

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

AUSTRALIAN  
LEGAL SECTOR  
ALLIANCE

PROMOTING SUSTAINABILITY

2023

*New Paths*

*Hope may be smothered by  
disappointment but, with care, it can  
be rekindled to radiate; the warmth for  
us to heal, the spirit for us to stand,  
and the vision to forge new paths.*



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This report is also available as an interactive flipbook.



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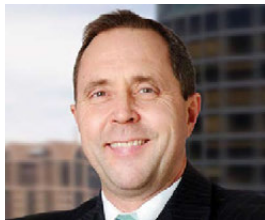
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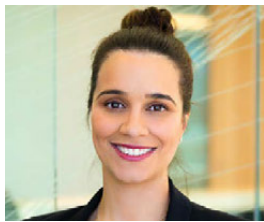
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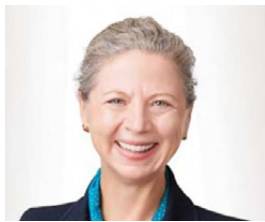
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*In the spirit of reconciliation, the Australian Legal Sector Alliance acknowledges the Traditional Custodians of the land on which we operate and recognise the continuation of cultural, spiritual and educational practices of Aboriginal and Torres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

# FROM THE AusLSA CHAIRS

## Welcome to the 2023 AusLSA Annual Sustainability Insight

This year saw the easing of the direct disruption caused by the Covid 19 restrictions, however many other critical issues have now grown in urgency and are demanding greater attention from law firms.

### Indigenous reconciliation

This year the referendum to recognise First Nations People by establishing a Voice to Parliament in the Constitution failed to gain sufficient support from the Australian public. The failure to establish a clear national commitment has disappointed many supporters and will likely change the perceptions and approaches of many First Nations stakeholders and highlights the role we all must play to re-engage and rebuild trust with First Nations People.

### Climate Action

The IPCC Sixth Assessment Report from March 2023 found that the window to achieve the 1.5°C warming target is closing, and urgent action is critical to avoid the greatest costs of climate change. With many firms welcoming and encouraging their teams to spend more time in the office and lawyers clearing a back log of travel needs, there has been increased pressure impacting headline climate indicators of AusLSA members.

- Greenhouse gas emissions have increased twenty-seven percent in the last 12 months, but remain thirty-eight percent lower than the last full pre-Covid 19 year in 2019.
- Greenhouse emissions from business travel increased by 109 percent over the last 12 months however, the current level remains at thirty-nine percent below the pre-Covid 19 year in 2019.
- Paper consumption increased by five percent in the last twelve months but has reduced by a massive 1,394 percent since the last pre-Covid 19 year in 2019

But there is also some positive progress.

- Greenhouse gas emissions from electricity reduced eighteen percent, after several years of similar reductions,
- Renewable electricity is now thirty seven percent of total electricity purchased by the group which is an increase of 1,280 percent since 2019,
- Carbon offsets grew to 57,697 tonnes which reduced the groups' net emissions by forty-nine percent,
- Thirty-four percent of firms have committed to greenhouse gas emission targets, and a further twenty four percent were developing them (twenty-two percent of firms were developing or already had net zero Science Based targets).

AusLSA is leading the Climate Action Co-lab program where law firms come together identify to best options to commit and deliver lower greenhouse gas emissions.

### Modern Slavery

AusLSA is also leading the Modern Slavery Co-Lab for law firms to learn and collaborate to address modern slavery. Firms are increasing their efforts to understand the nature and prevalence of modern slavery and where it may be present in the components of the products and services they use. The more they learn, the greater the opportunities for firms to install the required processes to identify, intervene and remedy instances of modern slavery they may uncover.

While the AusLSA membership can be proud of the advances we have made together the challenge is very much ahead of us and the stakes are higher than ever.

Brendan Bateman  
Co-Chair, AusLSA  
Partner, Clayton Utz

Kelvin O'Connor  
Co-Chair AusLSA  
Consultant







# 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, partners and stakeholders can contribute their knowledge and experience to further the group's shared sustainability values and objectives. AusLSA provides tools and resources to assist members to plan, implement and monitor 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](http://www.legalsectoralliance.com.au)

## AusLSA's Executive members 2023

AusLSA is indebted to the commitment and support of its six Executive Members and Ernst & Young. Since its establishment

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



AusLSA is also assisted by Ernst & Young who provide administrative and office support. In addition, AusLSA greatly benefits from the specialist expertise Ernst & Young provides through its board appointment.

## Focus and Direction

The early stages of the Covid 19 pandemic prompted concerns that the scale of disruption could distract firms from their commitment and focus on their sustainability values and objectives. However, we saw that the investment in formalised structures and plans kept firms on track. We also saw how early sustainability progress provided a foundation for firms to build greater resilience and adaptability.

As law firms emerge from the direct restrictions of the Covid 19 pandemic AusLSA will continue to evolve its sustainability framework and to broaden the support available to members so that Australian law firms can remain as a global example of leading sustainability practice

## Priorities for 2024

In 2022 the AusLSA board completed a review and reset of its five year strategic plan. In preparation for the new plan we spoke to AusLSA members and AusLSA partners 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 strengthened their internal capacity and connections with program providers across many of the sustainability issues included in the AusLSA sustainability

framework. In many of these areas, firms were confident that their programs were well-informed, resourced and managed and that planned progress was being achieved.

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

### Climate Action and Modern Slavery CoLabs

In 2023 AusLSA formed its Climate Action CoLab and Modern Slavery CoLabs. The two CoLabs share a similar format and set of objectives

1. Community of Practice - providing a collaborative environment for leading law firms to build relationships and share experiences with other practitioners.
2. Expertise - providing information, advice and potential solutions to address a series of key issues that law firms need to understand and address to improve the impact of their programs
3. Ongoing opportunities - articulating a set of shared issues and actions that law firms should continue to collaborate on with options about how this could be sustainably delivered.

AusLSA will continue to promote the benefits of its online Environmental Management System tool (provided to AusLSA members as part of their annual membership). Packages of additional support will be made available to firms for implementation support including three days of facilitation.

In 2024 AusLSA will also be developing a new website focused of providing a repository of high-quality tools, resources and information that will assist the efficiency and effectiveness of law firms' sustainability programs.





# ABOUT AUSLSA'S SUSTAINABILITY REPORTING

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

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

The materiality of different sustainability issues will continue to be reviewed and upgrades made each year as necessary. For example, last year's annual report included increased information about how they approach climate action. The key purposes of the annual AusLSA reporting process are

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

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

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

## Why do AusLSA members report?

Environmental and health crises such as ongoing floods, bushfires, famines, and most recently, Covid 19 and international conflict are triggering increased awareness of, and interest in, the features and roles of governments and businesses. Law firms have been leaders in developing and communicating their broader value to the communities where they operate and as members of society.

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

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

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

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

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

## What Does AusLSA report?

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

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

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

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

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

## AusLSA Key reporting principles

### Materiality

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

### Completeness

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

### Responsiveness

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



## How we report

Each year all AusLSA members are invited to report based on the AusLSA standard reporting framework. Reporting is generally open from July until mid-September. However, this year the AusLSA has again allowed a level of flexibility to cater for in recognition of the continuing disruption caused by Covid 19 and the impacts of widespread office shutdown and re-openings.

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

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

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

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

## Acknowledgements

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

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

AusLSA would like to thank the following organisations for their assistance in developing AusLSA's Sustainability Framework and reporting the 2023 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)

This year's annual report also includes four spotlight articles with a wide range of external contributors and AusLSA would like to thank

- Anti-Slavery Australia
- Better Sydney
- Clayton Utz
- EY
- Foresight Consulting
- Gilbert + Tobin
- Lander and Rogers
- Monash University
- Ngalaya Indigenous Corporation
- Norton Rose Fulbright
- Reconciliation Australia
- United Nations Global Compact Network Australia



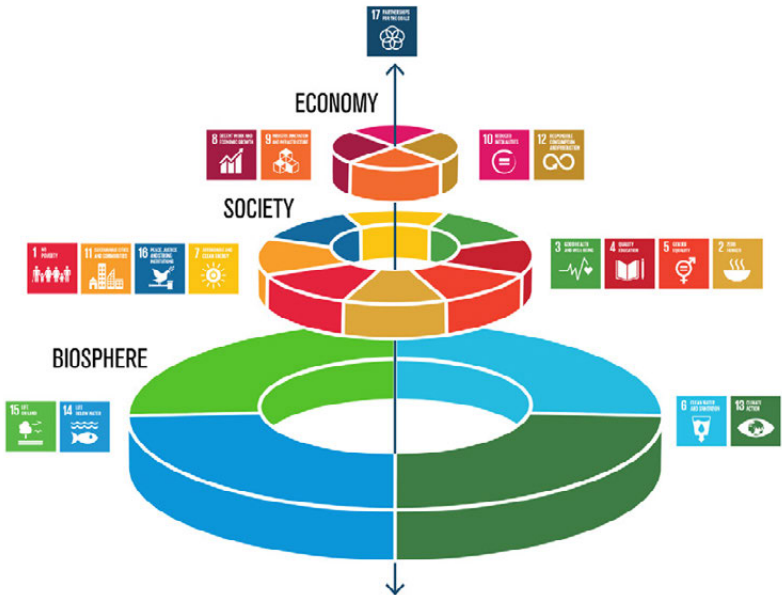
# GLOBAL SUSTAINABLE DEVELOPMENT GOALS

## 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 seventeen 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.



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## Why Are They Important?

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

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

## How Are They Relevant To Members?

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

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

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

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

## The alignment of AusLSA measures with the Sustainable Development Goals.

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

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

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

## Other Sustainable Development Goals

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

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



AusLSA members also make strategic decisions about the type of business partnerships and markets they wish to develop and prioritise as a part of their purpose. This purpose can also demonstrate the firm’s values. 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.



*This spotlight on Indigenous Reconciliation has taken a different direction since the recent defeat of the proposed Voice to Parliament. Learn from our three contributors about what has changed and how law firms can step up to help Australia reset and find a new direction to reconcile our First Nations history and future.*

# Indigenous Reconciliation



## Indigenous Reconciliation

Reconciliation in Australia refers to an ongoing process of negotiating and strengthening the relationship between First Nations peoples and non-First Nations Australians and the Australian state. Reconciliation involves acknowledgment of, and action to address, the historical and ongoing injustice and harm to First Nations peoples. It includes substantial effort to close the gap in outcomes between First Nations and non-First Nations peoples.

This year saw a significant moment in Australia's history, with a referendum held to alter the Australian constitution to enshrine an Aboriginal and Torres Strait Islander Voice to the Commonwealth Parliament. The Voice referendum did not pass, with a majority of voters choosing No (approximately 60% nationally) and a majority of states voting No. However, the referendum results also showed that remote First Nations communities were strongly behind the Voice, as the Yes vote did much better in places with large numbers of First Nations residents.

The proposal for a First Nations Voice to be enshrined in the Australian Constitution arose from the Uluru Statement from the Heart, which itself was built on decades of advocacy from First Nations peoples. The Uluru Statement was the "largest consensus of First Nations peoples" on a proposal for "substantive recognition" in the Australian constitution in Australian history. Presented to the Australian people in May 2017, the Uluru Statement is an invitation from First Nations people to walk with them in a movement of the Australian people for a better future. It called for three key structural reforms – voice, treaty and truth. The goal of the Voice to parliament was to ensure First Nations peoples are heard and respected in the policy-making process.

Despite the "no" vote, the referendum campaign raised the profile of the challenges faced by First Nations communities and the need for action, now more than ever. Self-determination is a fundamental right for First Nations people and is essential for achieving better outcomes in First Nations policy. There is now a moment for the nation to reflect and recalibrate for the journey ahead, and how we can create a more equitable and just society.

The most recent report on Closing the Gap, which measures progress on 19 key targets and indicators, found that just 4 of the 15 assessed key indicators were on track. Seven of the 11 indicators "not on track" were moving in the right direction, albeit not fast enough. Four key indicators; rates of adult imprisonment, children in out-of-home care, children's early development outcomes at the time of starting school, and suicide all worsened. In short, the gap is not closing fast enough, and in some cases not at all.

From policy development to grassroots initiatives, action needs to be taken across all sectors. The 2022 Australian Reconciliation Barometer produced by Reconciliation Australia found that more than half of the general community, and more than 60% of Aboriginal and Torres Strait Islander people, also believe that the private sector must do more.

The Australian business sector is being more active in reconciliation than ever before. Over 2,700 Australian organisations now have a formalised Reconciliation Action Plan through Reconciliation Australia and have made commitments across five dimensions of reconciliation;

1. historical acceptance,
2. race relations,
3. equality and equity,
4. institutional integrity and
5. unity.

Businesses, including law firms, can take action in key areas such as:

- cultural awareness, cultural competency and anti-racism training
- employment diversity
- supply chain diversity
- pro-bono services
- community engagement
- policy and advocacy

Now is the time to ensure that Reconciliation Action Plans have a greater impact than ever before. Treaty and truth-telling are still elements of the Uluru Statement from the Heart that need to be addressed, and this is where Reconciliation Action Plans can make a real difference.





**Peter Morris**

*Peter Morris is the General Manager – Reconciliation Action Plan (RAP) program at Reconciliation Australia*

*While a constitutionally enshrined voice is out of reach for now, law firms must consider how to enshrine the principle of voice in their own governance practices.*

## RAPS AFTER THE REFERENDUM

The referendum revealed the sad truth that – as a nation, we have yet to reach that tipping point where most Australians understand our history and how it impacts the experiences of Aboriginal and Torres Strait Islander peoples.

We know that when employees are engaged in their organisation's RAP activities, that begins to change. Cultural awareness training helps them understand truths about our history. Aboriginal and Torres Strait employment and procurement strategies provide pathways to build relationships with First Nations people. Engaged employees are more active, brave and passionate about reconciliation.

For those newer to the RAP network, it is important to understand that the framework is sound. It has delivered better outcomes for thousands of diverse Australian organisations for almost 20 years. The referendum outcome does not change the relevance of those strategies. But it might mean the community expects organisations to move faster, be braver and invest more resources to drive change.

For those leaders in the RAP network – especially Elevate and Stretch RAP partners who have been at this work a long time – there is an increased responsibility to act courageously to advance progress on the five dimensions. The result poses important questions for those partners, Are you committed

to transforming your business, your sector, and our country? Will you lean into your leadership? Will you redouble your efforts to listen to the voices of First Nations peoples? Will you tackle racism head on? Will you commit to truth-telling?

