK? programs
- Salary continuance
- Minds Count TJMF Guidelines

POLICY

PUBLISHED

STAFF SURVEYS

PHYSICAL WELLBEING

INITIATIVES:

- Breakfast program
- Work based wellness sessions
- Discount health insurance
- Ergonomics
- Gym memberships
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Massages
- Proactive health checks
- Team events
- Work based exercise sessions

POLICY

PUBLISHED

STAFF SURVEYS

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 and a large part of our Scope 3 emissions by purchasing gold standard carbon credits from WithOneSeed (a certified carbon farming program in Timor Leste) and the Aboriginal Carbon Fund. We have commenced the process of certification as a carbon neutral firm 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.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS

652t – 0.92t/employee

BUILDINGS

76% 0.00% 1.8% 506t 78%

TRAVEL

0.00% 20.7% 1.7% 146t 22%

CARBON OFFSETS & RENEWABLES

0% 100%

NET EMISSIONS

0t – 0t/employee

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- Earth Hour
- World Environment Day

POLICY

PUBLISHED

ENV. IMPROVEMENT TARGET

RECYCLING (OFFICES)

86% 86% 57% 57%

% office availability

PAPER USAGE

PAPER CERTIFICATION:

- FSC
- NCOS

18,075kg 96%

2020 employee 100% recycled content

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Our approach to community is firmly directed by our purpose, in particular, to enable our communities the thrive. We do this through using our skills as lawyers to provide access to justice via pro bono work, giving our people access to worthwhile volunteering experiences such as our longstanding relationship with the Australian Business and Community Network (ABCN), supporting charity partners financially through workplace giving; and contributing to reconciliation through our RAP and support of the Uluru Statement from the Heart.



INDIGENOUS RECONCILIATION

INITIATIVES:

- Affirmative procurement
- Cultural awareness training
- Indigenous employment and internships
- Internship and employment
- NAIDOC Week
- National Reconciliation Week
- Pro bono support
- Reconciliation Action Plan
- Scholarships and student mentoring

POLICY

PUBLISHED

RAP

REFLECT

ACTION PLAN LEVEL

NON LEGAL VOLUNTEERING

INITIATIVES:

- Art Exhibition and Acquisition
- Blood donations
- Boards
- Charity events and appeals
- Community Volunteering
- Organised volunteering
- Skilled volunteering
- Student tutoring and mentoring

WWW

NON-PROFIT/ COMMUNITY PARTICIPATION

NON LEGAL VOLUNTEERING ACTIVITIES IN DEV'T

PARTICIPATION IN NON LEGAL VOLUNTEERING IN DEV'T

CHARITABLE GIVING

INITIATIVES:

- Corporate donations
- External charity events and appeals
- Internal Appeals and Collections
- Matched workplace giving
- Workplace giving

WWW

CORPORATE GIVING PROGRAM

PARTICIPATION CORPORATE GIVING

9%

LEGAL PRO BONO

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

Further information from AusLSA

WWW

STRATEGY

TARGET MET

PRO BONO CENTRE TARGET

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.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

INITIATIVES:

- Human Rights
- Environmental Impacts
- Fair Labour Practices
- Fair Consumer and Competition Practices
- Community Development
- Indigenous Inclusion
- Gender Equality

POLICY

SUPPLIER STANDARD COVER:

- Human Rights
- Environmental Impacts
- Fair Labour Practices
- Fair Consumer and Competition Practices
- Community Development
- Indigenous Inclusion
- Gender Equality

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE

PROMOTED

2021 AusLSA SUSTAINABILITY PROFILE



Firm: Herbert Smith Freehills
Headcount: 1,870 (FTE)
Floor Area: 41,258m²

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. We care deeply about each of the communities in which we work, and we take seriously our responsibility to contribute positively to them.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Our vision is to be a leading global law firm from D&I. Our approach is outlined in *Leading for Inclusion, setting out our drive to create a truly inclusive culture, while continuing to focus on specific strands of diversity. We have a number of strategic global priorities, including gender, ethnicity and cultural background and mental health.

In October 2019, we launched our first global mental health strategy – **Thrive, focused on building awareness and education, removing stigma and providing access to support/resources. Last year, we launched ***10 Actions for Change to improve representation and experience of Black, First Nations, Asia and minority ethnic people. Actions cover a range of areas including attraction and recruitment, analysis of ethnicity data, client engagement, outreach and supplier diversity.

Other recent achievements include:

- Launching our 'My Story' video campaign to share experiences through the Covid-19 pandemic;
- Signing the Valuable 500 to improving disability inclusion across the firm;
- Re-launching our global trans and non-binary inclusion guidelines by enhancing support for individuals, teams and managers, including through 1:1 coaching;
- Setting new bold and ambitious gender targets – by 1 May 2023, women will comprise 35% of partners, and partner leadership roles.



GENDER EQUALITY

POLICY
PUBLISHED ✓

33% FEMALE
PARTNERS

41% FEMALE
LEGAL STAFF

72% FEMALE
NON-LEGAL STAFF

INITIATIVES:

- Employer of Choice for Gender Equality • Equitable Briefing Commitment (CommBar/LCA/etc) • Structured female advancement program • Training - Gender inclusion • Gender sensitive promotion and recruitment • Host or lead external programs • Internal networks or committees • International Women's Day • Pay Equity Ambassador • Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE

POLICY
PUBLISHED ✓

POLICY
PUBLISHED ✓

INITIATIVES:

- DCA membership • Host or lead external programs • LCA Diversity and Inclusion Charter • Training - Cultural awareness unconscious bias • IDAHOBIT Day • Internal networks or committees • LGBTI awareness training • Pride in Diversity Membership • Wear it Purple Day

FLEXIBLE WORKPLACE

POLICY
PUBLISHED ✓

18 WEEKS
PAID PARENTAL LEAVE
PRIMARY CARER

18 WEEKS
PAID PARENTAL LEAVE
SECONDARY CARER

93%
RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Career break /Sabbaticals • Carer's leave • Child Care • Domestic violence leave • Flexible work hours • Job sharing • Leave return budget adjustments • Part time options • Purchased leave • Religious and ceremonial leave • Remote working tools and systems • Time in lieu • Unpaid leave • Volunteer leave

PSYCHOLOGICAL WELLBEING

POLICY
PUBLISHED ✓

STAFF SURVEYS

INITIATIVES:

- Host or lead external programs • Mental Health Awareness Week • Mental health training and internal support • Mental Health Office Champion • Professional resilience workshops • On-site psychologist available • Mental Health Champions program • Signatory to Mindscount Foundation • Psychological support/ EAP • Resilience and stress management training • Resilience at Law • R U OK? programs • Salary continuance • Minds Count TJMF Guidelines

PHYSICAL WELLBEING

POLICY
PUBLISHED ✓

STAFF SURVEYS

INITIATIVES:

- Ergonomics • Gym memberships • Wellness awareness and promotion • Flu vax • Fruit boxes • Proactive health checks • Team events • Work based exercise sessions

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 committed to net-zero carbon emissions by 2030.

We are committing to reducing our overall greenhouse gas (GHG) emissions and then balancing that lower figure with emissions removed from the earth's atmosphere to reach a net sum of zero. We are planning to do so in a number of ways, including: using clean energy; working with those suppliers who are also committed to reducing emissions; and supporting initiatives that remove any carbon dioxide that the firm produces from the atmosphere.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
2,743t – 1.5t/employee

BUILDINGS

91% 0.06t/m²

0.18%

0.60%

2,521t 92%

TRAVEL

0.00%

7.1% 0.0t/employee

1.0% 0.0t/employee

222t 8%

NET EMISSIONS
2,743t – 1.5t/employee

ENVIRONMENTAL MANAGEMENT

POLICY
PUBLISHED ✓

ENV. IMPROVEMENT TARGET

INITIATIVES:

- NABERS ratings • National Recycling Week • Office Green Teams • CitySwitch Green Office • Earth Hour • Green Star building 4-6 star • NGRs compliant reporting • World Environment Day

RECYCLING (OFFICES)

100% 100% 100% 100%

% office availability

PAPER USAGE

16,012kg 2.3kg/employee

0% 0% recycled content

PAPER CERTIFICATION:

- FSC

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 FY21, 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.

INDIGENOUS RECONCILIATION

POLICY
PUBLISHED ✓

RAP ELEVATE
ACTION PLAN LEVEL

INITIATIVES:

- Affirmative procurement • Cultural awareness training • Indigenous employment and internships • NAIDOC Week • National Reconciliation Week • Pro bono support • Reconciliation Action Plan • Scholarships and student mentoring • Collaboration for reconciliation • Volunteering and secondments

NON LEGAL VOLUNTEERING

NON-PROFIT COMMUNITY PARTICIPATION

NON LEGAL VOLUNTEERING ACTIVITIES

INITIATIVES:

- Blood donations • Boards • Charity events and appeals • Community Volunteering • Host external sporting events • Organised volunteering • Paid volunteer time • Secondments to NGOs • Skilled volunteering • Student tutoring and mentoring

CHARITABLE GIVING

CORPORATE GIVING PROGRAM

INITIATIVES:

- Charitable Foundation • Corporate donations • External charity events and appeals • Internal Appeals and Collections • Workplace giving

LEGAL PRO BONO

STRATEGY
PUBLISHED ✓

TARGET MET
PRO BONO CENTRE TARGET

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

Further information from AusLSA

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.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY
PUBLISHED ✓

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY
PUBLISHED ✓

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

STANDARDS APPLY TO EXISTING SUPPLIERS

STANDARDS APPLY TO NEW SUPPLIERS

MODERN SLAVERY PROGRAM

FEDERAL LEGISLATION PARTICIPATION

NSW LEGISLATION (PENDING)

SUPPLIER STANDARD COVER:

- Human Rights • Environmental Impacts • Fair Labour Practices • Fair Consumer and Competition Practices • Community Development • Indigenous Inclusion • Gender Equality • UN Global compact and Sustainable Development Goals

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE
PROMOTED ✓

REPORT
CSR - UNSDGs

2021 AusLSA SUSTAINABILITY PROFILE



Firm: Holding Redlich
Headcount: 502 (FTE)
Floor Area: 14,629m²

With origins dating back to the 1950s, Holding Redlich has a long history of delivering excellent results for our clients. We are a large national commercial law firm with offices in Melbourne, Canberra, Sydney, Brisbane and Cairns. We comprise more than 500 people, including partners, and our annual revenue is approximately \$100 million.

We provide practical solutions tailored to our clients' needs, underpinned by the very best legal thinking and expert industry knowledge. But it takes much more than great law to build enduring partnerships – our aim with every client. We understand that our role is to look after our clients and their best interests.

We act for a number of Australia's largest public and private companies, addressing some of their most complex and important business issues. We provide our clients with legal, commercial and strategic solutions founded on our legal and industry experience.



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.

Our People and Development team is responsible for the creation and implementation of business critical initiatives that support Holding Redlich in our 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, flexibility, gender equality, diversity and inclusion and is always considering how it can further support our people.