## LAW FIRMS AND TRUTH TELLING

Reconciliation Australia's vision for reconciliation is based and measured on five dimensions: historical acceptance; race relations; equality and equity; institutional integrity and unity.

These five dimensions do not exist in isolation but are interrelated. Our progress as a nation is only possible as far as the least developed of these five dimensions. We know through our research that there are particular barriers facing our progress on historical acceptance and race relations.

Building knowledge and understanding of Aboriginal and Torres Strait Islander cultures, knowledges, rights, and histories through truth telling is a key component of historical acceptance.

The legal community has an important role to play in ensuring Australians understand the structural barriers that have been embedded within the justice system that perpetuate disadvantage in First Nations communities across Australia. PIAC's "Towards Truth" project has produced a resource for policymakers and researchers to understand the ongoing impact of Australian law and institutions on the lives of Aboriginal and Torres Strait Islander peoples.

Law firms can contribute to progress in historical acceptance by reflecting on their own past and present engagement with First Nations stakeholders and by ensuring Australians understand the need for structural and systemic justice reform.

## LISTENING WORKS

Reconciliation is about building strong, respectful relationships between the broader Australian community and Aboriginal and Torres Strait Islander peoples. That work was made harder by the referendum outcome.

Building respectful relationships begins with listening. Many RAP organisations accepted the



generous invitation in the Uluru Statement from the Heart and supported the Yes campaign because they had seen the positive results of listening.

Thousands of RAP organisations have seen firsthand that listening has delivered more welcoming workplaces, better ways of doing business, more diverse supply chains, and better outcomes for Aboriginal and Torres Strait Islander peoples and the broader community.

While a constitutionally enshrined voice is out of reach for now, law firms must consider how to enshrine the principle of voice in their own governance practices. Leading RAP partners have robust First Nations advisory bodies and some have crafted a specific "voice" to the board and executive. Now is the time for those organisations who embraced the Uluru Statement from the Heart to show that they are still listening.



**Jason O'Neil**

Jason O'Neil is the Executive Director of Ngalaya

*Law firms have a crucial role in leading the legal profession towards a more welcoming, accessible and attractive for First Nations lawyers.*

Ngalaya is an Indigenous peak body that provides support and mentoring to First Nations lawyers and law students. Our mission to grow the next generation of First Nations lawmakers. We are joined by Tarwirri in Victoria and the Indigenous Lawyers Association in Queensland.

## WE NEED MORE FIRST NATIONS LAWYERS

Ngalaya believes that First Nations lawyers make a critical contribution to their communities and the legal profession. First Nations lawyers bring unique understandings and insights, their advocacy and passion all serve as essential components to establish true self-determination for their people and communities.

First Nations lawyers are underrepresented in the legal profession at just 0.8% of practicing solicitors, despite being just under four percent of the Australian population. Thankfully due to the increase in the number of law schools, the broadening of pathways into law degrees and increasing student support, there is an increasing number of First Nations people studying law.

Engaging and valuing First Nations people within law firms and organisations brings a wealth of benefits, including unique cultural insights, enhanced diversity, and a more enriched workplace culture. True inclusion fosters a deeper understanding of First Nations justice issues, challenges stereotypes, promotes cultural competence, and strengthens community relations. Embracing this diversity not only enhances legal practice and improves decision-making but also aligns the firm with reconciliation leadership and social responsibility commitments.

## ATTRACTING AND SUPPORTING STUDENTS

First Nations students face many barriers when looking to undertake a degree. To help alleviate barriers Law firms can play a vital role in ensuring the progression of First Nations law students throughout their degree.

To help alleviate the financial burden of law school and empower First Nations to focus on their studies and complete their degrees law firms can help by supporting scholarships and bursaries. Ngalaya, with the support from law firm partners, offer a range of these awards to assist First Nations lawyers to pursue their academic goals.

Providing paid legal employment, including cadetship programs, during a student's degree supports students, develops their skills and introduces them to important networks. It not only provides financial support but also fosters the development of practical legal skills and exposes students to valuable professional networks that they can utilise throughout their career. The experiences also enhance employability and making students attractive prospects for permanent positions after graduation. Furthermore, student employment builds a sense of familiarity

and trust among participants, strengthening the firm's reputation as an employer of choice within the First Nations law student community.

Law firms can use their outreach programs in First Nations communities and organisations provide mentorship and guidance, fostering a supportive network for law students.

Law firms play a crucial role in shaping the legal education landscape and have a responsibility to promote cultural sensitivity and inclusivity within law schools. They should also actively advocate for the incorporation of First Nations legal systems, histories, and perspectives into law school curricula to create a more comprehensive and relevant learning environment for all students. Additionally, prioritising the recruitment and retention of First Nations faculty and staff in law schools will provide First Nations students with valuable role models and mentors, fostering a more supportive and enriching learning experience for all.

## INCLUDED, VALUED AND UNDERSTOOD

Law firms have a crucial role in leading the legal profession towards a more welcoming, accessible and attractive for First Nations lawyers. All firms should start by reviewing and revising their policies and fair hiring practices to ensure they are inclusive and tailored to the needs of First Nations lawyers. This includes recognising and accommodating cultural obligations, providing flexible work arrangements and fostering a supportive and culturally sensitive workplace.

These policies should consider some key areas;

Firms should aim to attract a meaningful cohort of First Nations lawyers and law students to dissipate the cultural load associated with being a lone First Nations employee. A cohort also provides First Nations law students with First Nations lawyers who they can connect with for advice and support.

Mentorship programs provide guidance, support, and opportunities for professional development. These programs can develop and oversee career progression plans and offer support for skill development necessary for First Nations lawyers to take on more significant roles.

Cultural competency training empowers all staff to deepen their understanding of First Nations traditions, cultures and histories to fostering a more respectful, inclusive and understanding work environment. It also helps staff to appreciate and understand the relevance and value of the firm's own reconciliation policies, commitments and performance.

Encouraging and supporting involvement in community legal services and First Nations community projects can enhance the practical experience and cultural understanding of both non-Indigenous lawyers and First Nations lawyers.

Finally, law firms must use their position of influence to advocate for greater representation and inclusion of First Nations people in the legal profession more broadly, influencing industry-wide change.







*Eloise Schnierer is Head of Corporate Social Responsibility at Gilbert + Tobin*

*Kimberley Peckham is First Nations Strategies Coordinator at Gilbert + Tobin*

## Eloise Schnierer Kimberley Peckham

The past year was dominated by the referendum to enshrine an Aboriginal and Torres Strait Islander Voice to Parliament in the Australian constitution. We are all aware of the outcome and many of us in the legal profession are turning our minds to what comes next.

Like all Australian businesses, law firms have a responsibility to drive reconciliation between First Nations and other Australians, because the legal and economic systems which we benefit from continue to disproportionately impact and exclude First Nations peoples. As lawyers, we also have a responsibility to the community to ensure that our legal system is fair and accessible to all. As the dust settles on what

became a highly divisive referendum campaign, these issues of justice, equity and fairness remain.

Law firms played an important role in the referendum campaign, as a source of authoritative information on the legal implications of the proposed Aboriginal and Torres Strait Islander Voice to parliament. Post-referendum, we can expect First Nations communities to look to firms to continue to provide authoritative information on First Nations legal issues. This role is arguably more important in the post-referendum world because of the level of misinformation and disinformation that featured in some quarters of the campaign.

Another key area of opportunity for firms is growing the cohort of First Nations legal practitioners. First Nations lawyers continue to be underrepresented in the legal profession, comprising just 0.8% of the profession nationally (NSW Law Society, Annual Profile of Solicitors 2021). It is no longer enough for firms to sit back and recruit from the small pool of First Nations students graduating each year – active engagement in building the pipeline of First Nations people starting law degrees is required. This can be achieved by building relationships with Indigenous law student and lawyer representative organisations (such as Ngalya), universities (such as UNSW and CDU's Indigenous Pre-Law programs) and other organisations that engage with high school students, to support education and to encourage this future pipeline.

To attract and retain First Nations lawyers, firms should focus on building workplaces that First

Nations people actually want to work in. This is achieved by prioritising inclusivity and cultural safety. Both concepts are critical for First Nations lawyers to thrive professionally. Reconciliation Action Plans are a great place to start, but ultimately First Nations lawyers want to see that firms are walking the talk. This is achieved through adequate resourcing that focuses on implementation and ensuring mechanisms for ongoing dialogue with First Nations employees. In our experience, anti-racism and other cultural competency training are also critical to the creation of culturally safe environments. Anti-racism training goes beyond cultural awareness and focuses on understanding structural racism, as well as helping people to become more aware of the barriers that First Nations people face in the workplace and to understand their own biases.

*It means being willing to get on the ground and understand the local context of your clients. It means taking a long-term view of the client-relationship and working to build a strong and trusting relationship over time.*

Despite the referendum outcome, the Uluru Statement "asks" still remain – voice, treaty and truth. Law firms should review the opportunities for First Nations peoples to have a voice within their business, especially First Nations staff, and consider what a pivot to supporting treaty and truth looks like. The ongoing business of closing the gap in outcomes between First Nations and non-First Nations also remains, and now is a time to refocus on delivery of pro bono legal services and employment programs that are empowering and culturally safe.

As law firms, one of the areas where we can have the greatest positive impact for First Nations communities is through the provision of pro bono legal services. Pro bono services

for First Nations peoples must be grounded in self-determination and a commitment to two-way learning. This means designing services around the needs and priorities of First Nations communities, as articulated by them. It means taking time to understand an organisation's strategic needs in the short, medium and long term. It means being willing to get on the ground and understand the local context of your clients. It means taking a long-term view of the client-relationship and working to build a strong and trusting relationship over time. However, firms should be cautious of relying solely on the work of their pro bono teams to achieve their key reconciliation goals. Efforts should extend beyond the pro bono team and its work and be embedded in firms operating structures.







AusLSA has spoken to three leading thinkers and practitioners about the urgency of addressing climate change and the changes and trends that are already upon us. Learn how quickly law firms need to adapt and how they will need to respond.

# Climate Action

*Climate change represents one of the most pressing challenges of our time, with profound implications across all aspects of society.*



While significant progress has been made, the recent global stocktake on climate action identifies that we must better prepare for the impacts already locked in, while at the same time accelerate the systems transformations needed to transition to net zero.

Global Greenhouse gas emissions need to peak between 2020 and 2025 to limit warming to the Paris Agreement temperature goal (1.5 degrees). Emissions have peaked in developed and some developing countries, **but global emissions have not yet peaked**. Rapid and deep reductions in Greenhouse gas emissions are needed – and actions taken must be equitable and sustainable.

Business has been responding. By the end of 2022, companies with Science Based targets or which had committed to set targets represented over a third (thirty-four percent) of the global economy by market capitalization. Reporting against these decarbonisation efforts is becoming increasingly standardised and regulated as systems transform to improve credibility, transparency and accountability. Disclosure requirements are also broadening, with stakeholders seeking to understand how business' are planning to respond to the risks and opportunities presented by climate change and the massive systemic transformations it is driving.

The private sector is also an important driver of climate solutions and system transformation efforts through both innovation and investment. Private sector engagement is crucial for a successful global response to climate change.

Within this context, the legal sector can make a series of unique contributions. Law firms can act on a number of fronts:

- Decarbonisation – reducing Greenhouse gas emissions from their operations and supply chains.
- Beyond value chain mitigation – contributing to

emissions reductions outside of their direct value chains through activities such as offsetting or investing in new carbon removal technologies, particularly those that may help their own decarbonisation efforts (eg supporting airline industry transitions to sustainable aviation fuels).

- Service delivery – better understanding and considering the climate impact of the work they do, and who they do it with.
- Engaging in policy and advocacy activity in support of a net zero transition, as well as considering how pro bono services can be leveraged to support the transition.
- Upskilling and capacity building – engaging their people to understand the imperative, - enabling them to drive impact through work and personal lives
- Accountability and reporting – transparently sharing their efforts to enable stakeholders to make informed decisions.

Our results this year continue to show that Australian law firms have strong foundations in place to understand their decarbonisation efforts and that they continue to increase activities to reduce emissions.

In the last five years AusLSA members have made some impressive progress including

- Reducing gross greenhouse gas emissions by fifty-five percent
- Reducing net greenhouse gas emissions by sixty-two percent
- Increasing renewable electricity purchases by 1,474 percent
- Increasing voluntary offset purchase by sixty-six percent, and
- Improving electricity efficiency by thirty percent

... But as is the case across the globe, efforts need to ramp up exponentially to achieve the net zero emission targets required to limit global warming to 1.5 degrees.



Terence Jeyaretnam is EY's Asia-Pacific Climate Change and Sustainability Services Leader. He is also a Technical Reference Group Member for the International Sustainability Standards Board and serves on the Australian Auditing and Assurance Standards Board (AuASB).

## Terence Jeyaretnam

### GLOBAL ACCOUNTING STANDARDS FOR SUSTAINABILITY REPORTING FINALISED

The International Sustainability Standards Board (ISSB) has released its first-ever global sustainability disclosure standards called IFRS S1 and IFRS S2.

- IFRS S1 sets out general requirements for disclosing sustainability-related financial information, and
- IFRS S2 focuses specifically on climate-related disclosures, detailing how companies should report on their climate-related risks and opportunities

These International Financial Reporting Standards will enhance transparency and reliability by establishing a standardised framework for reporting the impact of climate-related risks and opportunities on a company's future prospects.

Now that the new sustainability standards have been issued, the ISSB will work with:

- jurisdictions like Australia, wishing to require incremental disclosures beyond the global baseline,
- companies by launching capacity-building initiatives to support effective implementation, and



- with GRI and other guidance providers to support efficient and effective reporting when the ISSB Standards are applied in combination with other reporting standards.

The introduction of IFRS S1 and IFRS S2 will have a significant impact on suppliers like law firms, requiring them to enhance their sustainability-related practices and disclosures. This will ultimately contribute to the development of more sustainable supply chains and help to address our climate challenges.

## AUSTRALIA PROPOSES MANDATORY CLIMATE DISCLOSURE

Locally, the development of the International Sustainability Standards Board (ISSB) global sustainability disclosure standards, IFRS S1 and IFRS S2 has prompted Treasury to commence consulting on a mandatory climate disclosure proposal with its Climate-related financial disclosure: Second consultation paper released on 27 June.

Treasury proposes to use the Corporations Act to require all entities that lodge financial reports under Chapter 2M to make climate-related financial disclosures. The climate-disclosure standard will be developed by the Australian Accounting Standards Board (AASB) and is expected to closely align with the requirements of ISSB's IFRS S1 and IFRS S2.

It also emphasises the importance of disclosing the steps companies are taking to mitigate these risks and capitalize on opportunities arising from the transition to a low-carbon economy.

A three-phased approach to implementation has been proposed with:

- Phase one - FY 2025 onwards - Very large entities with two or more of: > 500 employees; ≥ \$1b consolidated gross assets; ≥ \$500m consolidated revenue)
- Phase Two - FY 2027 onwards - Large entities with two or more of: > 250 employees; ≥ \$500m consolidated gross assets; ≥ \$200m consolidated revenue)
- Phase Three - FY 2028 onwards - other entities with two or more of: > 100 employees; ≥ \$25m consolidated gross assets; ≥ \$50m consolidated revenue) or 'controlling corporations' under the NGER Act

These requirements are likely to capture many law firms that fall under the reporting requirements of the Corporations Act.

## MANDATORY CLIMATE DISCLOSURE ASSURANCE

A parallel sustainability assurance standard will be developed by the Auditing and Assurance Standards Board (AuASB) and is expected to closely align with the requirements of the International Auditing and Assurance Standards Board (IAASB).

Assurance of climate-related disclosures will be required and based on the proposal in the Treasury's consultation paper the assurance scope will expand each year;

- Initially, in FY25, for the very large entities, this will be required to provide limited assurance of Scope 1 and Scope 2 emissions and reasonable assurance for governance disclosures
- By FY28 reasonable assurance of all climate disclosures will be required for those very large entities; and
- By FY31 reasonable assurance will be required for all entities making climate-related financial disclosures.

It is very likely that the assurance of this disclosure from larger companies will cascade down to its suppliers, including law firms, which will also need to produce verifiable data regarding the emissions related to performing its services.

While many of these dates are into the future depending on the size of the firm, the processes of planning, creating systems, obtaining pre-assurance and finally preparing for actual assurance engagements has very long lead times. This means that this work will be ramping up in many companies immediately.

### Further Reading

<https://www.ifrs.org/issued-standards/ifrs-sustainability-standards-navigator/>

<https://www.linkedin.com/pulse/ifrs-sustainability-disclosure-standards-treasury-paper-meg-fricke/>

[https://www.ey.com/en\\_au/climate-change-sustainability-services/navigating-the-new-frontier-of-sustainability-standards](https://www.ey.com/en_au/climate-change-sustainability-services/navigating-the-new-frontier-of-sustainability-standards)

<https://treasury.gov.au/consultation/c2023-402245>



**Joshua Martin**

*To create meaningful and effective targets, organisations must also develop a strategy and implementation plan supported by an robust evidence base.*

*Joshua Martin is a Director of Foresight and one of Australia's leading climate change experts. Prior to Foresight he was the Oceania leader of EY's Climate Change services*

## A GROWING MOVEMENT OF CLIMATE AWARENESS AND COMMITMENT

There has been a marked increase in the uptake of decarbonization commitments, particularly net zero commitments. There are three factors driving this uptake, growing pressure from stakeholders including customers and investors, increasing regulator scrutiny and action, and a growing threat of legal action as addressing the risks of climate change is not recognized as falling within director duty of care and diligence. In recent years. The Australian Securities and Investment Commissions (ASIC) has ear-marked climate change as the new frontier of corporate governance and stepped up its action on greenwashing. At the same time a series of legal opinions commissioned by the Centre for Policy Development have warned of the legal threats to Director that fail to address climate change. A new supplementary opinion by Noel Hutley SC and Sebastian Hartford Davis provides an update on the duty of directors to consider, disclose and respond to climate-related risks in light of recent developments. In particular, the authors flag that 'greenwashing' may expose both individual directors and companies to the risk of litigation. What is clear is that business leaders must address climate change but at the same time they must make sure they navigate a landscape that is technical and complex without overstepping that may have drastic consequences.

## A ROBUST FRAMEWORK BECOMING THE NEW STANDARD FOR BUSINESS

The Science Based targets initiative (SBTi) provides a robust framework for setting targets that are aligned with the science of climate change. SBTi is a collaboration between CDP, the United Nations



SCIENCE  
BASED  
TARGETS

### DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Global Compact, World Resources Institute, and WWF. It draws on the vast resources and work undertaken by these organisations paving the way for a structured and consistent approach to emissions reduction target setting. In late 2021, the SBTi introduced the net zero Standard, enabling companies to develop comprehensive net zero strategies. This standard allows businesses to establish both long-term net zero targets and shorter-term interim targets. To create meaningful and effective targets, organisations must also develop a strategy and implementation plan supported by an robust evidence base. This evidence-base should clearly show how emissions reductions will be achieved and financed, emphasising the importance of concrete and actionable plans.

## COUNTING CARBON IS A KEY FOUNDATION FOR COMMITMENT AND ACTION

Greenhouse gas accounting is the foundation on which firms understand their the most material sources of emissions. The carbon footprint is ultimately the information on which firms use to start developing a strategic response to climate change. It is used to establish an emissions baseline and to monitor progress towards targets. Firms

looking to develop carbon footprints should follow the Greenhouse Gas Protocol's Corporate Standard and Value Chain (Scope 3) Standard. Greenhouse gas emissions accounting serves as the foundation for firms to comprehend their most material sources of emissions. It provides invaluable insights into a firm's carbon footprint, offering crucial data necessary for devising a strategic response to climate change. Understanding emissions sources enables companies to establish baseline measurements and continuously monitor their progress towards emission reduction targets. The data collected through greenhouse gas accounting is instrumental in fostering environmentally conscious decision-making, guiding the development of effective strategies to mitigate climate impact.

Adherence to established standards such as the Greenhouse Gas Protocol's A Corporate Accounting and Reporting Standard and Corporate Value Chain (Scope 3) Accounting and Reporting Standard is paramount for firms aspiring to develop accurate and comprehensive carbon footprints. These standards provide a structured framework for data collection, calculation, and reporting, ensuring consistency and comparability across industries and facilitating a more unified approach to emissions accounting. Ultimately, greenhouse gas emissions accounting stands as a critical tool empowering businesses to take informed actions, reduce their environmental footprint, and contribute positively to the global fight against climate change.

count. This includes firms providing legal services as part of a client's supply chain. In addition, like employees, clients will increasingly seek service providers to work with who align with their own organisational values.

#### Government targets.

In 2022 the Australian Commonwealth Government legislated its ambition to reach net zero by 2050. This sent a strong market signal to all in the business community of the need to pursue net zero as a long term goal. The increased Government target of forty-three percent by 2030 also sent a shorter term signal, indicating decarbonisation action was required by many Australian businesses immediately.

Subsequently net zero targets have also been set by State Governments. For law firms this translates to having to provide carbon emissions data annually, and as with other reporting it's likely this will become more targeted, for example by requiring actions and commitments towards carbon reduction.

global counterparts especially those operating in more populous locations.

The good news is that with the right approach these issues aren't insurmountable, as many global organisations have shown by making strong progress on their targets. Global standards will assist and are typically being pre-vetted by our international colleagues, while a crash course in global business governance will also support efforts to effectively manage change on a global scale. Of course, the most crucial element is leadership support. If global and local leaders can agree on a destination it makes the role of teams working on the journey to get there a much smoother one.

### NAVIGATING THE ALPHABET SOUP – WILL REGULATION HELP OR HINDER?

Organisations expertly manage operating according to existing regulatory requirements. Regulation is understood and backed up by compliance frameworks, processes and systems embedded as part of 'business as usual'.

Challenges arise when taking action on climate change because the regulatory reporting requirements are not consistent, either between or within geographies, placing climate action at a distinct disadvantage at the board table where it must compete with other business priorities that have a mandated regulatory path.

However, as climate action targets move from a nice-to-do to a clear stakeholder expectation, the need for clear and defined reporting regulations has become more pressing. At the time of writing the Australian Government was in the process of consulting on mandatory climate disclosure reporting in 2024. This would be a standardised, internationally aligned framework for disclosing climate related financial risks and opportunities and drive a consistency in reporting in Australia.

For law firms as well as many other organisations who have good intent to take action on climate change but limited capacity to deal with the 'alphabet soup' of current reporting options, this regulation would be welcome progress. It will enable them to focus targeted resources on material matters, create a clear narrative internally and externally on their actions and clearly align their actions with those of their key stakeholders – their people, clients and communities.

### THE COMPLEXITY OF A GLOBAL APPROACH FOR A LOCAL BUSINESS

While global organisations are well practised at managing complexity in all facets of their business, it is an elaborate process developed over many years. When it comes to the relative newcomer of climate action, while the intent is often good the details and considerations can be so complex as to seem overwhelming.

There are some specific challenges that can be acknowledged at the outset in order to smooth the way forward.

- The world is not (yet) aligned. While European people and organisations have integrated carbon reduction practices into both their professional and personal lives for some time, other regions are still on the journey. Acknowledging and taking into account these differing starting points and ambitions drives more meaningful conversation.
- Australia has a unique operating environment due to our remoteness, both from global business centres and from each other. We need specific solutions to address carbon reduction in travel, supply chain and energy use, and these won't be immediately obvious to our



**Bronwyn Winley**

*The good news is that with the right approach these issues aren't insurmountable.*

Bronwyn Winley is Head of Social Impact and Sustainability at Norton Rose Fulbright Australia

### THE DRIVERS FOR CLIMATE ACTION IN A LAW FIRM ENVIRONMENT

In the absence of any formal regulatory requirements, the motivating factors for climate action by a law firm typically include: social licence to operate and a desire to respond to community expectations, organisational commitment to supporting positive change, client expectations, employee expectations and the external operational environment.

Of these some key drivers are emerging:

#### Attracting & retaining top talent.

Young people and recent graduates are increasingly

articulating their commitment to social and environmental causes and increasingly choosing prospective firms based on alignment with their values. This is a step-change in the employment marketplace and extends beyond climate action to social and personal moral values also.

#### Client expectations.

Forthcoming regulation will significantly tighten reporting of Scope 3, or supply chain, emissions, which effectively engages the organisation's entire supply chain regardless of size or materiality of exposure. To continue to be competitive all suppliers in that chain must be able to quantify their contribution and articulate their reduction plans to their customer's overall greenhouse gas emissions





While its hard to accept that such terrible human rights abuse is possible in the modern world, Modern slavery is very real and Australian Law firms need to hear what our three subject matter experts are telling us about how to address it.

# Modern Slavery

*Modern slavery describes where an individual is exploited by others for personal or commercial gain. It's estimated that around 50 million people worldwide are living in modern slavery, of which 22 million are trapped in forced marriage while 28 million live in some form of forced labour.*

Modern slavery describes where an individual is exploited by others for personal or commercial gain. It's estimated that around 50 million people worldwide are living in modern slavery, of which 22 million are trapped in forced marriage while 28 million live in some form of forced labour. Modern slavery occurs in almost every country in the world, with women and children disproportionately vulnerable. A recent report estimates that some 41,000 Australians are living in modern slavery.

Despite UN goals (SDGs) to end forced child labour by 2025 and abolish all slavery by 2030, it is estimated that levels of modern slavery are rising. This is linked to the numbers of people fleeing regions impacted by global challenges such as conflicts and climate change, with more people migrating now than at any point in the last five decades.

Businesses are also linked to the issue of modern slavery. They need to ensure their own practices meet ethical standards, and have a responsibility to ensure ethical sourcing and procurement practices through due diligence in their supply chains.

In 2018 the Modern Slavery Act was passed in Australia, requiring companies with annual revenues of over \$100 million to report on their efforts to assess and address modern slavery in their supply chains. Companies must produce annual statements detailing the due diligence procedures, risk assessments and actions taken. The first review of the Act was undertaken in late 2022, with 30 recommendations to strengthen the Act released in early 2023.

In addition to managing their own practices and reporting, law firms can play a critical role in broader efforts to eliminate modern slavery, including:

- supporting companies to understand and comply with the Modern Slavery Act's reporting requirements
- advocating for and supporting the strengthening of modern slavery laws and regulations
- providing legal representation for victims, including through pro-bono services



## Professor Jennifer Burn

Professor Jennifer Burn AM, is the Director of Anti-Slavery Australia and a Professor at the University of Technology Sydney. Jennifer also served as the first Interim Anti-Slavery Commissioner for NSW.

*Anti-Slavery Australia needs your help!*

## REMEDICATION AND GRIEVANCE MECHANISMS

The Australian Modern Slavery Act 2018 is intended to prevent modern slavery in global supply chains by requiring reporting entities to describe the risk of modern slavery in their supply chains and the actions taken to address the risk. They are also expected to respond to adverse human rights impacts by remediating the adverse impact.

This means that entities must 'make good' the adverse impact by putting the affected person back in the position that they would have been in if the adverse impact had not occurred.

Remediation can take many forms, including taking steps to ensure that the circumstances that gave rise to the adverse human rights impact in the first place are addressed so that the harm cannot affect another person in the same way.

Many entities create a grievance mechanism so that affected people can raise issues of concern and provide a pathway to remediation. These can include a telephone reporting system administered by a third party by way of speak-up procedures, supply chain hotlines and the inclusion of specific clauses in contracts that set out mechanisms to resolve disputes. But more needs to be done to ensure that grievance mechanisms are soundly based on the UN Guiding Principles on Business and Human



Rights (UNGPs) and that they are genuinely accessible to affected people.

## ACTIONS FOR LAWYERS

Lawyers have a great opportunity to develop and advance grievance mechanisms by prioritising three areas of activity.

### Law practice

- Review the grievance mechanisms that you currently have in place and consider whether they are aligned with the UNGPs.
- Consider the scope of the mechanisms – are they available to any people who could be adversely affected by actions of your legal practice or business? This would include staff, subcontractors, and some suppliers. Is the mechanism accessible? Have potentially affected people been consulted, made aware of the policies and procedures, and received training on their use?
- If there are gaps, consider developing an action plan to address the gap and redraft the mechanism by allocating resources and ensuring that there is accountability for the administration of the policy.

### Engaging with others

- In an emerging area lawyers could work with others in the profession to share knowledge and develop learnings.

- Lawyers could think about setting up / joining a multi-stakeholder grievance mechanism initiative with others in the legal sector.

## NATIONAL COMPENSATION SCHEME

Anti-Slavery Australia needs your help! We have been advocating for a national compensation scheme for over a decade but there is a need for more of a push to get this over the line.