GENDER EQUALITY

POLICY
PUBLISHED

GENDER EQUITY TARGET

GENDER PROFILE

31% FEMALE
PARTNERS

72% FEMALE
LEGAL STAFF

79% FEMALE
NON-LEGAL STAFF

INITIATIVES:

- CommBar Equitable Briefing Charter
- Employer of Choice for Gender Equality
- Internal networks or committees
- International Women's Day
- Male Champions of Change

INCLUSIVE WORKPLACE

POLICY
PUBLISHED

DIVERSITY

POLICY
PUBLISHED

RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- DCA membership
- IDAHOBIT Day
- Internal networks or committees
- Pride month
- Mardi Gras celebrations
- Wear it Purple Day

FLEXIBLE WORKPLACE

POLICY
PUBLISHED

18 WEEKS
PAID PARENTAL LEAVE
PRIMARY CARER

2 WEEKS
RETURN TO WORK AFTER PARENTAL LEAVE
SECONDARY CARER

91%
RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Carer's leave
- Child Care
- Flexible work hours
- Flexible working promotion and support
- Job sharing
- Part time options
- Phased retirement
- Purchased leave
- Religious and ceremonial leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave

PSYCHOLOGICAL WELLBEING

POLICY
PUBLISHED

STAFF SURVEYS IN DEV'T

INITIATIVES:

- Mental health training and internal support
- Mental Health Office Champion
- Mindfulness
- Nutrition
- Psychological support/ EAP
- Resilience and stress management training
- R U OK? programs

PHYSICAL WELLBEING

POLICY
PUBLISHED

STAFF SURVEYS IN DEV'T

INITIATIVES:

- Ergonomics
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Team events
- Work based exercise sessions

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.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
952t – 1.9t/employee

BUILDINGS

91%
0.06t/yr

0.00%

0.30%
867t
91%

TRAVEL

0.00%

8.2%
0.16t/employee

0.60%
0.07t/employee

NET EMISSIONS
952t – 1.9t/employee

ENVIRONMENTAL MANAGEMENT

POLICY
IN DEV'T

ENV. IMPROVEMENT TARGET

INITIATIVES:

- Earth Hour
- Green Star building 4-6 star

RECYCLING (OFFICES)

100%

100%

100%

100%

% office availability

PAPER USAGE

21,339kg
per employee

99%
recycled content

PAPER CERTIFICATION:

- PEFC
- NCOS

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.



INDIGENOUS RECONCILIATION

POLICY
PUBLISHED

RAP
REFLECT
ACTION PLAN LEVEL

INITIATIVES:

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

NON LEGAL VOLUNTEERING

NON-PROFIT/ COMMUNITY PARTICIPATION

NON-LEGAL VOLUNTEERING ACTIVITIES

INITIATIVES:

- Blood donations
- Boards
- Charity events and appeals
- Organised volunteering

CHARITABLE GIVING

POLICY
PUBLISHED

CORPORATE GIVING PROGRAM

30%
PARTICIPATION CORPORATE GIVING

INITIATIVES:

- Charitable Foundation
- Corporate donations
- External charity events and appeals
- Internal Appeals and Collections
- Matched workplace giving
- Workplace giving

LEGAL PRO BONO

POLICY
PUBLISHED

STRATEGY
PUBLISHED

TARGET MET
PRO BONO CENTRE TARGET

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

It is our personal and professional duty to know the law and to comply with the law. Our legal practice is governed by laws, regulations and the common law.

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

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

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

Our Sustainability Committee manages the sustainability of our services, including environmental sustainability and monitoring our supply chain for risks related to modern slavery. Since FY2019-2020 Holding Redlich has consolidated revenue of +\$100M, requiring us to report on risks of modern slavery within our operations and supply chains, and actions to address them.

Our policies ensure our staff have safe and flexible working environments, with our Diversity and Inclusion Committee encouraging a workplace where all our people feel included. For the 13th consecutive year, we have been awarded the WGEA Employer of Choice award in 2021, recognising the firm's ongoing commitment to diversity and equality.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

STANDARDS APPLY TO EXISTING SUPPLIERS

STANDARDS APPLY TO NEW SUPPLIERS

MODERN SLAVERY PROGRAM

FEDERAL LEGISLATION PARTICIPATION

NSW LEGISLATION (PENDING)

SUPPLIER STANDARD COVER:

- Community Development
- Environmental Impacts
- Fair Consumer and Competition Practices
- Fair Labour Practices
- Gender Equality
- Human Rights
- Indigenous Inclusion

SUSTAINABILITY REPORTING

WWW

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

2021 AusLSA SUSTAINABILITY PROFILE



Firm: Hunt & Hunt
Headcount: 175 (FTE)
Floor Area: 4,557m²

Established in 1929, Hunt & Hunt is a vibrant national law firm that delivers tailored legal advice to clients throughout Australia. Our broad client base includes not-for-profit organisations, large and small businesses, government (federal, state and local), major insurance firms and private clients.

Today, our firm has a strong national footprint with 35 partners and approximately 250 professionals who strive to deliver the highest quality legal services.

We are a founding, and the only Australian member of Interlaw, an international network of quality monitored, corporate, commercial and independent law firms spanning more than 150 cities globally. This enables us to provide our clients with direct access to specialty expertise in local jurisdictions and assistance navigating the legal, cultural and language individualities which occur when working across countries.



OUR PEOPLE
SUMMARY AND HIGHLIGHTS:

Our people epitomise our culture at Hunt & Hunt. Our values of trust, teamwork, excellence, innovation and passion are the bedrock of everything we do. These values are a solid base on which we can continue to nurture and grow a culture that is inclusive, friendly, fun, collaborative, open and positive. We respect the values of our employees, providing conditions of work above industry standard and equal opportunities for all.

Our employees thrive through training, developing their intellectual capacity for their greater benefit and quality of life. We are not your usual law firm – a high percentage of our staff have flexible working arrangements at all levels of the firm. We focus on our employees’ health and wellbeing, in particular their mental health. We have a series of programs around our health and wellbeing program to assist our employees with this and we promote and encourage our staff to maintain a healthy work life balance.

We recognise and value the differences that make each of us unique. Through encouraging and promoting diverse ways of thinking, and by embracing a culture of inclusion, we will attract and retain the best people and enable them to perform to their full potential.

GENDER EQUALITY      





INITIATIVES:

- Gender sensitive promotion and recruitment
- Host or lead external programs
- International Women’s Day
- LCA Diversity and Inclusion Charter
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE   


INITIATIVES:

- DCA membership
- LCA Diversity and Inclusion Charter
- Training - Cultural awareness unconscious bias
- IDAHOBIT Day
- Interlaw Diversity & Inclusion Committee
- LGBTI awareness training

FLEXIBLE WORKPLACE    


INITIATIVES:

- Carer’s leave
- Flexible work hours
- Part time options
- Purchased leave
- Remote working tools and systems
- Study leave
- Unpaid leave

PSYCHOLOGICAL WELLBEING 

INITIATIVES:

- Mental health training and internal support
- Registered EAP Program
- R U OK? programs

PHYSICAL WELLBEING 

INITIATIVES:

- Ergonomics
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Team events
- Work based exercise sessions




OUR ENVIRONMENT
SUMMARY AND HIGHLIGHTS:




At Hunt & Hunt, following sustainable practices means more than token gestures. We have many practices in place to reduce our impact on the environment, and through our local environment committees we continually strive to deepen this commitment. In fact, we regard sustainability as a key element of Hunt & Hunt’s responsibility as a business leader. We are committed to integrating sustainable business practises in our work culture and empowering our people to take personal ownership of the firm’s and their individual environmental impact.

We understand the threat that climate change poses to the international landscape, both economically and environmentally. As an organisation, we look to opportunities to reduce and offset the energy demands of our practice and encourage our staff to engage in activities which also aid this, such as promoting the use public transport through fee subsidies. We also encourage the development of adaptation strategies to reduce the effects of global warming on our environment, and ensure our business activities are proactively responding to this risk.


GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
149t – 0.85t/employee

BUILDINGS    148t 99%

TRAVEL    1t 1%

NET EMISSIONS
149t – 0.85t/employee



ENVIRONMENTAL MANAGEMENT 

INITIATIVES:

- Earth Hour
- World Environment Day

RECYCLING (OFFICES)    

% office availability

PAPER USAGE  

PAPER CERTIFICATION:

- FSC
- NCOS

OUR COMMUNITY
SUMMARY AND HIGHLIGHTS:

Pro bono work is a vital part of our firm’s culture. Hunt & Hunt encourages and supports its people to use their skills to help those who have limited resources, or who can’t access legal assistance when they need it.

Hunt & Hunt provides pro bono services to a number of charities. Our recent pro bono work includes acting for disability discrimination complainants, participating in ethics review committees for health organisations, and sitting on boards for not-for-profit organisations. We are also signatories to the National Pro Bono Target, an initiative of the Australian Pro Bono Centre.

We aim to select partners, suppliers and consultants who generate positive outcomes for, and build stronger communities. This includes a commitment to engaging with enterprises that are indigenous or women owned.

INDIGENOUS RECONCILIATION  


INITIATIVES:

- Affirmative procurement
- Indigenous employment and internships
- Pro bono support

NON LEGAL VOLUNTEERING   



INITIATIVES:

- Blood donations
- Boards
- Charity events and appeals
- Community Volunteering
- Organised volunteering


CHARITABLE GIVING 

INITIATIVES:

- Corporate donations
- External charity events and appeals
- Matched workplace giving

LEGAL PRO BONO  

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

 Further information from AusLSA

OUR GOVERNANCE
SUMMARY AND HIGHLIGHTS:

All of our work is quality driven. Our internal quality assurance policies and procedures deliver the highest possible legal product and continuous improvement via our three- pronged approach to ensuring high service levels and performance standards.

- Quality people – to ensure we recruit, motivate, train, develop and retain high performing lawyers and support staff.
- Quality service – to ensure our service standards, matter management processes and approach to client relationship management is at the industry forefront.
- Quality outcomes – to ensure our advice, documentation and representation is first-class.

Our centralised matter management process ensures consistency. This eliminates errors and creates a clear work flow for each matter, contributing to the high quality of our work. Processes in place ensure our advice is always of the highest quality with a strong mentorship program in place, with respective partners reviewing work prior to its distribution to clients.


We believe in regularly conducting feedback sessions with our clients, to improve efficiencies and service delivery, as well as regular formal reporting on matters, including progress and costs to date.

CODE OF CONDUCT /RISK MANAGEMENT 

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUSTAINABILITY REPORTING 



2021 AusLSA
SUSTAINABILITY
PROFILE



Firm:
King & Wood Mallesons
Headcount: 1,686 (FTE)
Floor Area: 29,026m²

Recognised as one of the world’s most innovative law firms, King & Wood Mallesons offers a different perspective to commercial thinking and the client experience. With access to a global platform, a team of over 2400 lawyers in 28 locations around the world works with clients to help them understand local challenges, navigate through regional complexity, and to find commercial solutions that deliver a competitive advantage for our clients.

As a leading international law firm headquartered in Asia, we help clients to open doors and unlock opportunities as they look to Asian markets to unleash their full potential. Combining an unrivalled depth of expertise and breadth of relationships in our core markets, we are connecting Asia to the world, and the world to Asia. We take a partnership approach in working with clients, focusing not just on what they want, but how they want it. Always pushing the boundaries of what can be achieved, we are reshaping the legal market and challenging our clients to think differently about what a law firm can be.