Modern slavery involves violations of human rights and exploitation of power. Modern slavery offences are also serious crimes in Australia.

Yet there is no form of a national statutory redress scheme for survivors of modern slavery. Rather survivors must apply to the State and Territory victims of crime schemes for recognition and financial compensation. The schemes are all different, there is no coordinated approach. The illogical effect of this is that if a person experiences an identical form of modern slavery in each of the Australian states and territories and they apply for the benefit of the statutory compensation scheme in the state where the harm took place, the outcomes will be different. There are also differences in limitation periods, categories of harm compensable and payments made.

Clearly there needs to be a national approach. For more information contact Jennifer Burn at Anti-Slavery Australia. [Jennifer.Burn@uts.edu.au](mailto:Jennifer.Burn@uts.edu.au)



## Robin Mellon

Robin Mellon is the CEO of Better Sydney, Project Manager for the AusLSA Modern Slavery Co-Lab, and Director, UN Global Compact Network Australia

There are three main areas where law firms can improve how they assess and address the risks of harm to people from modern slavery:

## DEVELOP TRAINING AND RAISE AWARENESS ABOUT MODERN SLAVERY, FOR BOTH STAFF AND SUPPLIERS.

Many organisations have been producing education and training programs for their staff, together with case study sessions and guest speakers. It's important that staff not only recognise and identify exploitation or modern slavery when they see it, but that they also overcome the 'Bystander Effect' that occurs when many people observe an issue; fewer staff are likely to speak up if they think others are also aware. Genuine action on modern slavery means encouraging staff and suppliers to voice concerns, particularly if they think others might be aware. With suppliers it is vital to ensure that they will come to you with concerns about issues within their own supply chains; it is better to create a culture of engagement and action around modern slavery concerns than for suppliers to think that they can't collaborate with you for fear of losing the business.

## MODERN SLAVERY IS NOT A STANDALONE ISSUE, BUT PART OF AN INTEGRATED SUSTAINABILITY PICTURE.

Make sure that your staff and suppliers are not only embedding modern slavery risk mitigation strategies as part of broader sustainable procurement principles but making the connections between different sustainability issues. Ensure that procurement teams are given support to connect key issues through their work. The interconnectedness between climate action, gender equality,

*If you're looking properly, you're likely to identify issues of exploitation or modern slavery somewhere in your operations or supply chains.*

human rights and profitability, for example, should be explored and understood so that each organisation knows which 'levers' to pull and which strategies to combine and pursue. To hear of issues and concerns, it's important that grievance mechanisms are developed, supported, communicated and promoted and tested for staff and suppliers – not just to hear the negatives, but to encourage constructive feedback and positive suggestions around sustainability and human rights, and ensure continuous improvement.

## WHAT TO DO WHEN YOU FIND MODERN SLAVERY IN YOUR OPERATIONS OR SUPPLY CHAINS.

Over time, if you're looking properly, you're likely to identify issues of exploitation or modern slavery somewhere in your operations or supply chains. Rather than burying your head in the sand, think about what you'll do when this situation arises. How will you protect those at risk? How can you provide remediation to them? And how can you change your business and processes to ensure it doesn't happen again? Support the development, evolution, and promotion of a formal modern slavery remediation process, so that not only do you know what to do when modern slavery is reported but that people (and the risk of harm to people) are put at the centre of the process, and rights-holders can be given safety, autonomy, agency and support.

As well as the Australian Legal Sector Alliance, there are national and global examples of leadership and collaboration around human rights worth noting, including the UN Global Compact Network Australia's 'Forward Faster' campaign, encouraging action around key topics including 'Gender Equality' and 'Living Wage', at <https://forwardfaster.unglobalcompact.org/>



*Exploring a national compensation scheme for survivors of modern slavery.*







**Mylinh Letran**

Mylinh Letran is the National Risk Manager at Clayton Utz

## IMPROVING TRAINING AND AWARENESS-RAISING AROUND MODERN SLAVERY

To effectively identify and address instances of modern slavery within our operations and supply chains, it is essential that our people understand the concept of modern slavery. Employee training and awareness on recognising and responding to modern slavery are imperative to tackle this issue. At a minimum, law firms should implement mandatory training programs for employees involved in the firm's supply chains and operations. These programs should cover recognising indicators of forced labour, human trafficking, debt bondage, or child labour in the supply chain. Training should be accessible to all employees, clients, and suppliers, with content regularly updated to reflect evolving risks and regulations. It should be delivered through various mediums for broader participation. Regular evaluations ensure the training remains effective.

Firms can also raise awareness by supporting organisations aiding survivors of slavery. Clayton Utz recently hosted a national event in partnership with the Sisters of Charity Foundation, who have a Modern Slavery Transitional Housing Program in partnership with the Salvation Army Safe House. It is the only one of its kind in Australia and fills the gap in offering mid to long term transitional housing opportunities for survivors of slavery. The event showcased our commitment and the shared responsibility among all employees to address modern slavery, providing an opportunity for participants to learn more and contribute to this commendable cause.

## HARNESSING EXISTING RESOURCES

Law firms have a unique opportunity to harness existing resources to conduct a thorough risk assessment and

effectively address modern slavery within their operations and supply chains. This collaborative approach significantly enhances our ability to navigate the intricacies of supply chain management in the context of modern slavery. Key organisations such as the Australian Legal Sector Alliance (AusLSA), the United Nations Global Compact Network Australia (UN GCNA), Business and Human Rights Resource Centre, WalkFree, IOM and FairSupply offer valuable resources such as guidance document, webinars, and events on their websites. These resources are designed to guide and structure supplier due diligence processes within the framework of human rights. By incorporating these resources into your modern slavery strategy, law firms can align themselves with globally recognised standards and principles, gain access to the most up-to-date information on supply chain issues, network with like-minded colleagues, and foster a collective response to address modern slavery effectively. These resources are instrumental in providing valuable insights into emerging risks and innovative solutions, ensuring that law firms maintain a leading position in our commitment to eradicating modern slavery from our supply chains.

## COLLABORATING WITH SECTOR COLLEAGUES, PEERS & SUPPLIERS

Collaboration with colleagues, peers, and suppliers is not just advantageous but an imperative for law firms committed to addressing modern slavery within their supply chains. This collaborative approach facilitates the sharing of knowledge and best practices, enabling us to harness a more substantial collective influence while optimising cost-efficiency.

By coming together, we amass a broader pool of expertise, affording us a comprehensive understanding of modern slavery's intricacies, particularly those pertinent to our region and sector. Active participation in associations like AusLSA has allowed us to exchange insights with fellow law firms, fostering benchmarking and a culture of continuous learning and adaptation. Our engagement in webinars, events, and conferences related to modern slavery and human rights equips us with invaluable knowledge, raising awareness and providing diverse perspectives on the causes, consequences, and global prevalence of this issue.

These platforms offer unparalleled networking opportunities, connecting us with like-minded experts, advocates, and policymakers, encouraging partnerships and the exchange of innovative ideas. Moreover, they support individual and professional development, endowing participants with new skills and profound insights. Conferences, such as the Modern Slavery Conference held in Melbourne recently, inspire and motivate through survivor stories and wisdom from leaders, all while enhancing public awareness.

By affording our employees these opportunities, we enable them to learn from best practices and real-world case studies, craft effective advocacy strategies, gain policy insights, and foster collaboration, all while acquiring a global perspective on this critical issue. These experiences empower our people and, in turn, our firm and the entire legal sector to enhance public awareness and contribute to the collective mission of eradicating modern slavery.

*Collaboration with colleagues, peers, and suppliers is not just advantageous but an imperative for law firms committed to addressing modern slavery within their supply chains*







AusLSA has spoken to three leading thinkers and practitioners about the role of the Sustainable Development Goals (SDGs) in business and how Australian Law firms can benefit from incorporating the SDGs into their strategy and contribute addressing global sustainability issues .

# Sustainable Development Goals

Established in 2015, with a target year of 2030, the United Nations Sustainable Development Goals (SDGs) are a set of 17 global objectives developed in response to pressing global challenges facing humanity, including issues such as poverty, climate change, inequality, environmental degradation and health and wellbeing. The goals were formulated through a collaborative process and are designed to engage and encourage multiple stakeholder groups, including government, civil society and business to work together towards a more sustainable and equitable future.

Each goal is underpinned by a set of specific targets and indicators to measure progress. In 2023, at the halfway point, the UN published a sobering report on progress. The impacts of the climate crisis, war in Ukraine, lingering effects of the Covid-19 pandemic and weak global economy have hindered progress towards the goals. The number of people living in extreme poverty rose for the first time in a generation and on present trends a staggering 575 million people will remain trapped in extreme poverty by 2030. 84 million children will be out of school and it's estimated that on present trends it will take nearly 300 years to close gender gaps in legal protection, eliminate discriminatory laws and end child marriage. Heat waves, droughts, floods and wildfires have become far too frequent as the world races towards the 1.5 degree tipping point. Rising sea levels, already locked in, threaten hundreds of millions in coastal communities. It is often the world's poorest and most vulnerable bearing the brunt of the consequences. However, the report also highlights



areas of great progress, and identifies that with ambition, political will, financing and innovation breakthrough progress can be made.

The global objectives are an extremely useful framework for business to review and identify their most materials impact across the ESG agenda, inclusive of considering the risks and opportunities they face as the world works towards achieving the collective outcomes. Business can use the SDG framework to understand and communicate to stakeholders where their greatest contributions lie and how their objectives and commitments fit into a global agenda.

Being able to represent a business's sustainability efforts in terms of the UN Global Compact and the to SDGs provides firms with the opportunity to demonstrate a contribution to the national and international SDG agenda as well as the SDG commitments of their clients. Being able to measure and report metrics on how particular sustainability initiatives specifically contribute towards the SDG targets further benefits relationships with other organisations with SDG targets.

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

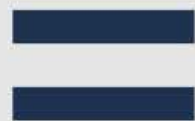
## AUSLSA REPORTING MATERIALITY AND THE SDGS

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

AusLSA also measures additional actions and activities undertaken by members such as Legal Pro Bono Programs, Charitable Giving, Non-Legal Volunteering and Sustainable Procurement which influence the remaining goals







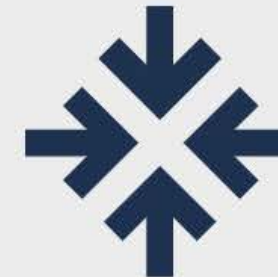
## Business & Human Rights



## Environment & Climate Change



## Bribery Prevention & Governance



## Sustainable Development



**Dan Wilcock**

Dan Wilcock is the Sustainability and Governance Manager for UN Global Compact Network Australia.

### HOW IS THE WORLD PROGRESSING AGAINST THE SDGS?

In September 2015, all 193 Member States of the United Nations (UN) laid out a 15-year pathway to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of “Agenda 2030” are the seventeen Sustainable Development Goals (SDGs) which define the world we want — applying to all nations and leaving no one behind.

2023 marks the halfway point for Agenda 2030 and provides an important point for assessment and reflection on progress.

The January 2023, The 12th United Nations Global Compact–Accenture CEO Study (CEO Study) gathered the views of 2,600 CEOs from 128 countries and 18 industries about the opportunities and challenges to contribute to Agenda 2030 and achieving the SDGs.

The CEO Study identifies sustainability as the only path to build a truly resilient company, but concluded that the global sustainability agenda is off track and sounded the alarm as the dramatic rise of interlinked global challenges forces leaders to navigate new levels of uncertainty. CEOs called for a new roadmap to achieve the SDGs, overcome uncertainty and bolster resilience.

A second report produced by the UN Global Compact and Accenture, “SDG Stocktake: Through the eyes of the private sector” (SDG Stocktake Report), was released in September 2023 at the SDG Summit in New York. Similarly, the SDG Stocktake Report found that, halfway to 2030, the world is not on track to achieve the SDGs, with eighty-five percent of SDG indicators off-track. In particular:

- The world is seriously off track to meet the Paris agreement climate targets
- Biodiversity targets are at grave risk
- Water scarcity affects more than forty percent of the world’s population

UN Secretary General, António Guterres, warns: “Unless we act now, the 2030 Agenda will become an epitaph for a world that might have been.”

*“Unless we act now, the 2030 Agenda will become an epitaph for a world that might have been.”*

António Guterres, UN Secretary General

### THE ROLE OF BUSINESS IN THE SDGS

In the SDG Stocktake Report, business leaders indicated that their greatest contributions can be through:

- powering innovation (twenty-five percent)
- creating decent jobs (twenty-one percent)
- improving environmental stewardship (thirteen percent)
- influencing global supply chains (twelve percent).

To date, contributions by the private sector have been both positive and negative. The private sector’s greatest contribution to the SDGs has been through creating employment opportunities and advancing economic growth. However, this growth has been achieved at unsustainable costs – the private sector’s most negative impacts are evident across climate, waste, water and nature.

Pioneering business leaders are already taking action, focusing on integrating the SDGs into their core business operations:

- ninety-six percent of business leaders believe that the private sector plays a crucial role in achieving the SDGs
- seventy-nine percent have identified a business case for at least one SDG
- seventy-eight percent have changed a product or service to align to SDGs

However, the SDG Stocktake Report finds that business leaders’ attention on the SDGs has fallen in recent years and that the private sector needs to step up. While nearly all (94%) business leaders believe in the vision of the SDGs and ninety-six percent believe that the private sector plays a crucial role in achieving the SDGs, only half (49%) of them believe that the world will achieve the SDGs by 2030.

Furthermore only sixty-two percent feel that their industry is doing enough, and only half state that the private sector is doing enough.

### PRIORITIES FOR BUSINESS TO ADVANCE THE SDGS

The UN Global Compact launched the global Forward Faster initiative at the Private Sector Forum in New York on 18 September 2023, during the 78th session of the UN General Assembly. The campaign aims to increase measurable, credible and ambitious action from companies on the SDGs.

The Forward Faster initiative focuses on five areas of the SDGs where companies can make the biggest, fastest impact before 2030. They are:

1. gender equality
2. climate action
3. living wage
4. finance & investment
5. water resilience.

The Australian business community was represented at the global launch of Forward Faster by James Thornton, CEO of Intrepid Travel, who committed the business to targets on Climate Action and Living Wage. We encourage all Australian businesses to commit to action and meet the targets required to deliver the SDGs across one or more of the areas of action.