OUR PEOPLE
SUMMARY AND HIGHLIGHTS:

Creating a great place to work and grow is central to our business planning and strategic direction. Our focus is to deliver people programs and initiatives which create a working environment where people across the business are valued, have access to the support required to do their job as well as development opportunities tailored to their needs and the chance to contribute to something bigger than KWM. Over the past year we have seen continued positive results from our inclusion and equality efforts including our continued recognition as an Employer of Choice for Gender Equality.



GENDER EQUALITY

PUBLISHED

GENDER EQUITY TARGET

32% FEMALE

52% FEMALE

75% FEMALE

INITIATIVES:

- Chief Executive Women
- CommBar Equitable Briefing Charter
- Employer of Choice for Gender Equality
- Gender sensitive promotion and recruitment
- Host or lead external programs
- Internal networks or committees
- International Women's Day
- LCA Diversity and Inclusion Charter
- Pay Equity Ambassador
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE

PUBLISHED

DIVERSITY

PUBLISHED

INITIATIVES:

- DCA membership
- Host or lead external programs
- LCA Diversity and Inclusion Charter
- Training - Cultural awareness unconscious bias
- AWEI reporting
- IDAHOBIT Day
- Internal networks or committees
- Pro bono legal support
- LGBTI awareness training
- National LINK Group
- Hosting internal panel events
- Pride in Diversity Membership
- Wear it Purple Day
- World Aids Day

FLEXIBLE WORKPLACE

PUBLISHED

26 WEEKS

26 WEEKS

100%

INITIATIVES:

- Career break /Sabbaticals
- Carer's leave
- Child Care
- Child Care
- Flexible work hours
- Flexible working promotion and support
- Job sharing
- Leave return budget adjustments
- Part time options
- Purchased leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave
- Volunteer leave

PSYCHOLOGICAL WELLBEING

PUBLISHED

STAFF SURVEYS

INITIATIVES:

- Beyond Blue programs
- Black Dog Institute programs
- COM Violence Awareness
- Host or lead external programs
- Mental Health Awareness Week
- Mental health training and internal support
- Mental Health Office Champion
- Founding member of interfirm Resilience @ Law initiative
- SANE programs participant
- Wellbeing Working Group
- Trained Wellbeing Offices
- CMHAA
- Psychological support/ EAP
- Resilience and stress management training
- Resilience at Law
- R U OK? programs
- Salary continuance
- Minds Count TJMF Guidelines

PHYSICAL WELLBEING

PUBLISHED

STAFF SURVEYS

INITIATIVES:

- Discount health insurance
- Ergonomics
- Gym memberships
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Massages
- Proactive health checks
- Team events
- Work based exercise sessions

OUR ENVIRONMENT
SUMMARY AND HIGHLIGHTS:

King & Wood Mallesons has a long-standing commitment to developing and implementing sustainable business practices to minimise our environmental impact. Our vision is to be a leading law firm, and this includes adopting best practice environmental standards beyond our legal obligations.

Responding to the issues surrounding climate change and sustainability presents us with a great opportunity to play a key role as leader, advisor and community partner, for our people our clients and our future.

KWM has therefore committed to deliver a Climate Change and Sustainability Strategy to align with our core values as a firm, including growing our business sustainably and responsibly, and leaving a positive impact. This strategy provides for KWM's Australian operations to:

- Achieve certified carbon neutrality by 31 December 2022 and commit to and set a science-based target via the SBTi by 31 December 2024
- Source 100% renewable energy before 2024
- Update and re-certify our Environmental Management System (EMS) by June 2022
- Undertake a series of identified emissions, energy, paper, water and waste reduction programs, via a mixture of policy, stakeholder engagement and behaviour change initiatives
- Focus on continuous improvement in terms of emissions reduction, recording and reporting
- Engage positively with our clients and community partners to support their transition

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
2,058t – 1.2t/employee

BUILDINGS

85%
0.06t/m²

0.50%
0.01t/employee

1.0%
0.02t/employee

1,780t
87%

TRAVEL

0.00%
0.00t/employee

11.1%
0.14t/employee

2.4%
0.03t/employee

277t
13%

NET EMISSIONS
2,058t – 1.2t/employee

ENVIRONMENTAL MANAGEMENT

PUBLISHED

ENV. IMPROVEMENT TARGET

ENV. MANAGEMENT SYSTEM (EMS) IN DEVT

INITIATIVES:

- Earth Hour
- Green Star building 4-6 star
- NABERS building 4-6 star
- CDP reporting

RECYCLING (OFFICES)

100%

100%

80%

100%

% office availability

PAPER USAGE

65.085kg
/employee

0%
Recycled content

PAPER CERTIFICATION:

- FSC
- NCOS
- PEFC
- Other

OUR COMMUNITY
SUMMARY AND HIGHLIGHTS:

KWM has a leading social impact practice known as KWM Community Impact. The practice deploys pro bono legal services, social mobility projects, skilled & community volunteering initiatives and philanthropy across Australia and Singapore through a highly strategic and multi-layered approach to reduce inequality & poverty affecting young people (especially First Nations young people).

Our award-winning social impact practice seeks to inspire & empower our people to work together to create a more just society and address 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 civil society. Key dates from FY21:

- KWM delivered 54,273 hours of pro bono legal work, equating to 62.74 hours per lawyer.
- KWM is a signatory to the National Pro Bono Target, a voluntary commitment of 35 hours of pro bono legal work per lawyer annually.
- Our people donated 1,893.6 volunteering hours
- As at 30 June 2021, DigDeep®, KWM's workplace giving project, exceeded \$13.24M in donations. Launched in 2002 the program has resonated, and been well supported, by KWM partners and staff.
- In FY21, KWM raised and donated over \$740,000 through DigDeep®

INDIGENOUS RECONCILIATION

PUBLISHED

RAP STRETCH ACTION PLAN LEVEL

INITIATIVES:

- Affirmative procurement
- Cultural awareness training
- Indigenous employment and internships
- NAIDOC Week
- National Reconciliation Week
- Pro bono support
- Reconciliation Action Plan
- Scholarships and student mentoring
- Collaboration for reconciliation
- Volunteering and secondments

NON LEGAL VOLUNTEERING

NON-PROFIT/ COMMUNITY PARTICIPATION

NON LEGAL VOLUNTEERING ACTIVITIES

PARTICIPATION IN NON LEGAL VOLUNTEERING

36%

INITIATIVES:

- Blood donations
- Boards
- Charity events and appeals
- Organised volunteering
- Paid volunteer time
- Secondments to NGOs
- Skilled volunteering
- Student tutoring and mentoring

CHARITABLE GIVING

CORPORATE GIVING PROGRAM

PARTICIPATION CORPORATE GIVING

52%

INITIATIVES:

- Corporate donations
- Internal Appeals and Collections
- Matched workplace giving
- Workplace giving

LEGAL PRO BONO

PUBLISHED

TARGET MET PRO BONO CENTRE TARGET

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

Further information from AusLSA

OUR GOVERNANCE
SUMMARY AND HIGHLIGHTS:

King & Wood Mallesons 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.

CODE OF CONDUCT /RISK MANAGEMENT

PUBLISHED

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

PUBLISHED

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

STANDARDS APPLY TO EXISTING SUPPLIERS

STANDARDS APPLY TO NEW SUPPLIERS

MODERN SLAVERY PROGRAM

FEDERAL LEGISLATION PARTICIPATION

NSW LEGISLATION (PENDING)

SUPPLIER STANDARD COVER:

- Human Rights
- Environmental Impacts
- Fair Labour Practices
- Community Development
- Indigenous Inclusion
- Gender Equality

2021 AusLSA SUSTAINABILITY PROFILE

LANDER & ROGERS

Firm: Landers
Headcount: 581 (FTE)
Floor Area: 8,745m²

Founded in 1946, Lander & Rogers is one of the few remaining truly independent Australian law firms. With offices across the eastern seaboard of Australia, Lander & Rogers has grown organically resulting in a unified firm with a strong focus on client and staff care.

We believe legal services involve more than just the law – practical, commercial advice and exceptional client experience are equally important to our clients and to us. Lander & Rogers advises corporate, government, not-for-profit and private clients in insurance law and litigation, family law, workplace relations & safety, real estate, corporate transactions, digital & technology and commercial disputes.

The firm is global in approach, working closely with a network of best-in-class firms to provide advice to clients domestically and abroad. Lander & Rogers is also the exclusive Australian member of the world's leading independent network of law firms, TerraLex.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

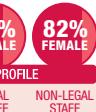
We believe an inclusive workplace, where everyone feels valued and can reach their full potential, is fundamental to our success. We have a long history of commitment to health and wellbeing, with a long-established Wellness Committee (launched in 2008) and a MAX Committee (focused on fitness for the mind and body to support work-life balance), as well as an Employee Assistance Program. In 2020 we were named an Employer of Choice for Gender Equality.

The firm was recognised for a range of initiatives designed to promote gender equality through pay equity, flexible work practices and tools, gender neutral parental leave opportunities and the promotion of women to positions of leadership. As citation holders, we will continue to work hard to forge a more gender-balanced world, celebrating everyone's inclusion, raise awareness against bias, and always take action for equality.

In response to the challenges of COVID-19, in 2020/2021 we increased our focus on providing a psychologically and physically safe workplace and enabling our people to feel connected during a time of rapid change and uncertainty. This included rolling out mental health first aid training, for which we have been recognised as a gold-level accredited workplace by Mental Health First Aid Australia.



GENDER EQUALITY



INITIATIVES:

- CommBar Equitable Briefing Charter • Employer of Choice for Gender Equality • International Women's Day • Starts with Us Project Partner • Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE



INITIATIVES:

- DCA membership • Host or lead external programs • Pro bono legal support

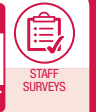
FLEXIBLE WORKPLACE



INITIATIVES:

- Career break /Sabbaticals • Carer's leave • Flexible work hours • Job sharing • Part time options • Purchased leave • Remote working tools and systems • Study leave • Time in lieu • Unpaid leave

PSYCHOLOGICAL WELLBEING



INITIATIVES:

- Mental Health Awareness Week • Mental health training and internal support • Mental Health Office Champion • Psychological support/ EAP • Resilience and stress management training • R U OK? programs • Minds Count TJMF

PHYSICAL WELLBEING



INITIATIVES:

- Discount health insurance • Ergonomics • Wellness awareness and promotion • Flu vax • Fruit boxes • Massages • Proactive health checks • Team events • Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Lander & Rogers recognises climate change is having a real and increasing impact on our people, clients and communities. In response, we're acting to preserve our environment for the benefit of future generations.

We take our environmental responsibilities seriously. By investing in sustainable business practices that reduce our environmental footprint, we're changing the way we operate, but we also seek to positively influence further afield. We champion sustainability and promote innovative responses to climate change for the benefit of us all.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
319t – 0.55t/employee

BUILDINGS



TRAVEL



NET EMISSIONS
319t – 0.55t/employee

ENVIRONMENTAL MANAGEMENT



INITIATIVES:

- CitySwitch Green Office • Earth Hour • Green Star building 4-6 star • Plastic Free July • NABERS Rating • World Environment Day



RECYCLING (OFFICES)



% office availability

PAPER USAGE



PAPER CERTIFICATION:

- FSC • NCOS

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Our firm is serious about its social footprint and its commitment to our community. For over 15 years we have created opportunities to empower people and communities through our strategically designed Pro Bono and Community Practice. We aim to make an impact and focus on supporting women and older Australians experiencing family violence, human rights matters and working with and for First Nations Australians and organisations.

We are proud of our work, which has achieved transformative change for transgender adolescents, women and older people facing family violence, First Nations communities and asylum seekers. Our community work is focused on empowering communities and enhancing social inclusion of young people and refugees. Our unique work experience program provides pathways to employment for young people and our South Sudanese Business Response is a direct engagement to improve employment outcomes for young South Sudanese Australians.

To date we have invested approximately \$31 million or over 100,000 hours of time to enabling access to justice and enhancing social inclusion for vulnerable Australians. We are a signatory of the National Pro Bono Target and we were proud to have undertaken 12,603 hours, which equates to an average of 44.5 hours per lawyer, during FY21.



INDIGENOUS RECONCILIATION



INITIATIVES:

- Affirmative procurement • Cultural awareness training • Indigenous employment and internships • Internship and employment • NAIDOC Week • National Reconciliation Week • Pro bono support • Reconciliation Action Plan • Collaboration for reconciliation • Volunteering and secondments

NON LEGAL VOLUNTEERING



INITIATIVES:

- Blood donations • Boards • Charity events and appeals • Community Volunteering • Organised volunteering • Paid volunteer time • Secondments to NGOs • Skilled volunteering • Student tutoring and mentoring

CHARITABLE GIVING



INITIATIVES:

- Corporate donations • External charity events and appeals • Internal Appeals and Collections • Matched workplace giving • Workplace giving

LEGAL PRO BONO



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

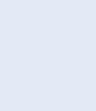


Further information from AusLSA

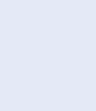
OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Lander & Rogers aims 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. Our governance framework includes risk management policies and procedures to address key professional and business risks. We are committed to adopting 100% renewable energy, carbon offset and zero waste by 2025, a commitment reflected in our environmental policy.

CODE OF CONDUCT /RISK MANAGEMENT



SUSTAINABLE SUPPLY CHAIN MANAGEMENT



SUSTAINABILITY REPORTING



2021 AusLSA SUSTAINABILITY PROFILE

LANTERN LEGAL GROUP

Firm: The Lantern Legal Group
Headcount: 133 (FTE)
Floor Area: 3,108m²

The Lantern Legal Group Pty Ltd is the parent company of the law firms trading as Harwood Andrews and Sladen Legal. We take an approach that is client driven and collaborative and work in partnership with our clients to ensure the advice and service we provide is specific to individual needs. We have a team of 153 talented individuals who work both full time and part time including principals, special counsel, lawyers and professional service managers who work collaboratively to ensure the best outcomes for our clients across their business and personal legal needs. We are committed to not only operating for the benefit of shareholders, but also for the benefit of the environment, the community and our people.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

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 Continuing Professional Development programs. This includes both technical and soft skills training.

We have external presenters speak to our people on a regular basis. We have included self-care programs with our staff and presentations on mental health. We have a flexible workforce and listen to the individual's needs in relation to what flexibility they need to get their job done.

Our continually expanding "works perks" program and rewards and recognition program provide weekly morning teas, fresh fruit, breakfast daily and monthly staff recognition star awards. In addition to this staff receive life and income protection insurance benefits.

The Lantern Legal Group is continually striving to attract and retain the best people and we work hard on strategies that will keep our workforce motivated and engaged, where they can find a sense of purpose in everything that they do.



GENDER EQUALITY

POLICY PUBLISHED

30% FEMALE PARTNERS
50% FEMALE LEGAL STAFF
89% FEMALE NON-LEGAL STAFF

INITIATIVES:
• Host or lead external programs • International Women's Day • Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE

POLICY DIVERSITY

INITIATIVES:
• Training - Cultural awareness unconscious bias • LGBTI awareness training

FLEXIBLE WORKPLACE

POLICY

12 WEEKS PAID PARENTAL LEAVE PRIMARY CARER
2 WEEKS SECONDARY CARER
100% RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:
• Career break /Sabbaticals • Carer's leave • Flexible work hours • Job sharing • Part time options • Remote working tools and systems • Study leave • Time in lieu • Unpaid leave • Volunteer leave

PSYCHOLOGICAL WELLBEING

POLICY

INITIATIVES:
• Beyond Blue programs • Mental health training and internal support • A confidential Employee Assistance program with access to online services and app • Continual information uploaded on Intranet • Psychological support/EAP • Resilience and stress management training • R U OK? programs • Salary continuance • Minds Count TJMF Guidelines

PHYSICAL WELLBEING

POLICY

INITIATIVES:
• Ergonomics • Wellness awareness and promotion • Flu vax • Fruit boxes

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.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
137t – 1.0t/employee

BUILDINGS
97% 0.04t/m²
0.00%
1.2% 134t 98%

TRAVEL
2.0% 0.10% 0.00% 3t 2%
0.00t/employee 0.00t/employee

NET EMISSIONS
137t – 1.0t/employee

ENVIRONMENTAL MANAGEMENT

POLICY IN DEV'T

INITIATIVES:
• Earth Hour • ECO-Buy

RECYCLING (OFFICES)

100% 100% 0% 100%
% office availability

PAPER USAGE

3,777kg 0%
t/employee Recycled content

PAPER CERTIFICATION:
• FSC • NCOS • Other

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

We are committed to change and ensuring that we have a positive impact on the environment and the communities in which we work and live.

We see it as our responsibility to use our knowledge and expertise to better the community, which is why we provide substantial pro bono services to charities and not for profits. Our people actively give back by participating as members of boards and committees in the not-for-profit sector, allowing them to grow professionally and personally while making a real difference where it is needed most.

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.

INDIGENOUS RECONCILIATION

POLICY IN DEV'T

INITIATIVES:
• Reconciliation Action Plan

NON LEGAL VOLUNTEERING

INITIATIVES:
• Boards • Charity events and appeals • Community Volunteering • Organised volunteering • Paid volunteer time

CHARITABLE GIVING

INITIATIVES:
• Charitable Foundation • Corporate donations • Matched workplace giving • Workplace giving

LEGAL PRO BONO

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

Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

All Principals, senior management team members and leaders within the firm are responsible for assisting the firm to meet its community, social and environmental goals. We will continue to advance community, social and environmental consciousness across the firm. This will include:

- Continuing 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.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

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

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

SUSTAINABLE SUPPLY CHAIN MANAGEMENT STANDARDS APPLY TO EXISTING SUPPLIERS STANDARDS APPLY TO NEW SUPPLIERS

SUPPLIER STANDARD COVER:
• Community Development • Environmental Impacts • Fair Labour Practices • Human Rights

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

REPORT CSR



2021 AusLSA SUSTAINABILITY PROFILE



Firm: McCullough Robertson
Headcount: 265 (FTE)
Floor Area: 7,046m²

McCullough Robertson is a leading Australian independent law firm with industry specialists combining legal expertise with deep industry knowledge and foresight. With offices in Brisbane, Sydney, Canberra, Newcastle and Melbourne, the firm provides innovative, relevant and commercial legal solutions to major corporate, government and high net worth individuals across Australia and internationally.

Established in 1926, the firm's major focus areas are the resources and renewables, food and agribusiness, technology, telecommunications, infrastructure, real estate, government and financial services sectors. We use deep industry knowledge and foresight, combined with technical excellence, to provide the best possible outcomes for all who work with us.

But there's more to our people than their brilliant minds – it's what they have to offer outside the boardroom that makes McCullough Robertson truly special. We are entrenched in our communities and take great pride in what can be achieved when you put people first. We are passionate champions of our business, we celebrate diversity and we look for sustainable solutions.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

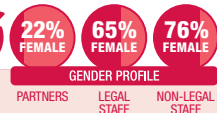
Our firm strategy showcases the importance of our people and what we strive for. Flowing from that is our people strategy is aligned with our purpose of Unlocking Success. Together. We are focused on enhancing the employee and partner experience for everyone. Our culture is our differentiator, and our engagement efforts are focused on celebrating that culture and building capability in our areas of expertise.

We know that retaining employees that live our values is the key to us achieving success and delivering for our clients. Our strategy which sets out the direction for growth and retention and gives every employee an opportunity to get involved and be challenged. Our strategy for the next three years outlines those areas we will invest in and look to improve on.

Our achievements this year include again being recognised as an Employer of Choice as well as the Gold Status once again as part of the AWEI as well as winning the inaugural Champions of Pride award with Lawyers Weekly. This recognition is a result of hard work by everyone and the investment they make in our firm.

We are proud that during uncertain times our culture has remained strong.

GENDER EQUALITY



INITIATIVES:

- Employer of Choice for Gender Equality
- Gender sensitive promotion and recruitment
- Host or lead external programs
- Internal networks or committees
- International Women's Day
- LCA Diversity and Inclusion Charter
- Male Champions of Change
- Pay Equity Ambassador
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE



INITIATIVES:

- Host or lead external programs
- Internal networks or committees
- LCA Diversity and Inclusion Charter
- Training - Cultural awareness unconscious bias
- AWEI reporting
- IDAHOBIT Day
- Pro bono legal support
- LGBTI awareness training
- Out for Australia
- Pride in Diversity Membership
- Wear it Purple Day
- World Aids Day

FLEXIBLE WORKPLACE



INITIATIVES:

- Career break /Sabbaticals
- Carer's leave
- Child Care
- Flexible work hours
- Flexible working promotion and support
- Job sharing
- Leave return budget adjustments
- Part time options
- Phased retirement
- Purchased leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave
- Volunteer leave

PSYCHOLOGICAL WELLBEING



INITIATIVES:

- Beyond Blue programs
- Black Dog Institute programs
- Mental health training and internal support
- Mental Health Office Champions
- Healthy Days policy
- Psychological support/ EAP
- R U OK? programs
- Salary continuance
- Minds Count TJMF Guidelines

PHYSICAL WELLBEING



INITIATIVES:

- Discount health insurance
- Ergonomics
- Gym memberships
- Wellness awareness and promotion
- Flu vax
- Fruit boxes
- Massages
- Proactive health checks
- Team events
- Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

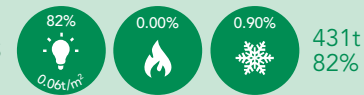
McCullough Robertson's environmental initiatives are coordinated by an Environmental Committee made up of the Chief Operating Officer, two Senior Associates, an Assistant and an IT representative.

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.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
522t – 2.0t/employee

BUILDINGS



TRAVEL



NET EMISSIONS
522t – 2.0t/employee

ENVIRONMENTAL MANAGEMENT



INITIATIVES:

- Earth Hour
- Green Star building 4-6 star

RECYCLING (OFFICES)



PAPER USAGE



PAPER CERTIFICATION:

- FSC
- NCOS
- PEFC

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.