History has taught us that the leaders who succeed are the ones who meet the needs of the future by moving forward. To achieve the SDGs by 2030, we need forward thinkers, doers, builders, changers, movers, leaders. We must be more ambitious. We need to take action to move forward faster. Join us at: [www.ForwardFaster.UNGlobalCompact.org](http://www.ForwardFaster.UNGlobalCompact.org)





## Corporate sustainability reporting has entered a new phase

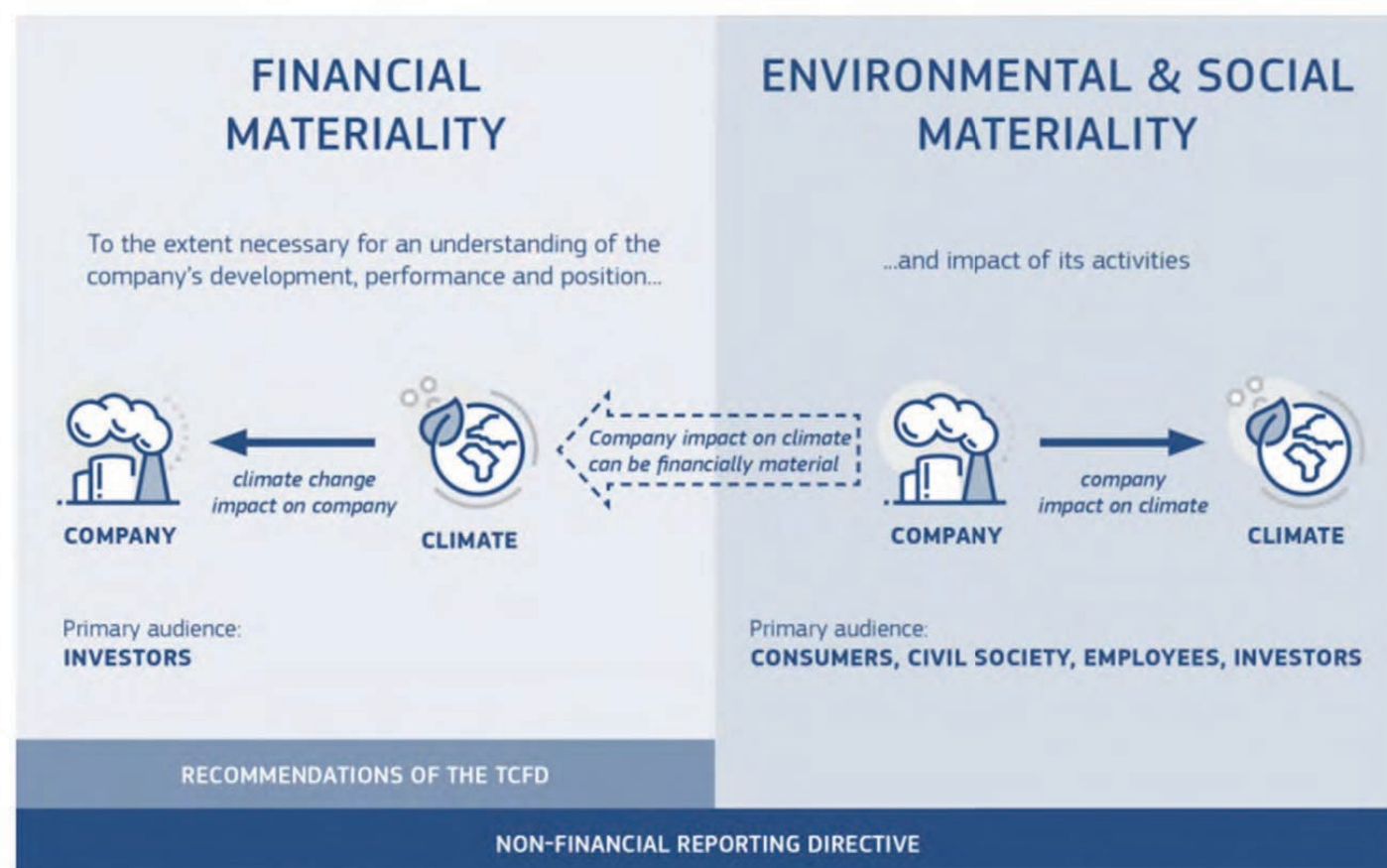
**Kyoko Sasaki**   **Kyra Fabianke**

*Kyoko Sasaki is a Doctoral Researcher & Research Affiliate at Monash University  
Kyra Fabianke is a Doctoral Researcher & Teaching Associate at Monash University*

### CORPORATE SUSTAINABILITY DISCLOSURE STANDARDS AND THE SDGS

Corporate sustainability reporting has entered a new phase with the formation of the International Sustainability Standards Board (ISSB) and enforcement of the Corporate Sustainability Reporting Directive (CSRD) in Europe. In October 2023, the Australian Accounting Standards Board (AASB) published the exposure drafts of the country's mandatory reporting standards inspired by the ISSB standards<sup>1</sup>. How will these mandatory corporate sustainability reporting standards influence companies' actions toward the SDGs and their reporting?

The proliferation of corporate sustainability reporting standards is converging, but it is unlikely that there will ever be a single global standard. The reason is the difference in materiality perspectives: whereas the ISSB (and AASB) relies on the "single materiality" or "financial materiality" (the impact of social and environmental issues on companies' financial performance), the Global Reporting Initiative (GRI) standards and CSRD have adopted "double materiality", which also pay attention to companies' impacts on society and the environment ("impact materiality")<sup>2</sup>. Companies' contributions to the SDGs are based on the impact materiality



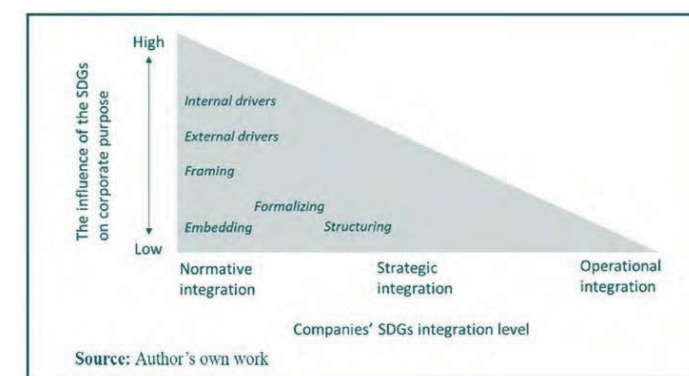
\* Financial materiality is used here in the broad sense of affecting the value of the company, not just in the sense of affecting financial measures recognised in the financial statements.

Source: "Guidelines on reporting climate-related information, European Commission", 2019. [https://ec.europa.eu/finance/docs/policy/190618-climate-related-information-reporting-guidelines\\_en.pdf](https://ec.europa.eu/finance/docs/policy/190618-climate-related-information-reporting-guidelines_en.pdf)

perspective. Despite the AASB standard becoming mandatory in Australia, companies will still be expected to communicate with stakeholders about their contribution to the SDGs through voluntary reporting.

### CORPORATE PURPOSE & THE SDGS

Both corporate purpose and the SDGs are expected to redefine the nature of business and contribute to solving grand challenges such as the climate crisis. However, the relationship between these two is unclear. In my PhD project, I interviewed managers of ten large Australian companies and found how the SDGs influence companies' adoption and implementation of broader corporate purpose beyond profit maximization. The study revealed that the influence depends on the SDG integration level<sup>3</sup>. It was more significant when the companies implemented the SDGs at a normative level compared to those implementing the SDGs at a strategic and/or operational level. The companies that implemented the SDGs at a normative level viewed the SDGs as a "shared language" with their stakeholders<sup>4</sup>, which made them align corporate purpose narratives with the SDGs to engage stakeholders. The SDGs also inspired employees to act on broader corporate purpose and shifted their everyday business practices to more sustainable ways.



Source: Sasaki et.al, (in press)

### Escaping the Incumbent's Curse: The SDGs as a Pathway for Business Model innovation

Alignment with the Sustainable Development Goals (SDGs) creates a pathway for firms to remain competitive and overcome the 'incumbent's curse' (van Tulder & Lucht, 2019). To successfully compete in an increasingly volatile, uncertain, complex,

and ambiguous (VUCA) environment, businesses need the ability to stay ahead of the curve by anticipating and rapidly responding to changes in their environment. The failure to adequately adapt to changing circumstances is detrimental to business success and therefore known as the 'incumbent's curse'. As a result of globalisation and the significant impact of human activity on the planet's climate and ecosystems (also known as the Anthropocene), business environments, however, are shaped by broader trends and developments that are often not immediately visible. Knowing how to leverage the SDGs provides businesses with a powerful compass that allows them to both steer the transformation needed to achieve the SDGs (Breuer et al., 2018) as well as expand their capabilities and identify opportunities to innovate their business model (a conscious renewal of a firm's core business logic) and outperform their competitors (Rosati et al., 2022).

### LEGAL SECTOR & THE SDGS

The legal sector has an important role to play in advancing the SDGs (Dernbach, 2017). In turn, "the transition to sustainability in both governmental and private sector decision making is inevitable, and will profoundly affect the legal profession" (American Bar Association (ABA) Task Force on Sustainable Development, 2015, p. 4). Legal professionals can leverage their long-standing trajectory with sustainability issues in the form of compliance and business risk management. Lawyers need an understanding of global issue and how the relate to local issues. They can often see past the obvious and find the social and economic benefits in environmental regulation (Dernbach, 2017). As a result, they are uniquely positioned to learn from and communicate the interconnectedness of the SDGs. On the other hand, the SDGs can provide lawyers with a lens for productively addressing all legal problems and for helping clients make better decisions (Dernbach, 2017). A holistic approach involves law firms implementing the SDGs in their internal sustainability efforts (e.g. diversity, environmental footprint, organisational culture) as well as their external sustainability efforts (e.g. advisory, leveraging their network to advance the SDGs, pro bono work). and apply them to three areas, e.g. internal sustainability – gender equality, external sustainability – living wage, advisory service - finance and investment.

1. Australian Accounting Standards Board (2023), "Exposure Draft ED SR1 Australian Sustainability Reporting Standards – Disclosure of Climate-related Financial Information".
2. Adams et al. (2021), "The double-materiality concept: Application and issues".
3. Sasaki K., Stubbs W. and Farrelly M. (in press), The influence of the sustainable development goals on large companies' adoption and implementation of a broader corporate purpose. *Corporate Governance: The International Journal of Business in Society*.
4. Stubbs, W., Dahmann, F. and Raven, R. (2022), The Purpose Ecosystem and the United Nations Sustainable Development Goals: Interactions Among Private Sector Actors and Stakeholders. *Journal of Business Ethics*, 180(4), 1097-1112, doi: 10.1007/s10551-022-05188-w.





**Michael Boley**

Michael Boley is a sustainability consultant in Lander & Rogers' national Pro Bono, Community & Environment practice.

## OPERATIONALISING THE SDGS THROUGH OUR UN GLOBAL COMPACT COMMITMENT

Lander & Rogers became a signatory to the United Nations Global Compact (UNGC) in 2022 because it aligns with the firm's values across respecting human and labour rights, safeguarding the environment, and working against corruption in all its forms. The voluntary framework also provides our people with direction and a global perspective on the most significant environmental, social, and governance matters relevant to our operations. An important feature of the commitment is the annual self-assessment report. We take this opportunity to use the Communication of Progress to transparently account for and reflect on our organisational journey, and identify areas for improvement where we can do more to achieve positive outcomes and mitigate risks to ourselves and others. In addition to the enhanced operational rigour we have developed through the self-reporting process, we have also benefited from engaging with new communities of practice and our participation in the UNGC Network Australia SDG Ambition and Climate Ambition Accelerator programs. Most recently, these interactive workshops helped inform our own approach to accelerating the responsible business practices our firm prioritises in its environmental strategy- achieving net zero emissions and eliminating waste to landfill.

## ACCELERATING SDGS FOR CLIMATE ACTION

We recognise that climate change poses a very real threat and will increasingly impact law firms, our clients, and the communities in which we work. This perspective, coupled with the desire to influence



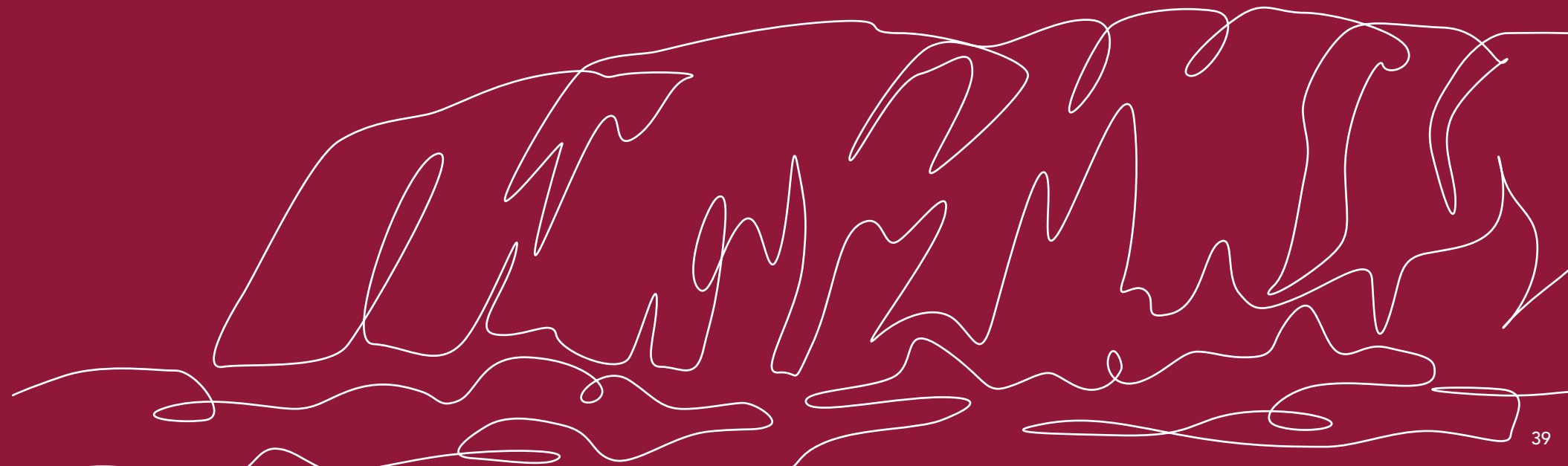
and demonstrate meaningful action, has shaped our environmental response. Having invested in strategic work to establish a clear purpose and vision, we found using the SDG framework complemented our corporate values messaging and helped accelerate and amplify the impact of our actions. Our experience has been overwhelmingly positive when it comes to engaging with our people, supply chain, and wider stakeholders about ways to improve our environmental impact and response. This is not to say the process has been easy by any means! We've set ambitious targets to become the first law firm to reach net zero emissions across our entire value chain and eliminate waste to landfill. We understand achieving these goals will require wide collaboration, dedicated resourcing, and a willingness to move past the status quo and continuously improve. The SDGs provide a

common purpose that brings people together, creates knowledge-focussed communities of practice, and mobilises action.