INDIGENOUS RECONCILIATION



INITIATIVES:

- Affirmative procurement
- Cultural awareness training
- Indigenous employment and internships
- NAIDOC Week
- National Reconciliation Week
- Pro bono support
- Reconciliation Action Plan
- Scholarships and student mentoring
- Volunteering and secondments

NON LEGAL VOLUNTEERING



INITIATIVES:

- Boards
- Charity events and appeals
- Organised volunteering
- Paid volunteer time
- Skilled volunteering

CHARITABLE GIVING



INITIATIVES:

- Charitable Foundation
- Corporate donations
- External charity events and appeals
- Internal Appeals and Collections
- Matched workplace giving
- Workplace giving

LEGAL PRO BONO



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



Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

We adopt a corporate leadership model with senior management responsibility resting with the Executive Committee and Business Unit Leaders (BULs). The Executive (four equity Partners, one of whom is the Chair) 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. Our Chief Operating officer and Chief People Officer work with the 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.

CODE OF CONDUCT /RISK MANAGEMENT



SUSTAINABLE SUPPLY CHAIN MANAGEMENT



SUPPLIER STANDARD COVER:

- Community Development
- Environmental Impacts
- Fair Consumer and Competition Practices
- Fair Labour Practices
- Gender Equality
- Human Rights
- Indigenous Inclusion

SUSTAINABILITY REPORTING



2021 AusLSA SUSTAINABILITY PROFILE



Firm:
McInnes Wilson Lawyers
Headcount: 323 (FTE)
Floor Area: 5,154m²

McInnes Wilson Lawyers is a national law firm with offices located in Brisbane, Sydney, Melbourne, Adelaide, Canberra, Maroochydore and Southport. The firm's vision is to be a leading full service legal and advisory company and employer of choice, with international affiliations and a commitment to quality client service, value and responsiveness. We are a full service law firm with a wealth of experience in a broad range of specialised legal services representing local, national and international clients.

The firm is proud to be an affiliate of Globalaw, a leading worldwide network comprising of 89 independent law firms with more than 4,000 lawyers practising in 76 countries.

We take a strategic approach in providing commercial legal solutions, working closely with our clients to understand their priorities and desired outcomes. The firm has a proven track record of providing quality and cost effective legal services as well as delivering outcomes for local governments in all regions. McInnes Wilson Lawyers prides itself on providing technically excellent, tailored legal services and delivering value to our clients through a diverse and well experienced workforce.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

McInnes Wilson Lawyers has been recognised as a winner for Employer of Choice in The Australian Business Awards 2021. 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 its 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 enhance its peoples' capabilities through the facilitation of various development programs and initiatives. These include professional and technical training such as:

- 'Reach Your Peak' Leadership Development Program
- Workplace Opportunities Leadership Forum (WOLF)
- Mentoring Program
- Supervised Workplace Traineeship
- Continuing Legal Education (CLEs)
- Legal Services Traineeship
- Study Sponsorship

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.

Anecdotal evidence collected through participant testimonials, feedback and focus group workshops indicate these programs are well received by our people.

GENDER EQUALITY

POLICY

PUBLISHED

GENDER EQUITY TARGET

33% FEMALE
PARTNERS

52% FEMALE
LEGAL STAFF

87% FEMALE
NON-LEGAL STAFF

INITIATIVES:

- International Women's Day • WGEA Pay Equity Ambassador
- #StandForRespect Pledge • Breastfeeding Friendly Workplace Accreditation
- Workplace Domestic Violence Prevention Program • Training - Gender awareness unconscious bias Training • Care Corporate Program • Stay in Touch Parental Leave Program • Child Vacancy Alert (Concierge Service)

INCLUSIVE WORKPLACE

DIVERSITY

POLICY

PUBLISHED

INITIATIVES:

- Host or lead external programs • Internal networks or committees • Training - Cultural awareness unconscious bias • IDAHOBIT Day • LGBTI awareness training • Pride in Diversity Membership • Appointment of Diversity and Inclusion Officers • Wear it Purple Day

FLEXIBLE WORKPLACE

POLICY

PUBLISHED

13 WEEKS
PAID PARENTAL LEAVE
PRIMARY CARER

4 WEEKS
RETURN TO WORK AFTER PARENTAL LEAVE
SECONDARY CARER

70%
RELIGIOUS AND CEREMONIAL LEAVE

INITIATIVES:

- Carer's leave • Flexible work hours • Job sharing • Part time options • Religious and ceremonial leave • Remote working tools and systems • Study leave
- Unpaid leave • Compressed working weeks • Telecommuting • Pre-natal leave

PSYCHOLOGICAL WELLBEING

POLICY

PUBLISHED

STAFF SURVEYS

INITIATIVES:

- Mental Health Awareness Week • Mental health training and internal support
- Mental Health Office Champion • Psychological support/ EAP • Resilience and stress management training • R U OK? programs • Minds Count TJMF Guidelines

PHYSICAL WELLBEING

POLICY

PUBLISHED

STAFF SURVEYS

INITIATIVES:

- Dietary consultations • Ergonomics • Wellness awareness and promotion • Flu vax • Fruit boxes • Massages • Proactive health checks • Team events • Work based exercise sessions

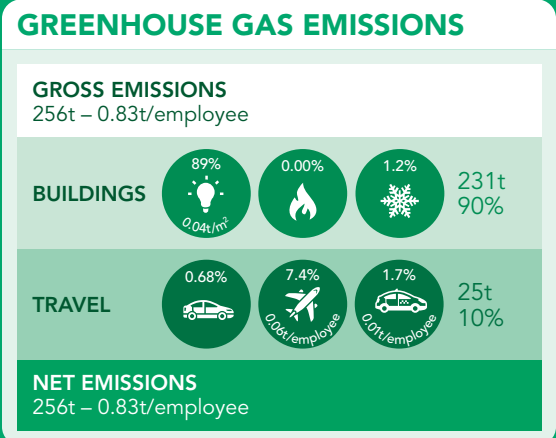
OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

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.



ENVIRONMENTAL MANAGEMENT

POLICY

PUBLISHED

INITIATIVES:

- Mobile Muster • Earth Hour • World Environment Day



PAPER USAGE

9,447kg
per employee

85%
Recycled content

PAPER CERTIFICATION:

- FSC

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.

INDIGENOUS RECONCILIATION

POLICY

IN DEVT

INITIATIVES:

- Cultural awareness training • Indigenous employment and internships
- NAIDOC Week • National Reconciliation Week • Pro bono support
- Reconciliation Queensland member

NON LEGAL VOLUNTEERING

NON-PROFIT/COMMUNITY PARTICIPATION

NON-LEGAL VOLUNTEERING ACTIVITIES

INITIATIVES:

- Blood donations • Boards • Charity events and appeals • Community Volunteering • Host external sporting events • Organised volunteering

CHARITABLE GIVING

CORPORATE GIVING PROGRAM

INITIATIVES:

- Charitable Foundation • Corporate donations • External charity events and appeals • Internal Appeals and Collections

LEGAL PRO BONO

STRATEGY

STRATEGY

PRO BONO CENTRE TARGET

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

Further information from AusLSA

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.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

PUBLISHED

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP DR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

PUBLISHED

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

STANDARDS APPLY TO EXISTING SUPPLIERS

STANDARDS APPLY TO NEW SUPPLIERS

FEDERAL LEGISLATION PARTICIPATION

NSW LEGISLATION (PENDING)

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE
PROMOTED

2021 AusLSA SUSTAINABILITY PROFILE

MinterEllison

Firm: Minter Ellison
Headcount: 2,340 (FTE)
Floor Area: 43,648m²

MinterEllison partners with clients to provide integrated, innovative solutions. Its teams collaborate across Australia, Asia and the UK to deliver exceptional service and new insight to a large, diverse client base that includes public and private companies, leading multinationals operating in the region, global financial institutions, and government and state-owned entities.

MinterEllison's network comprises the offices of MinterEllison (Sydney, Melbourne, Brisbane, Canberra, Perth, Adelaide, Darwin, Hong Kong, Shanghai, Beijing, Ulaanbaatar and London) and offices that operate as members of the MinterEllison Legal Group (Gold Coast and MinterEllisonRuddWatts Auckland/Wellington). MinterEllison acquired ITNewcom, a boutique technology consulting firm on 1 July 2017.



OUR PEOPLE
SUMMARY AND HIGHLIGHTS:

MinterEllison is a law firm, trusted for our deep capability and integrated services. What sets us apart is that we are a purpose led organisation that creates lasting impacts with our clients, our people and our communities.

Our learning programs align and reinforce our culture, which is all about building authentic and enduring relationships; delivering excellence without attitude; being curious and innovative; making diversity, in all its forms, central to collaboration; and supporting sustainable ways of working.

Our learning culture encourages a growth mindset and investment in ongoing career development using a 70:20:10 learning model. We encourage our people to invest in their learning and provide robust knowledge and capability channels to support personal growth aligned to our Firm's ambitions. Every person is provided with the opportunity to develop their skills, collaborate across the Firm and with our clients, build personal capabilities, share knowledge and to create diverse experiences in an inclusive, inspiring and innovative environment.

GENDER EQUALITY

POLICY
PUBLISHED ✓

22% FEMALE
PARTNERS

61% FEMALE
LEGAL STAFF

77% FEMALE
NON-LEGAL STAFF

INITIATIVES:

- Employer of Choice for Gender Equality
- Host or lead external programs
- Internal networks or committees
- International Women's Day
- Pay Equity Ambassador
- Female advancement, mentoring and coaching

INCLUSIVE WORKPLACE

POLICY
PUBLISHED ✓

POLICY
PUBLISHED ✓

INITIATIVES:

- DCA membership
- Host or lead external programs
- Internal networks or committees
- LCA Diversity and Equality Charter
- Mardi Gras celebrations
- Training - Cultural awareness unconscious bias
- AWEI reporting
- IDAHOBIT Day
- Pro bono legal support
- LGBTI awareness training
- Pride in Diversity Membership
- Wear it Purple Day
- World Aids Day

FLEXIBLE WORKPLACE

POLICY
PUBLISHED ✓

20 WEEKS
PAID PARENTAL LEAVE
PRIMARY CARER

4 WEEKS
SECONDARY CARER

98%
RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Carer's leave
- Child Care
- Flexible work hours
- Flexible working promotion and support
- Job sharing
- Part time options
- Purchased leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave

PSYCHOLOGICAL WELLBEING

POLICY
PUBLISHED ✓

STAFF SURVEYS

INITIATIVES:

- Host or lead external programs
- Mental Health Awareness Week
- Mental health training and internal support
- Family & Domestic Violence 1st responder training & policy
- Modules/new starter, bi-annual online workplace behaviour
- Mental health resilience
- Movember
- Psychological support/ EAP
- Resilience at Law
- R U OK? programs
- Salary continuance
- Minds Count TJMF Guidelines

PHYSICAL WELLBEING

POLICY
PUBLISHED ✓

STAFF SURVEYS

INITIATIVES:

- Most activities onhold due to COVID
- Discount health insurance
- Ergonomics
- Gym memberships
- Wellness awareness and promotion
- Flu vax
- Team events

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.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
1,042t – 0.44t/employee

BUILDINGS

- 75% 0.02t/m²
- 0.00% 0.00t/employee
- 3.3% 811t 78%

TRAVEL

- 0.12% 0.00t/employee
- 17.3% 0.00t/employee
- 4.8% 231t 22%

CARBON OFFSETS & RENEWABLES

- 70%

NET EMISSIONS
1,042t – 0.44t/employee

ENVIRONMENTAL MANAGEMENT

POLICY
PUBLISHED ✓

ENV. IMPROVEMENT TARGET

INITIATIVES:

- Earth Hour

RECYCLING (OFFICES)

- 100%
- 71%
- 57%
- 100%

% office availability

PAPER USAGE

- 100 330kg 4.6g/employee
- 10% recycled content

PAPER CERTIFICATION:

- FSC
- NCOS
- PEFC

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 eight 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 Challenge DV, an organisation dedicated to ending domestic and family violence, and we are proud of the impact we make in people's lives.

INDIGENOUS RECONCILIATION

POLICY
PUBLISHED ✓

RAP INNOVATE
ACTION PLAN LEVEL

INITIATIVES:

- Affirmative procurement
- Cultural awareness training
- Indigenous employment and internships
- NAIDOC Week
- National Reconciliation Week
- Pro bono support
- Reconciliation Action Plan
- Scholarships and student mentoring
- Collaboration for reconciliation

NON LEGAL VOLUNTEERING

INITIATIVES:

- Blood donations
- Boards
- Charity events and appeals
- Community Volunteering
- Organised volunteering
- Skilled volunteering
- Student tutoring and mentoring

CHARITABLE GIVING

INITIATIVES:

- Corporate donations
- External charity events and appeals
- Internal Appeals and Collections
- Matched workplace giving
- Workplace giving

LEGAL PRO BONO

STRATEGY
TARGET MET

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

Further information from AusLSA

OUR GOVERNANCE
SUMMARY AND HIGHLIGHTS:

We adopt a corporate leadership model with senior management responsibility resting with the Executive Committee and Business Unit Leaders (BULs). The Executive (four equity Partners, one of whom is the Chair) 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. Our Chief Operating officer (COO) works with the 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.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY
PUBLISHED ✓

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

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY
PUBLISHED ✓

- SUSTAINABLE SUPPLY CHAIN MANAGEMENT
- STANDARDS APPLY TO EXISTING SUPPLIERS
- STANDARDS APPLY TO NEW SUPPLIERS
- MODERN SLAVERY PROGRAM
- NSW LEGISLATION (PENDING)

SUPPLIER STANDARD COVER:

- Community Development
- Environmental Impacts
- Fair Labour Practices
- Gender Equality
- Human Rights
- Indigenous Inclusion

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE
PROMOTED ✓

2021 AusLSA
SUSTAINABILITY
PROFILE



Firm:
Russell Kennedy Lawyers
Headcount: 278 (FTE)
Floor Area: 6,842m²

Russell Kennedy Lawyers is a leading Australian law firm with offices in Melbourne and Sydney. We provide our clients with market-leading expertise, outstanding service and exceptional legal solutions.

In April 2019, Russell Kennedy (Melbourne) and Aitken Lawyers (Sydney) merged to create a 270-strong plus practice. This merger brings together two firms with complementary capabilities across practice areas including corporate and commercial, dispute resolution, property and development, government, aged care and retirement living, workplace relations and employment, estate planning, family law, rural services and renewable energy. The merger strengthens our client offering, allowing us to deliver a greater depth of expertise.

We build long-standing relationships with our clients and work hard to attract and retain the best people. Our two firms share similar cultures and values, and both are committed to making a difference through our work across industry sectors that matter to communities.



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. Prior to the Covid 19 Pandemic the firm had an excellent reputation for supporting its employees to have flexibility in their roles. As at August 1 2020, 37% of employees at the firm had some form of flexible work arrangement. With the changing office based work landscape, Russell Kennedy has been able to support almost the entire workforce to work remotely and will continue to do so.

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 Engagement surveys to collect feedback from employees to ensure that we listen to our people and provide a supportive culture.

GENDER EQUALITY

POLICY

40% FEMALE

62% FEMALE

83% FEMALE

INITIATIVES:

• Employer of Choice for Gender Equality • Gender sensitive promotion and recruitment • Host or lead external programs • Internal networks or committees • International Women's Day • Male Champions of Change • Pay Equity Ambassador • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE

POLICY

POLICY

INITIATIVES:

• Internal networks or committees • LCA Diversity and Equality Charter • Training - Cultural awareness unconscious bias • AWEL reporting • IDAHOBIT Day • LGBTI awareness training • Pride in Diversity Membership • Wear it Purple Day

FLEXIBLE WORKPLACE

POLICY

16 WEEKS

3 WEEKS

100%

INITIATIVES:

• Career break /Sabbaticals • Carer's leave • Child care • Flexible work hours • Job sharing • Phased retirement • Purchased leave • Remote working tools and systems • Study leave • Time in lieu • Unpaid leave

PSYCHOLOGICAL WELLBEING

POLICY

INITIATIVES:

• Mental Health Awareness Week • Mental health training and internal support • Wellbeing assessments • Contact Officer training and support • Family wellbeing sessions • Women's health week • Men's health week • Psychological support/ EAP • Resilience and stress management training • R U OK? programs

PHYSICAL WELLBEING

POLICY

INITIATIVES:

• Discount health insurance • Ergonomics • Wellness awareness and promotion • Flu vax • Fruit boxes • Proactive health checks • Team events • Work based exercise sessions

OUR ENVIRONMENT
SUMMARY AND HIGHLIGHTS:

Russell Kennedy continues to make a concerted effort to reduce its carbon foot print and reduce the impact it has on the environment so helping protect it for future generations. We support environmental stewardship by utilising business processes that enables waste prevention and promotes the effective use of resources and also through business improvement process and initiatives that aim to further reduce our use on power and other resources.

Covid 19 has had a significant, positive, impact on our environmental sustainability and has markedly constrained our travel and resource consumption, it has also helped promote and encouraged the adoption of a number of sustainability initiatives, particularly our paper lite initiative, with our largest litigation practice which was also our largest consumer of paper becoming completely paperless over the course of 2020.

Once the world is back to its new normal, consumption of resources will obviously increase, particularly that of travel, taxi's, energy and paper. The challenge moving forward will be to keep up the momentum of these positive changes that Covid 19 has facilitated and not let old habits and practices undo all the good that has been achieved.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS

325t – 1.2t/employee

BUILDINGS

92%

0.00%

2.1%

305t
94%

TRAVEL

0.00%

5.0%

1.2%

20t
6%

NET EMISSIONS

325t – 1.2t/employee

ENVIRONMENTAL MANAGEMENT

POLICY

ENV. MANAGEMENT SYSTEM (EMS) IN DEVT

INITIATIVES:

• Earth Hour • ECO-Buy • Green Star building 4-6 star • World Environment Day

RECYCLING (OFFICES)

100%

100%

0%

100%

% office availability

PAPER USAGE

14,163kg

96%

PAPER CERTIFICATION:

• FSC • PEFC

OUR COMMUNITY
SUMMARY AND HIGHLIGHTS:

Led by our Pro Bono Practice Group, we promote access to justice by identifying key areas of unmet legal need and building and maintaining expertise in those areas. Over many years, RK's Pro Bono Practice has developed expertise in legal issues affecting asylum seekers and refugees, people in immigration detention, not-for-profits and charities, wills and states, dispute resolution, and employment.

In the last 7 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.

We have strong links to community organisations such as the Asylum Seeker Resource Centre, Refugee Legal, the Human Rights Law Centre, Community Legal Centers, Environmental Justice Australia, Youthlaw, Victorian Aboriginal Legal Service and Justice Connect. We have also embarked on planning for our Reflect Reconciliation Action Plan

INDIGENOUS RECONCILIATION

POLICY

IN DEVT

INITIATIVES:

• Cultural awareness training • Indigenous employment and internships • NAIDOC Week • National Reconciliation Week • Pro bono support

NON LEGAL VOLUNTEERING

NON-PROFIT/ COMMUNITY PARTICIPATION

INITIATIVES:

• Boards • Charity events and appeals • CPD for community sector lawyers • Organised volunteering • Student tutoring and mentoring

CHARITABLE GIVING

CORPORATE GIVING PROGRAM

INITIATIVES:

• Internal Appeals and Collections • Matched workplace giving • Workplace giving

LEGAL PRO BONO

STRATEGY

TARGET MET

PRO BONO CENTRE TARGET

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

Further information from AusLSA

OUR GOVERNANCE
SUMMARY AND HIGHLIGHTS:

At Russell Kennedy we are committed to compliance with the law and recognise that we have a responsibility to uphold the highest levels of ethical and risk management standards. We are governed by a Board comprising six Principals. The Legal Risk and Compliance Manager reports to the Managing Director, and is responsible for the firm's legal risk management and compliance activities and establishing a risk aware culture.

Russell Kennedy has documented policies and procedures in areas such as people and culture, finance, and IT (including the requirement for cyber security training). There is a well established code of conduct and a business continuity plan which incorporates an emergency management plan. Russell Kennedy does not have a formal supply chain management policy but does work collaboratively with its suppliers to ensure that where ever possible, environmentally sustainable products are purchased. This collaboration takes into account source of production, manufacturers and suppliers ethical processes such as 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.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