## THE IMPORTANCE OF BRINGING PEOPLE WITH YOU TO EMBED ENDURING SUSTAINABLE BEHAVIOURS

There are many obstacles that can prevent organisations from achieving their sustainability objectives. It is critical to have executive sponsorship from the start to provide clarity on what the organisation is prepared to commit to. This is particularly relevant for Australian professional services firms, for whom SDG actions are largely voluntary. With a clear endorsement from leadership, organisations can plan and resource programs and engage their people with confidence. A key focus area for us has been on creating a culture and operating environment that reinforces sustainable business practices, where individuals are well informed and able to incorporate sustainability objectives into their day-to-day decision-making responsibilities. We have found involving internal technology capabilities and expertise to drive actions increasingly facilitates engagement from those setting strategy to those working across our offices. Accessible performance information, innovative ways for engagement, and clear messaging are some examples of how we have influenced behavioural change on landfill waste and carbon emissions. Ultimately, achieving sustainable outcomes in business over time relies on both individual and collective accountability, working towards responsible production and consumption.

*We've set ambitious targets to become the first law firm to reach net zero emissions across our entire value chain and eliminate waste to landfill.*



# MEMBER RESULTS 2023

## People

*Supporting a more engaged, aligned and productive workforce that provides the most valuable advocacy of the firm's brand.*

### Gender Equality

Law firms' commitments and standards to improve the balance of opportunity for both men and women is mature and consistent.

1. Ninety-seven percent of AusLSA members have policies, including two firms with policies currently under development
2. Gender ratios of law firm partners has grown by approximately 1.5 percent per year from twenty-six percent in 2016 to thirty-five percent in 2023 and sixty percent of senior promotions in 2023 were women which is a lead indicator for senior representation
3. Law firms run an average of eleven gender equality programs and initiatives each year

Driven by increasing awareness, government contract requirements and external accountability, this year firms have collaborated to address gender violence through the [Starts with Us](#) initiative.

### LGBTQI+ Diversity and Inclusion

In addition to Gender Equality, AusLSA members LGBTQI+ programs have been building, increasing from sixty-two percent in 2016 to eighty-five percent in 2023, with a further five percent currently developing a policy. Of those with policies, ninety percent of firms have now decided to make their commitments public.

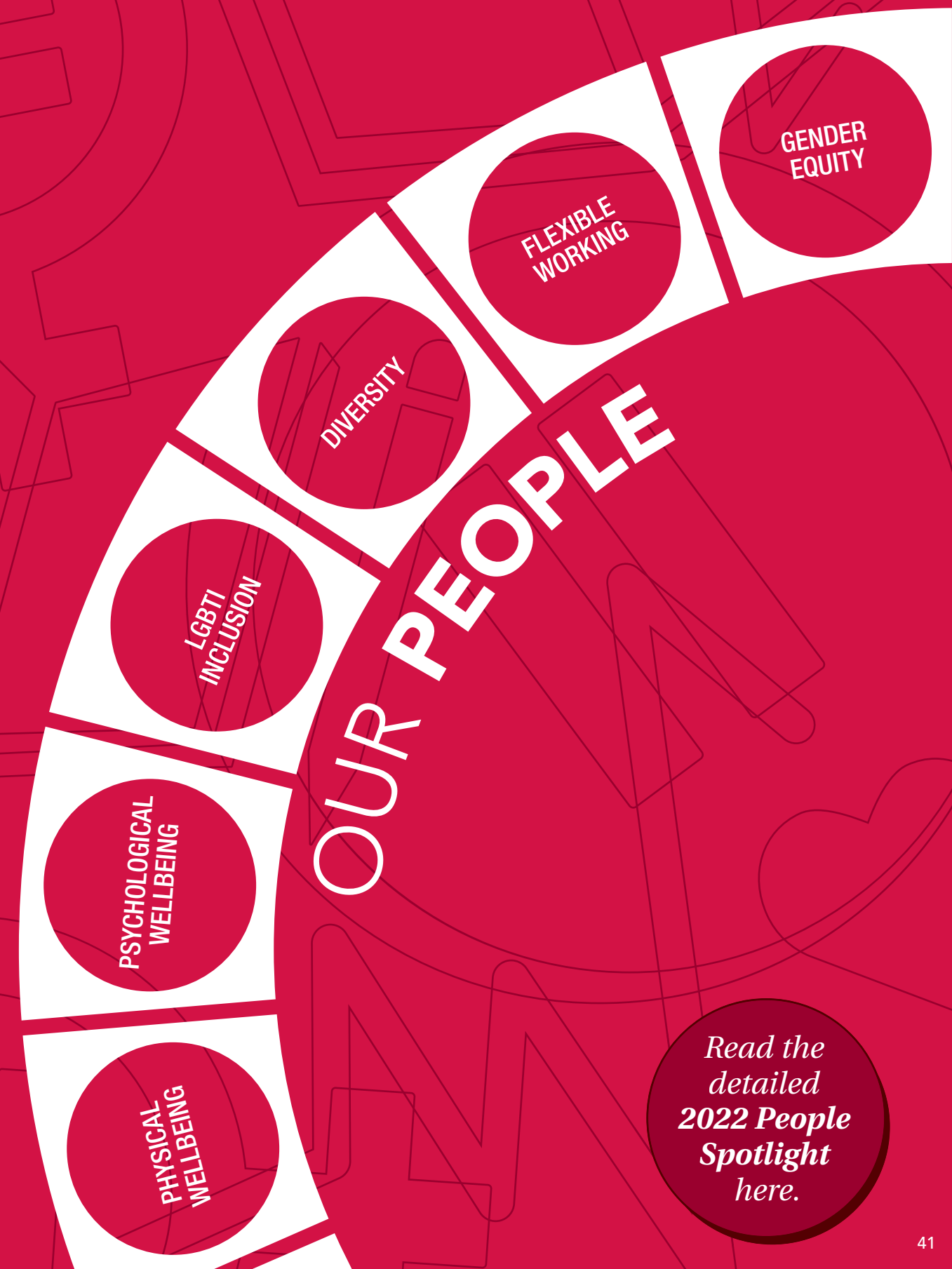
Fifteen firms participated in the Australian Workplace Equality Index (AWEI) which provides is a comprehensive evaluation and benchmarking process. Twenty-eight firms provided LGBTQI+ awareness training (up from twenty-six last year and thirteen in 2016).

### Flexible Working

Law firms' flexible working approaches were supercharged during Covid 19 and many new remote systems and supports were developed and implemented. This year firms implemented fifteen flexible working programs and initiatives, including many family-friendly features. In the last two years employees' paternity leave has grown from seventeen weeks to twenty-two weeks for primary carers and from five to twelve for the secondary carer.

### Psychological and Physical Wellbeing

AusLSA members have significantly ramped up and adapted the delivery of wellness initiatives and changed working arrangements. The number of AusLSA members with formal policy-based commitments to address psychological wellbeing grew to eighty-eight percent with an average of eight programs and initiatives. Eighty-three percent of firms formally surveyed their employees to learn about psychological risks and interventions for their employees. Physical well-being was also a growing area of commitment with eighty-two percent of firms having policies and delivering an average of nine physical wellbeing initiatives.



*Read the detailed 2022 People Spotlight here.*

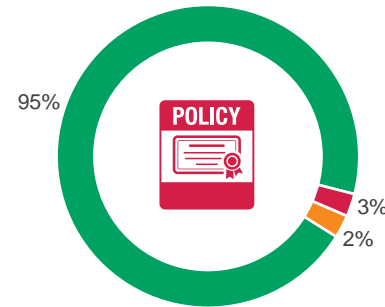


## Gender Equality

## LGBTQI Inclusion

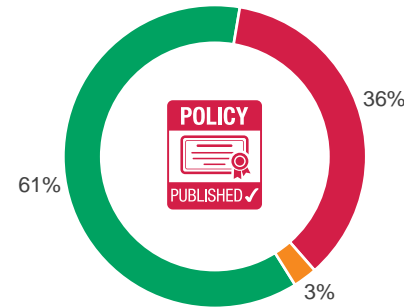
### GENDER POLICY

■ YES ■ NO ■ IN DEV'T



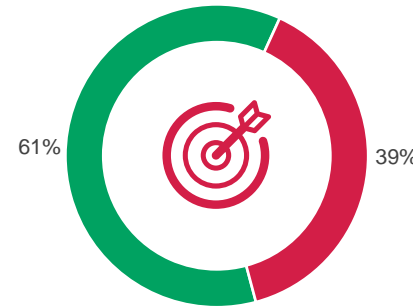
### GENDER POLICY PUBLISHED

■ YES ■ NO ■ IN DEV'T



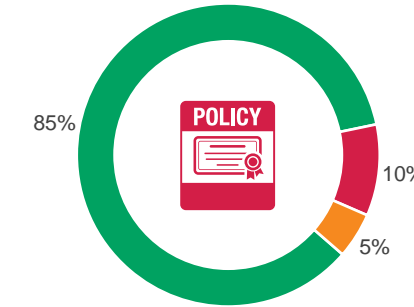
### GENDER TARGETS

■ YES ■ NO



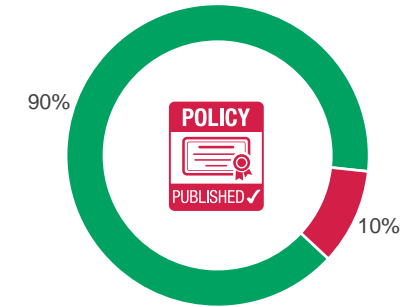
### LGBTI POLICY

■ YES ■ NO ■ NOT RPT'D.

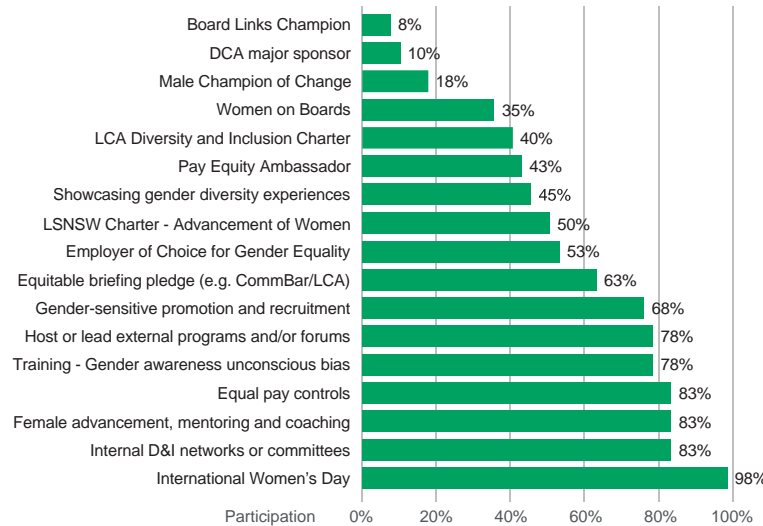


### LGBTI POLICY PUBLISHED

■ YES ■ NO

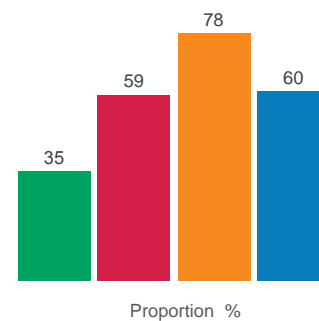


### INITIATIVES

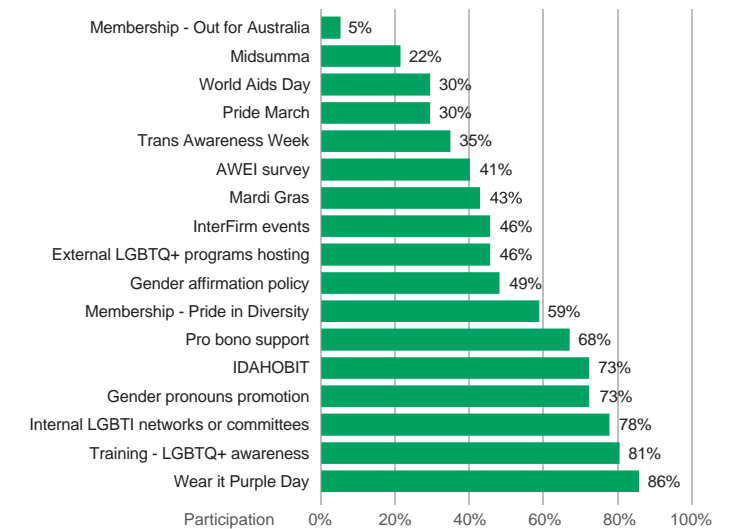


### GENDER PROFILE

■ FEMALE PARTNERS  
■ FEMALE LAWYERS  
■ FEMALE NON LEGAL  
■ SENIOR FEMALE PROMS



### INITIATIVES

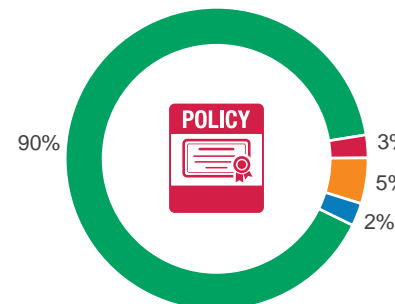


Read the detailed 2022 LGBTQI Inclusion Spotlight here.

## Diversity and Inclusion

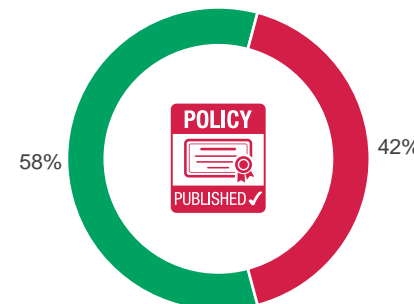
### DIVERSITY POLICY

■ YES ■ NO ■ IN DEV'T. ■ NOT RPT'D.