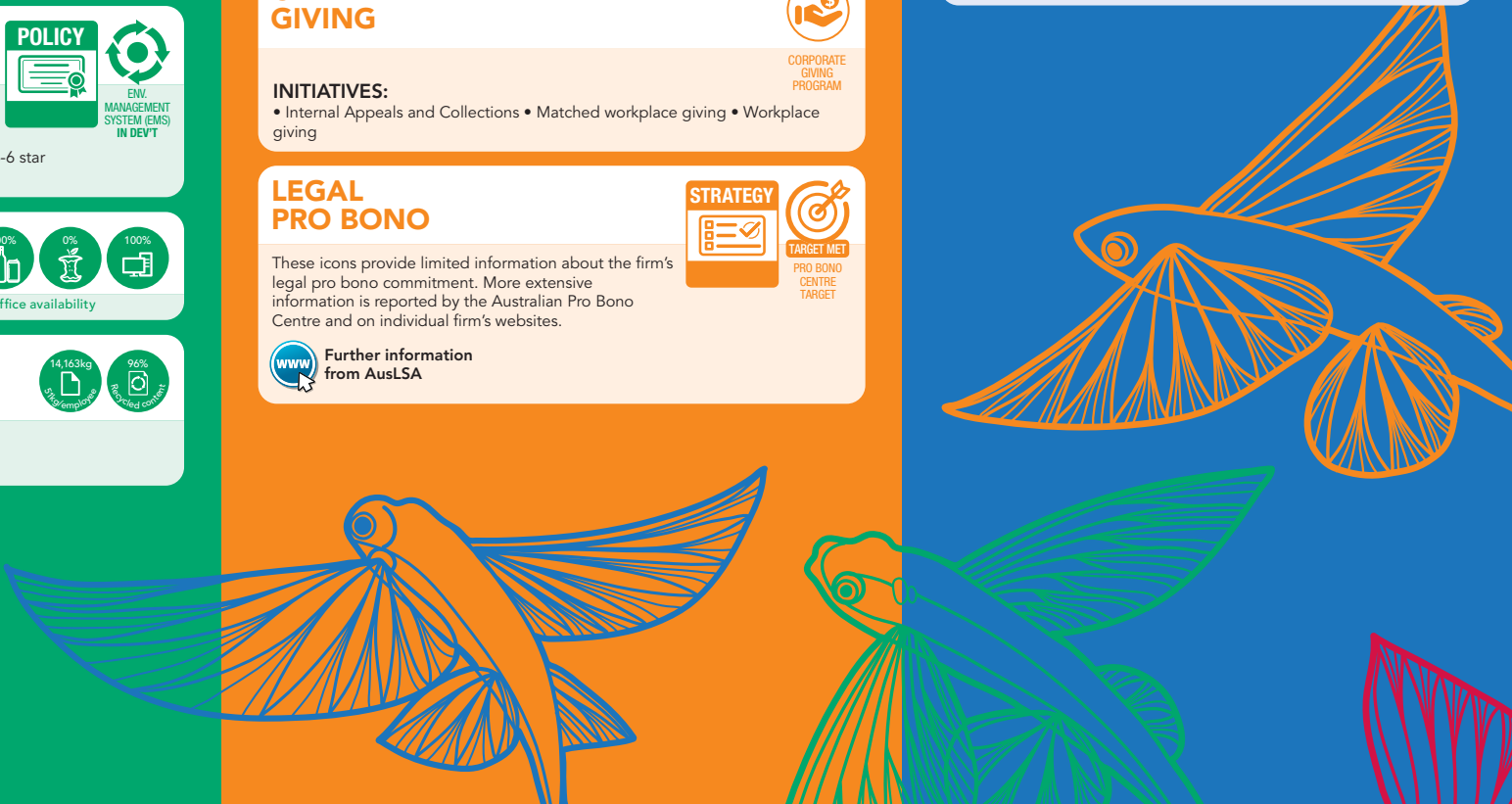
BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

IN DEVT

SUSTAINABLE SUPPLY CHAIN MANAGEMENT IN DEVT



2021 AusLSA SUSTAINABILITY PROFILE



Firm: Sparke Helmore Lawyers
Headcount: 710 (FTE)
Floor Area: 14,640m²

Sparke Helmore Lawyers has a client first approach to everything we do. We are a firm with nine offices across Australia, serving the needs of the insurance, government, financial services, technology, mining, construction and property sectors. Our expertise spans corporate and commercial to construction, workplace to insurance, IP to IPOs, mining to manufacturing, and property to procurement. We provide support and build connections through our pro bono legal and community investment programs. We are dedicated to taking action to assist our local communities, ensuring a positive and supportive workplace for our people, and we consciously operate to maintain a business that is environmentally sustainable.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Our people programs focus on supporting our firm vision; to be a market-leading Australian professional services business that our clients choose for outstanding people, legal expertise and our ability to connect. This vision guides everything we do. We take pride in our values-driven culture and see it as a differentiator for our clients and our people. Our most recent firm wide engagement survey revealed strong engagement across the firm.

Our comprehensive learning framework defines clear development pathways focusing on building capabilities across legal skills and knowledge; commercial acumen and leadership to sustain and grow high performing teams and deliver great client service. We invest in leadership skills to uphold a standard of excellence for people managers, to facilitate collaboration and encourage strong contributions from all.

We review and align our people processes and systems to ensure we attract top talent, facilitate high performance and embed values-based behaviour. We place strong emphasis on diversity and inclusion so that we can harness the benefits of diverse thinking styles, skills, and experiences. We continue to embed workplace flexibility of all dimensions, health and wellbeing initiatives, attractive and equitable rewards and benefits, and facilitate mentoring, networking and career development opportunities for all.

GENDER EQUALITY



INITIATIVES:

- CommBar Equitable Briefing Charter • Employer of Choice for Gender Equality
- Host or lead external programs • Internal networks or committees
- International Women's Day • Pay Equity Ambassador • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE



INITIATIVES:

- DCA membership • Host or lead external programs • Internal networks or committees • IDAHOBIT Day • LGBTI awareness training • Training - Cultural awareness unconscious bias • Wear it Purple Day

FLEXIBLE WORKPLACE



INITIATIVES:

- Career break /Sabbaticals • Carer's leave • Flexible work hours • Flexible working promotion and support • Job sharing • Leave return budget adjustments • Part time options • Phased retirement • Purchased leave • Remote working tools and systems • Study leave • Time in lieu • Unpaid leave • Volunteer leave

PSYCHOLOGICAL WELLBEING



INITIATIVES:

- Black Dog Institute programs • Mental health training and internal support • Psychological support/ EAP • R U OK? programs • Salary continuance • Minds Count TJMF Guidelines

PHYSICAL WELLBEING



INITIATIVES:

- Ergonomics • Wellness awareness and promotion • Flu vax • Fruit boxes • Proactive health checks • Team events • Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

To further our thinking and reinforce our commitment to a sustainable future, we are currently undertaking a Greenhouse Gas Emissions Audit, being conducted by Pangolin Associates. As part of the audit, our employees participated in a short survey seeking information around commuting habits, helping us to come up with total emissions as a business. The results of the survey will help inform the next steps for the firm including consideration of actions such as carbon offsets. Off the back of the results of the audit, we also intend to put in place an Environment Management Committee to work toward the launch of a Sparke Helmore Environmental Sustainability Plan. We will also develop an Environmental Management System, which will be implemented and overseen by the national Environment Management 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.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
994t – 1.4t/employee

BUILDINGS



TRAVEL



NET EMISSIONS
994t – 1.4t/employee

ENVIRONMENTAL MANAGEMENT



INITIATIVES:

- Earth Hour



RECYCLING (OFFICES)



% office availability

PAPER USAGE



PAPER CERTIFICATION:

- FSC • NCOS • PEFC

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Our focus is to have a positive impact on our local communities. Through our Pro Bono Practice we provide legal assistance to individuals who have difficulty accessing justice and assist charities and not-for-profits so their income can be directed to further advance their valuable services. In the 20/21FY, we completed 15,659 hours of pro bono legal work.

Along with a number of other firms, we have launched a project with Indigenous Business Australia which focuses on providing individuals and small Indigenous-run businesses with access to finance. This project aims to invest in the financial success and economic independence of Indigenous Australians. For us, the project involves providing independent legal advice on the legal obligations attached to director guarantees for loans. IBA provides loans to small Indigenous businesses that may not otherwise be able to access finance through the mainstream banking system. Without this independent legal advice, finance cannot be provided to these businesses.

We run several non-legal initiatives through our Community Program. Our staff are actively involved in a range of community organisations, from the grassroots level to the boardroom. During COVID-19, we have organised webinars for organisations to share their wonderful work with our staff and promote giving options.



INDIGENOUS RECONCILIATION



INITIATIVES:

- NAIDOC Week • Pro bono support

NON LEGAL VOLUNTEERING



INITIATIVES:

- Blood donations • Boards • Charity events and appeals • Community Volunteering • Organised volunteering • Paid volunteer time • Skilled volunteering

CHARITABLE GIVING



INITIATIVES:

- Corporate donations • External charity events and appeals • Internal Appeals and Collections • Matched workplace giving • Workplace giving

LEGAL PRO BONO



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



Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Sparke Helmore is a national partnership and law firm. The firm's governance arrangements are set out in a Partnership Deed. The partners elect a Board responsible for the overall direction and strategy of the firm, and the Board in turn appoints a number of Board subcommittees to assist, including the Audit and Risk Committee. The partners elect a National Managing Partner (NMP) to manage the day to day operation of the partnership and the partnership business consistent with the strategy and direction set by the Board. The NMP is advised by an Executive Committee which includes National Practice Group Leaders. In addition, there are local office managing partners and client relationship partners.

The firm has appointed a Risk & Compliance Manager who is responsible for implementing and facilitating the maintenance of the firm's enterprise risk management framework, compliance programs, ethical business practices (including fraud and corruption management) and the governance of all firm-wide policies and protocols.

These measures aim to ensure good governance processes and risk management are at the forefront of everyday decision-making at all levels within the firm, and to assist mitigating potential fraudulent or corrupt business practices.

CODE OF CONDUCT /RISK MANAGEMENT



SUSTAINABLE SUPPLY CHAIN MANAGEMENT



SUPPLIER STANDARD COVER:

- Environmental Impacts • Gender Equality • Human Rights

SUSTAINABILITY REPORTING



CSR

2021 AusLSA SUSTAINABILITY PROFILE



Firm: Thomson Geer
Headcount: 542 (FTE)
Floor Area: 12,446m²

Thomson Geer is a major Australian corporate law firm. We have more than 560 people, including 131 partners operating out of our offices in Sydney, Melbourne, Brisbane, Perth and Adelaide. By size, we are one of the 10 largest firms operating in Australia. Thomson Geer provides a full range of corporate legal services to clients across the public and private sectors. Many of the firm's practitioners are acknowledged as leading lawyers.

Our affiliate government relations consultancy TG Public Affairs provides first class, tri-partisan public affairs advice to blue chip foreign and Australian corporations. Thomson Geer has built a major Australian law firm around the principles of quality and value. Add to that a unique ability to provide insights into the Australian policy and public affairs system, and we are well suited to the times.

As a member of the wider Australian business community, Thomson Geer recognises its responsibility to make a meaningful commitment to corporate social responsibility, diversity and sustainability. We also understand the importance of giving back to our community and our firm is committed to the provision of pro bono legal advice to marginalised and disadvantaged groups across the States in which we operate.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Thomson Geer's people are core to the success of our business. The law is an incredibly rewarding profession, but we recognise that it can also be demanding. For this reason, we aim to maintain an environment that is flexible, friendly, personable, collegiate and professionally stimulating. We firmly believe in equal opportunity, diversity and inclusion. It is inherent to the way we operate and is reflected in the firm's Diversity and Inclusion Statement.

We are proud to participate in a number of initiatives to advance the interests of women, as well as being a member of the Australian Network on Disability and participating in its Stepping Into internship program.

Maintaining legal knowledge both broadly and in specific areas is of key importance. Thomson Geer delivers a comprehensive training and development program and all staff attend the various legal and non-legal seminars and courses on offer. We also support opportunities to undertake external study.

We also know that wellbeing has a significant impact on motivation, morale and performance at work. Our wellbeing@work program provides a range of resources and tools for our people so that they can maintain a healthy and balanced lifestyle.