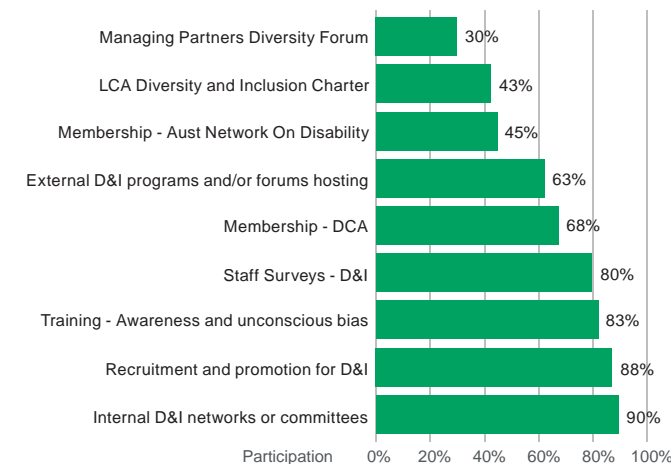


### DIVERSITY POLICY PUBLISHED

■ YES ■ NO



### INITIATIVES



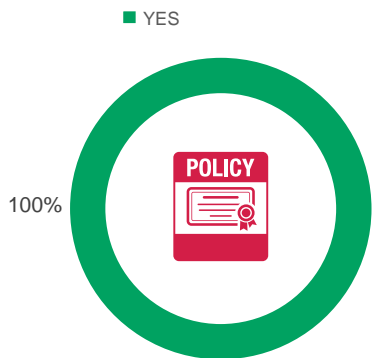
Read the detailed 2022 Diversity & Inclusion Spotlight here.

Read the detailed 2022 Gender Equality Spotlight here.

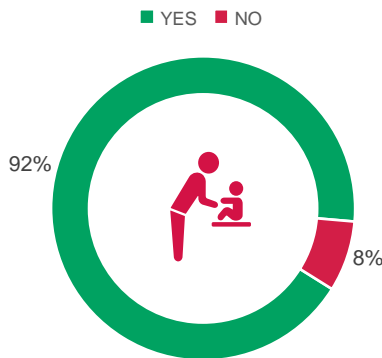


### Flexible Working

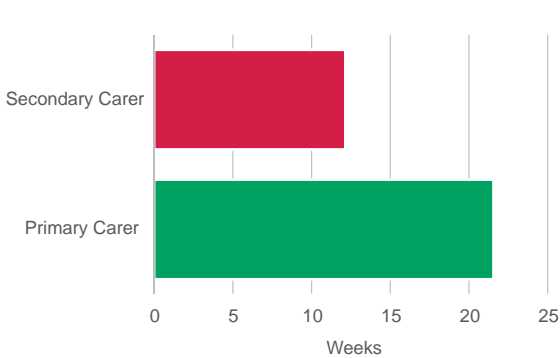
FLEXIBLE WORKING PROGRAM



RETURN TO WORK AFTER MATERNITY LEAVE

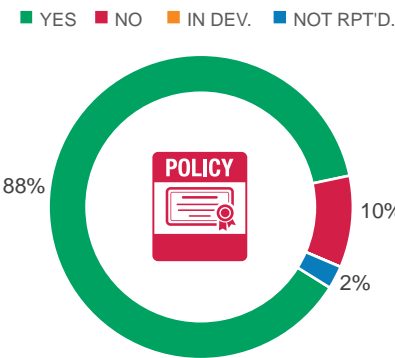


CARER'S LEAVE PROVIDED

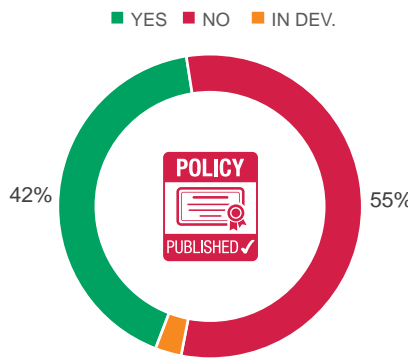


### Psychological Wellbeing

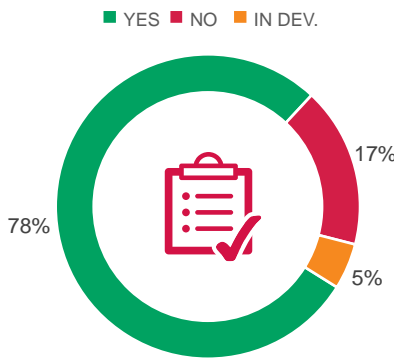
PSYCHOLOGICAL POLICY



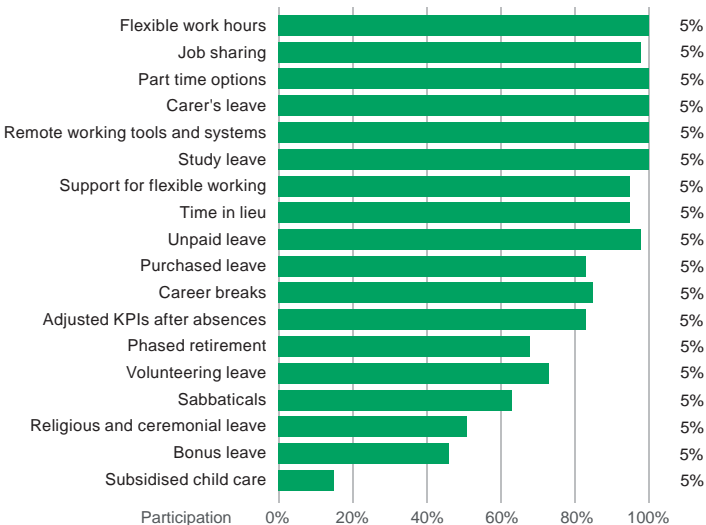
PSYCHOLOGICAL POLICY PUBLISHED



PSYCHOLOGICAL SURVEY



INITIATIVES

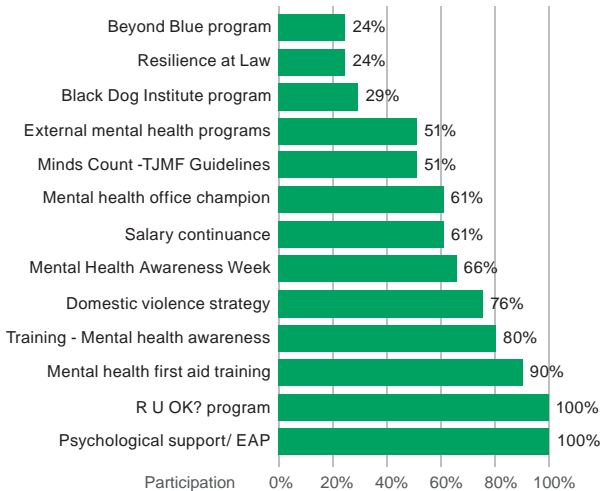


Read the detailed 2022 Flexible Working Spotlight here.



PEOPLE

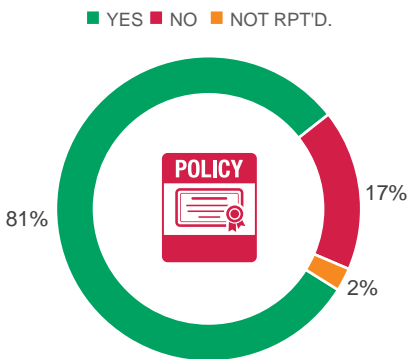
INITIATIVES



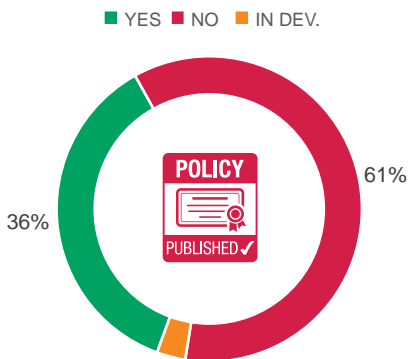
Read the detailed 2022 Psychological Wellbeing Spotlight here.

### Physical Wellbeing

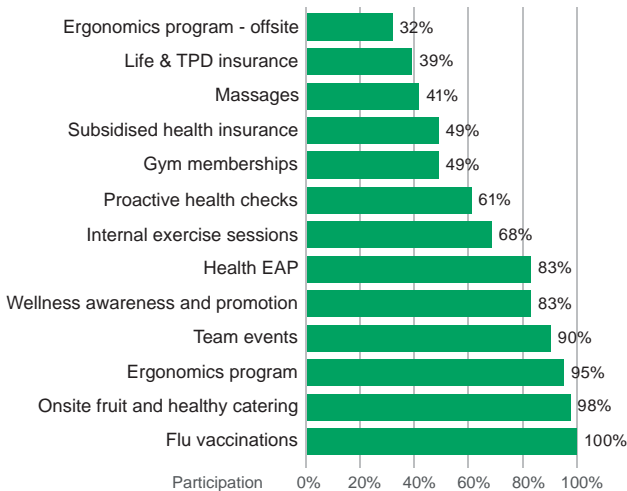
PHYSICAL WELLBEING POLICY



PHYSICAL WELLBEING PUBLISHED



INITIATIVES



Read the detailed 2022 Physical Wellbeing Spotlight here.



# MEMBER RESULTS 2023

## Community

*Being a recognised and respected part of the community involves sharing their values and caring about their welfare.*

A law firm's success relies on quality relationships with various formal and informal communities including customers, employees, regulators, and suppliers. Law firms often combine their volunteering programs with pro bono legal and financial contributions through structured community partnerships.

### Volunteering

Skilled non-legal volunteering is a critical input to the not-for-profit and community sector and is highly valued by recipients.

2023 has seen growth in non-legal volunteering commitments following difficult conditions during the Covid 19 lockdowns. Eighty-eight percent of AusLSA member firms coordinate volunteering programs for staff and 59 percent of these firms allocated paid staff time to participate in volunteering. Eighty-three percent actively supported their employee's and partners' participation on boards and administrative positions in not-for-profit or for-profit community organisations.

### Pro Bono

AusLSA members have been reporting growing interest from staff in participating in the firm's programs in response to natural disaster recovery, Covid 19 issues and general community support.

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

Eighty percent of all AusLSA members are signatories to the Australian Pro bono Centre 35 hours per lawyer per year target, with fifty-five percent of those members currently meeting the Target and a further fifteen percent setting goal dates within which to achieve it. A detailed report on the legal pro bono can be found [HERE](#).

### Charitable Giving

AusLSA members' commitment to giving has been resilient as firms have quickly adapted to deliver giving programs with a reduced staff presence in the office.

Eighty-eight percent of AusLSA's reporting members have formal charitable giving programs in place, comprising corporate and workplace giving with eighty-nine percent of these members also donating directly through their businesses or related trusts. Seventy-three percent operated a formal workplace giving program for staff, matching the payroll donations made by their employees. The average participation rates recorded by participating firms remained stable for the last three years and are currently at thirty-one percent.

### Indigenous Reconciliation

This year has been a difficult year for all those Australians working toward reconciliation. The referendum process created expectations about a breakthrough in recognition and representation for many First Nations people who are now disillusioned about the levels of understanding and compassion for First Nations issues.

Two-thirds of law firms reported having a formal reconciliation policy with a further twenty-two percent currently developing policies. Ninety-two percent of these commitments are being promoted in the public domain. Seventy-one percent of firms had developed a formal Reconciliation Action Plan (RAP) in 2023, which has increased from forty-two percent over the last five years.

The number of firms providing specific pro bono services to First Nations People has increased from seventeen to thirty-four in the last three years. Firms have also worked on developing and attracting First Nations Lawyers and suppliers with forty-four percent providing scholarships and student mentoring sixty-six percent providing employment and internship and thirty-nine percent actively seeking First Nations Suppliers.