GENDER EQUALITY

POLICY
PUBLISHED

23%
FEMALE

51%
FEMALE

81%
FEMALE

GENDER PROFILE

PARTNERS

LEGAL STAFF

NON-LEGAL STAFF

INITIATIVES:

- CommBar Equitable Briefing Charter • Employer of Choice for Gender Equality
- Gender sensitive promotion and recruitment • Host or lead external programs
- International Women's Day • Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE

POLICY
PUBLISHED

26 WEEKS

PAID PARENTAL LEAVE

PRIMARY CARER

2 WEEKS

RETURN TO WORK AFTER PARENTAL LEAVE

SECONDARY CARER

95%

RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Host or lead external programs • Internal networks or committees • Training - Cultural awareness unconscious bias

FLEXIBLE WORKPLACE

POLICY
PUBLISHED

26 WEEKS

PAID PARENTAL LEAVE

PRIMARY CARER

2 WEEKS

RETURN TO WORK AFTER PARENTAL LEAVE

SECONDARY CARER

95%

RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Career break /Sabbaticals • Carer's leave • Flexible work hours • Flexible working promotion and support • Job sharing • Leave return budget adjustments
- Part time options • Phased retirement • Purchased leave • Remote working tools and systems • Study leave • Unpaid leave • Volunteer leave

PSYCHOLOGICAL WELLBEING

POLICY
PUBLISHED

INITIATIVES:

- Psychological support/ EAP • Resilience and stress management training

PHYSICAL WELLBEING

POLICY
PUBLISHED

INITIATIVES:

- Discount health insurance • Ergonomics • Gym memberships • Wellness awareness and promotion • Flu vax • Fruit boxes • Proactive health checks
- Team events • Work based exercise sessions

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Thomson Geer recognises its responsibility to make a meaningful commitment to minimise the impact of its operations on the environment and to use the resources consumed in delivering professional services to its clients in the most efficient way possible.

As with most professional services companies, our major environmental impacts occur through our everyday activities, which is why we have implemented a range of environment initiatives. These include the implementation of a Less Paper Policy which has reduced our use of paper by over half, electronic correspondence and invoicing, default double sided printing, recycling, automatic sleep mode for computers, and sensor lighting.

We consider the environmental impact of our procurement of goods and services and seek to source legal and environmentally acceptable sources. We consider the energy rating of the building as a part of our choice of new tenancy requirements. All of our offices are in at least a five star NABERS rated building.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
715t – 1.3t/employee

BUILDINGS	88% 0.05t/m ²	0.00%	0.50%	636t 89%
TRAVEL	0.00%	10.5% 0.14t/employee	0.70% 0.07t/employee	80t 11%
NET EMISSIONS	715t – 1.3t/employee			

ENVIRONMENTAL MANAGEMENT

POLICY
PUBLISHED

ENV. IMPROVEMENT TARGET

INITIATIVES:

- Earth Hour • Green Star building 4-6 star

RECYCLING (OFFICES)

100%

100%

100%

100%

% office availability

PAPER USAGE

27,453kg
per employee

20%
recycled content

PAPER CERTIFICATION:
• NCOS • PEFC

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

At Thomson Geer, we understand the importance of giving back to our community. A broad and real understanding of issues faced by all members of the community, including those who cannot afford legal representation, increases development and awareness of our staff, make us well rounded and informed, and is of course the right thing to do.

Our firm provides pro bono legal advice to marginalised and disadvantaged groups across all States in which we operate. Our lawyers are encouraged to spend up to 100 hours per year on approved pro bono matters and receive financial credit for this time.

Thomson Geer is pleased to have commenced the process to formalise our commitment to advancing the interests of Aboriginal and Torres Strait Islander communities with the development of our first Reconciliation Action Plan. The RAP outlines activities already undertaken at the firm including procurement from Indigenous businesses, pro bono work, and supporting Indigenous community initiatives.

We are constantly looking for ways that we can connect our lawyers with pro bono and support opportunities that will utilise their skills to make a meaningful contribution to our local communities.

INDIGENOUS RECONCILIATION

POLICY
IN DEV'T

RAP
REFLECT
ACTION PLAN LEVEL

INITIATIVES:

- Affirmative procurement • Indigenous employment and internships
- Pro bono support • Reconciliation Action Plan

NON LEGAL VOLUNTEERING

NON-PROFIT/ COMMUNITY PARTICIPATION

NON LEGAL VOLUNTEERING ACTIVITIES

INITIATIVES:

- Blood donations • Boards • Charity events and appeals • Community Volunteering • Secondments to NGOs • Student tutoring and mentoring

CHARITABLE GIVING

CORPORATE GIVING PROGRAM

INITIATIVES:

- Corporate donations • External charity events and appeals • Internal Appeals and Collections • Matched workplace giving • Workplace giving

LEGAL PRO BONO

STRATEGY
PUBLISHED

PRO BONO CENTRE TARGET

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

[www](#) Further information from AusLSA

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Thomson Geer has an effective and pragmatic governance and risk management framework in place which is core to our operations. The firm is led by the Chief Executive Partner who is responsible for the day to day leadership, administration and management of the partnership supported by the Executive Team. The firm's Board Committee is responsible for the broad strategic direction of the firm, higher level governance and risk management.

We have a suite of policies and practices across the firm which underpin how we operate, covering risk management, business continuity, information security, privacy, modern slavery, supplier management, and complaints management.

Documented quality standards and firm values guide our practitioners in their everyday activities.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

STANDARDS APPLY TO EXISTING SUPPLIERS

STANDARDS APPLY TO NEW SUPPLIERS

MODERN SLAVERY PROGRAM

FEDERAL LEGISLATION PARTICIPATION

NSW LEGISLATION (PENDING)

SUPPLIER STANDARD COVER:

- Fair Labour Practices • Human Rights

SUSTAINABILITY REPORTING

www

AUSLSA LEGAL SECTOR ALLIANCE
PROMOTED

2021 AusLSA SUSTAINABILITY PROFILE



Firm: Wotton + Kearney
Headcount: 337 (FTE)
Floor Area: 5,147m²

Wotton + Kearney has one focus – insurance law. Founded in 2002, W+K has grown from two partners to be one of Australasia’s undisputed leaders in our industry with over 275 specialist insurance lawyers across offices in Sydney, Melbourne, Brisbane, Perth, Auckland and Wellington.

Our dedication to insurance makes us the law firm of choice for some of the largest insurers, brokers and industry participants. W+K is highly regarded in the areas of general liability, financial lines, and complex property, energy and construction claims. W+K is proud to have been recognised by our clients as a Band 1 firm for insurance law in Australia by Chambers & Partners for nine consecutive years.

We actively apply the concepts of sustainability and environmental awareness of the local and global environment within our day to day practice at Wotton + Kearney.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

W+K’s people strategy guides activities geared to creating and maintaining a vibrant and inclusive workplace environment, where all employees have the opportunity to fulfil their potential, where individual contributions are valued and diversity is encouraged. W+K ensures equal opportunity through all hiring, promotion and development activities.

With a high percentage of women in workforce (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.



GENDER EQUALITY

POLICY
PUBLISHED

34% FEMALE
PARTNERS

62% FEMALE
LEGAL STAFF

73% FEMALE
NON-LEGAL STAFF

INITIATIVES:

- Gender sensitive promotion and recruitment
- Host or lead external programs
- Internal networks or committees
- International Women’s Day
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias

INCLUSIVE WORKPLACE

POLICY
PUBLISHED

POLICY
PUBLISHED

INITIATIVES:

- DCA membership
- Host or lead external programs
- Training - Cultural awareness unconscious bias
- LGBTI awareness training

FLEXIBLE WORKPLACE

POLICY
PUBLISHED

14 WEEKS
PAID PARENTAL LEAVE
PRIMARY CARER

2 WEEKS
SECONDARY CARER

100%
RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

- Career break /Sabbaticals
- Carer’s leave
- Flexible work hours
- Flexible working promotion and support
- Job sharing
- Leave return budget adjustments
- Part time options
- Purchased Leave
- Remote working tools and systems
- Study leave
- Time in lieu
- Unpaid leave
- Volunteer leave

PSYCHOLOGICAL WELLBEING

POLICY
PUBLISHED

INITIATIVES:

- Beyond Blue programs
- Black Dog Institute programs
- Mental Health Awareness Week
- Mental health training and internal support
- Confidential professional psychological support
- Floor Support Officers and Staff Partners trained and appointed in each office
- Psychological support/ EAP
- R U OK? programs

PHYSICAL WELLBEING

POLICY
PUBLISHED

INITIATIVES:

- Discount health insurance
- Ergonomics
- Flu vax
- Fruit boxes
- Team events

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.

GREENHOUSE GAS EMISSIONS

GROSS EMISSIONS
219t – 0.65t/employee

BUILDINGS

- 95% 0.04t/yr
- 0.00%
- 0.30%

208t 95%

TRAVEL

- 0.00%
- 2.7% 5.2t/employee
- 2.4% 0.02t/employee

11t 5%

NET EMISSIONS
219t – 0.65t/employee

ENVIRONMENTAL MANAGEMENT

POLICY
PUBLISHED

ENV. IMPROVEMENT TARGET

INITIATIVES:

- Earth Hour
- Green Star building 4-6 star
- NGERs compliant reporting
- World Environment Day

ENV. MANAGEMENT SYSTEM (EMS) IN DEVT

RECYCLING (OFFICES)

100% 100% 100% 100%

% office availability

PAPER USAGE

10,612kg 15% recycled content

PAPER CERTIFICATION:

- NCOS
- PEFC
- FSC
- Other

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 the UN Sustainable Development Goals of Gender Equality, Reduced Inequalities, Climate Action, and Peace, Justice and Strong institutions. Since July 2019, 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.



INDIGENOUS RECONCILIATION

POLICY
IN DEVT

INITIATIVES:

- Pro bono support

NON LEGAL VOLUNTEERING

INITIATIVES:

- Boards
- Charity events and appeals
- Community Volunteering
- Host external sporting events
- Organised volunteering
- Paid volunteer time
- Secondments to NGOs
- Skilled volunteering

CHARITABLE GIVING

INITIATIVES:

- Corporate donations
- External charity events and appeals
- Internal Appeals and Collections
- Matched workplace giving
- Workplace giving

LEGAL PRO BONO

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

Further information from AusLSA

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.

CODE OF CONDUCT /RISK MANAGEMENT

POLICY
PUBLISHED

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

MODERN SLAVERY PROGRAM IN DEVT

FEDERAL LEGISLATION PARTICIPATION

NSW LEGISLATION (PENDING)

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE
IN DEVT

REPORT
IN DEVT

AusLSA REPORTING MEMBERS











AusLSA is grateful to [Instant Flipbook](#) for their assistance in presentation of this report.

AusLSA MEMBERS

Allen & Overy	Corrs Support Services Pty Ltd t/a Chambers Westgarth	Holding Redlich	Minter Ellison
Allens	Davies Collison Cave	Hunt & Hunt	Norton Rose Fulbright
Ashurst	Dentons	Jackson McDonald	Russell Kennedy
Baker & McKenzie	DLA Piper Australia	King & Wood Mallesons	Sparke Helmore
Barry Nilsson	FB Rice	Lander & Rogers	Swaab Attorneys
Bartier Perry Lawyers	FPA Patent Attorneys	Law Society of NSW	The Lantern Legal Group
Bird and Bird	Gadens	Lawcover	Thomson Geer
Carroll & O'Dea	Gilbert + Tobin	Maddocks	Wotton + Kearney
Clayton Utz	Hall & Wilcox	McCabe Curwood	
Clyde & Co	Herbert Smith Freehills	McCullough Robertson Lawyers	
Colin Biggers Paisley		McInnes Wilson Lawyers	