## OUR COMMUNITY

PRO BONO  
PROGRAMS

NON-LEGAL  
VOLUNTEERING

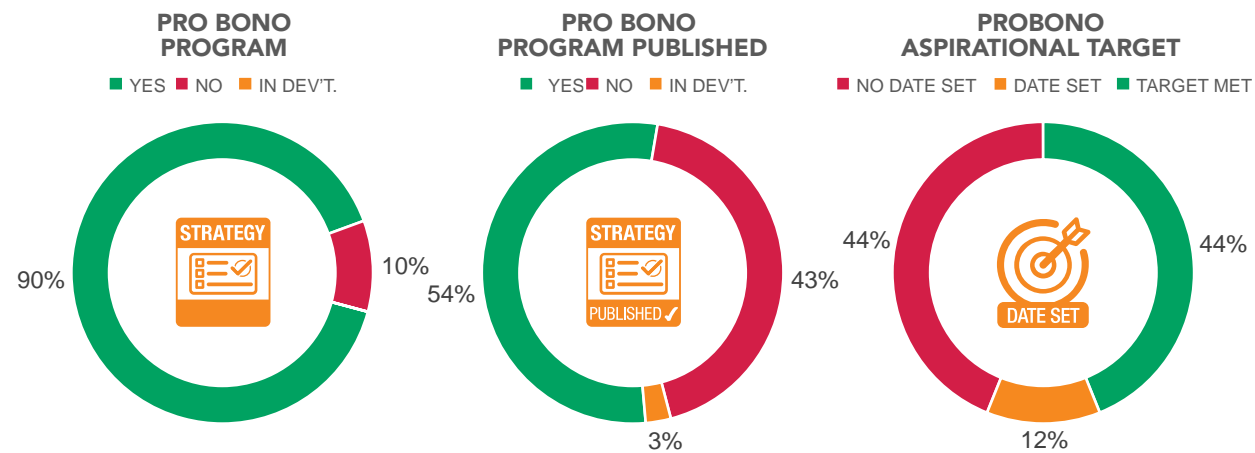
CHARITABLE  
GIVING

RECONCILIATION  
IN AUSTRALIA

*Read the  
detailed 2022  
Community  
Spotlight  
here.*

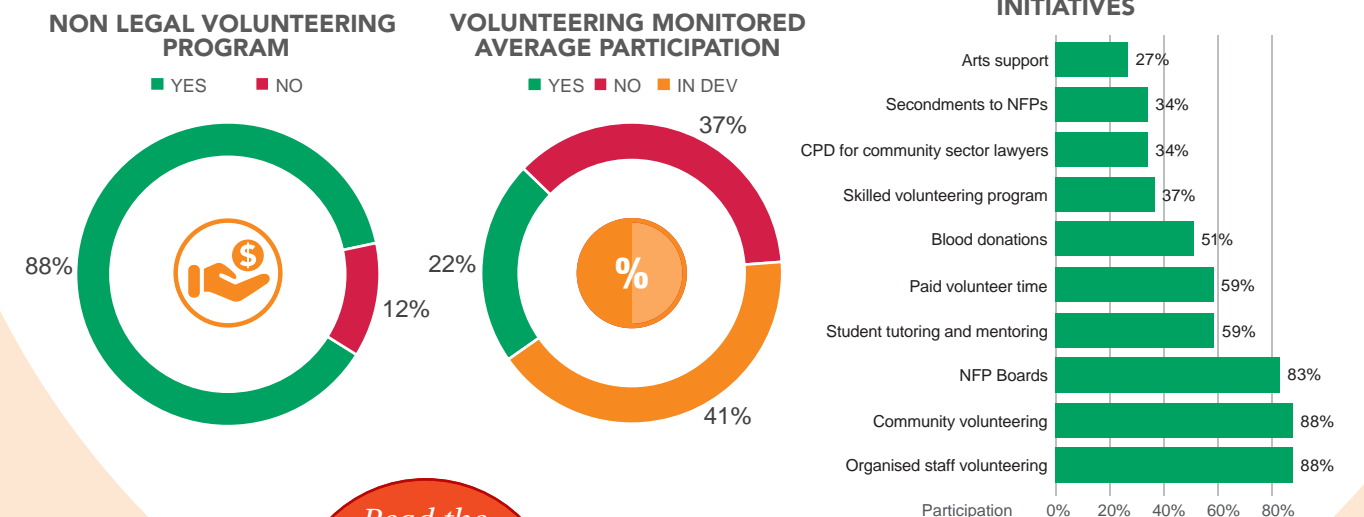
# MEMBER RESULTS 2023 *Community*

## Pro Bono



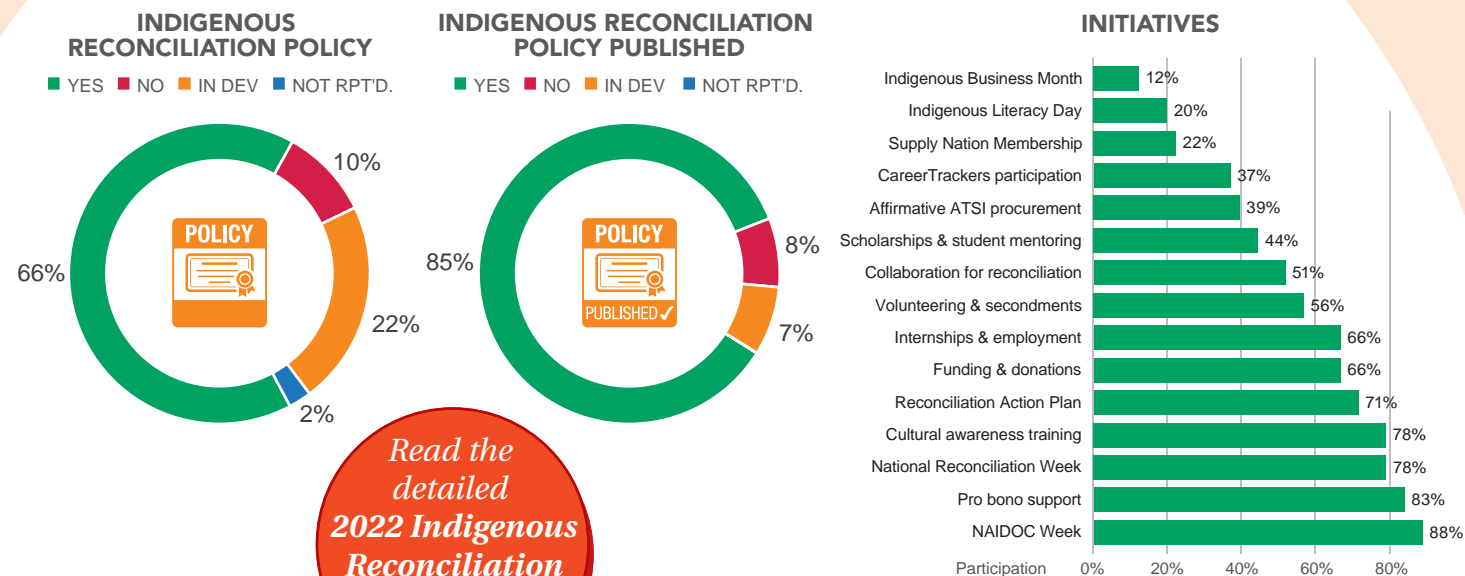
Read the  
detailed  
2022 Pro Bono  
Spotlight  
here.

## Non-Legal Volunteering



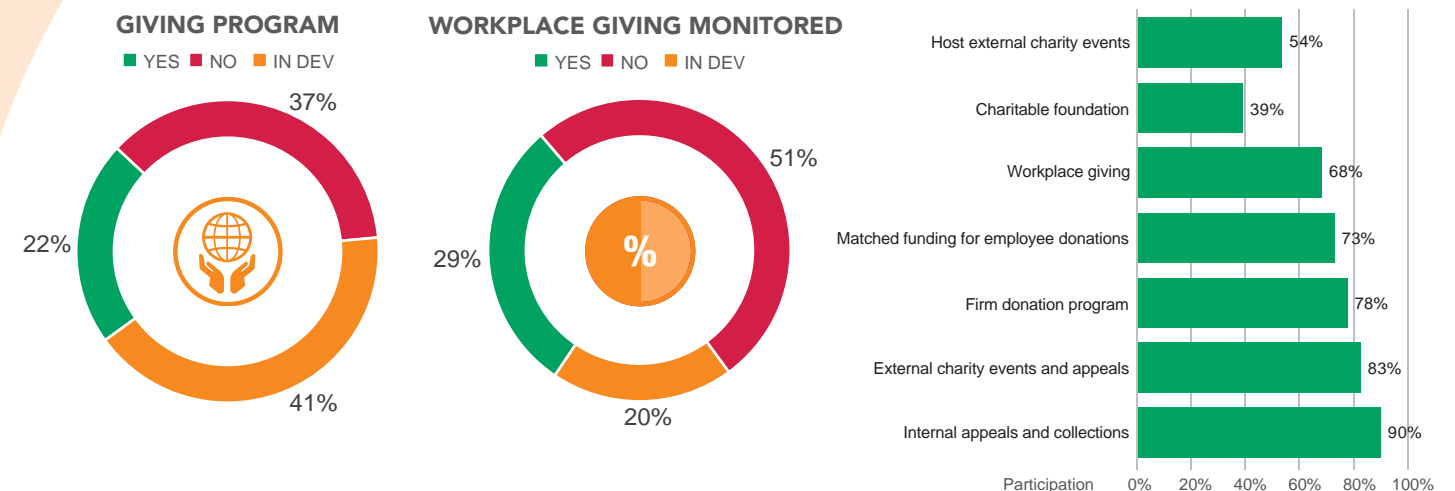
Read the  
detailed  
2022 Non-Legal  
Volunteering  
Spotlight  
here.

## Indigenous Reconciliation



Read the  
detailed  
2022 Indigenous  
Reconciliation  
Spotlight  
here.

## Giving



Read the  
detailed  
2022 Giving  
Spotlight  
here.





# MEMBER RESULTS 2023

## Environment

*Law firm's stakeholders including clients, staff and regulators have a growing awareness and interest in businesses' environmental performance and commitments.*

This year we note that many law firms have begun to welcome staff back to the office following high levels of remote working and that most interstate, state and international air travel restrictions have been removed.

### Greenhouse Gas Emissions

AusLSA member firms' greenhouse gas emissions this year are thirty-eight percent lower than the last full pre-Covid 19 year in 2019. However, in the last 12 months, return to the office and business travel has led to an increase in their gross total greenhouse gas of twenty-seven percent.

Greenhouse gas emissions from business travel make up just under two thirds of law firm's emissions. These emissions increased by 109 percent over the last 12 months driving an overall increase in member's greenhouse gas emissions. However, the current level remains at thirty-nine percent below the pre-Covid 19 baseline. Law firms report that three years of travel restrictions has led to a backlog of business travel demand, leading to a spike in both client and professional-based travel.

Greenhouse gas emissions from electricity made up thirty-four percent of the AusLSA group's greenhouse gas emissions in 2023. Despite higher office occupancy, electricity emissions shrunk by a further 18 percent, after several years of similar reductions. The reduction was due to a combination of continuing energy efficiency measures and a growing total of renewable electricity purchases. Renewable electricity is now thirty-seven percent of total electricity purchased by the group which is an increase of 1,280 percent since 2019.

### Carbon Offsets

In 2023 AusLSA member purchases of voluntary carbon offsets grew to 57,697 tonnes which reduced the groups' net emissions by forty-nine percent.

Offsets and renewable electricity are increasingly in demand as firms implement new action plans to meet greenhouse gas reduction targets.

### Climate Policy and Targets

Firms are developing formal commitments to reduce their climate impacts. Thirty-two percent of firms had a policy in place and a further twenty-two percent were in the process of developing one. Thirty-four percent of firms have committed to greenhouse gas emission targets, while a further twenty four percent were developing them. Twenty-two percent of firms were developing or already had net zero Science Based targets. Formal action plans with objectives, resourcing and accountability are critical elements of climate actions. This year only nineteen percent of firms had action plans in place, but twenty-four were developing them.

### Paper

Paper consumption was another casualty of the return to the office, which despite the continued uptake of digital systems and processes by firms, clients, and courts increased by five percent in 2023. Since the last pre-Covid 19 year in 2019, however paper use has been reduced by a massive 1,394 percent.

During the year Opal, formally Australian Paper, chose to close their production line for copy paper which manufactured the only recycled copy paper in Australia. This decision has impacted adversely on many firms' capacity to source locally produced recycled copy paper, however fortunately this also coincided with a decision to cease the use of native forest timber for their products.

### Waste

Law firms have extensive systems for recycling and reuse of materials with almost all the 173 reporting offices providing recycling systems. Ninety eight percent of offices recycled their paper, ninety five percent separated and recycled their comingled packaging, eighty one percent collected organic waste and ninety three percent recycled or provided reuse options for their computer and other ICT products.

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.

ENVIRONMENTAL  
PERFORMANCE

ELECTRICITY

BUSINESS  
TRAVEL

PAPER USE

RENEWABLE  
ELECTRICITY  
& OFFSETS

RECYCLING  
& WASTE  
MANAGEMENT

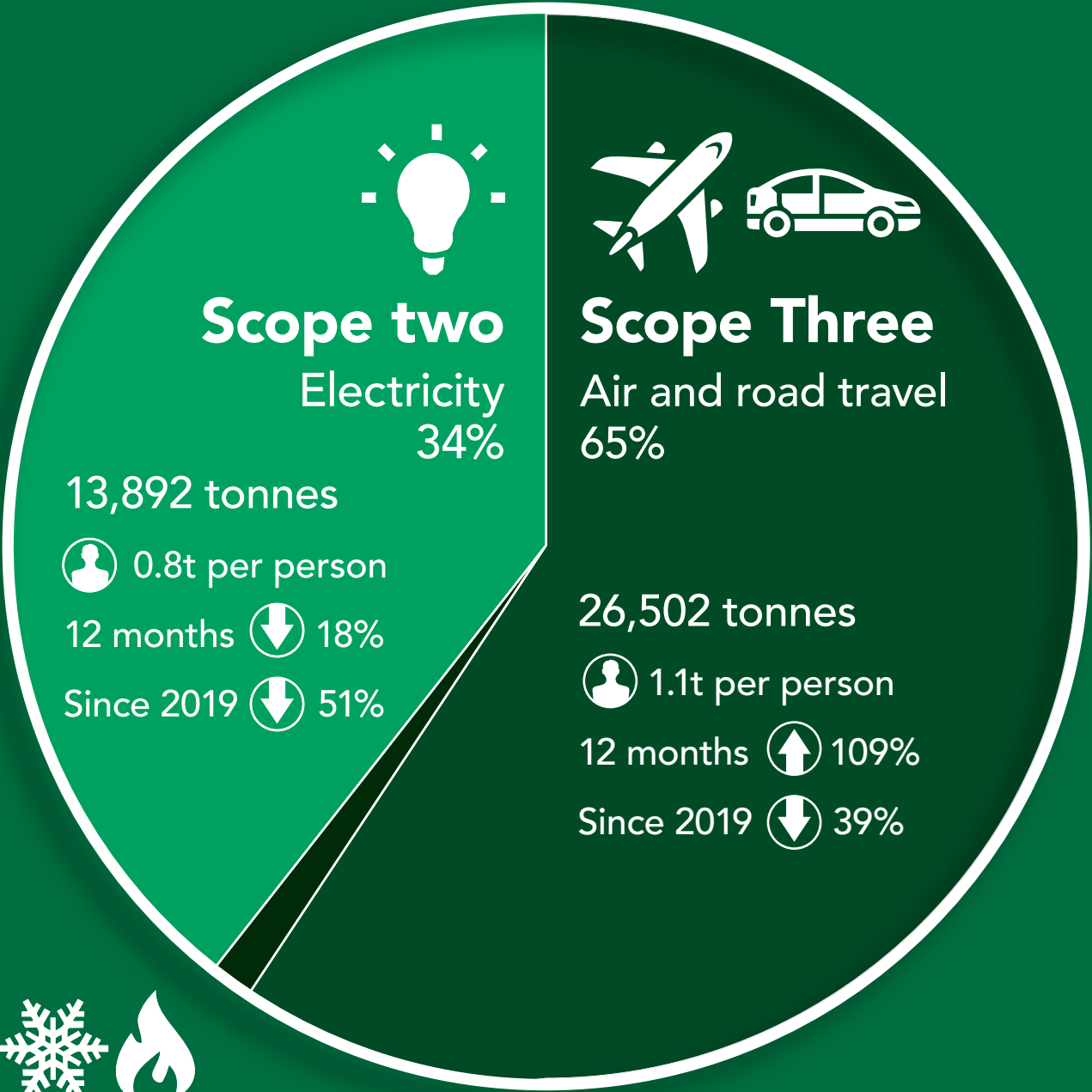
*Read the  
detailed 2022  
Environment  
Spotlight  
here.*



2023 HIGHLIGHTS

Greenhouse Gas Emissions

Total Gross GHG Emissions 40,755 Tonnes  
👤 1.9 tonnes per head | 12 months ⬆️ 27% | Since 2019 ⬇️ 38%



**Scope One** 1%  
Refrigerants and Gas  
354 tonnes GHG

Paper

Paper Consumed  
681,852kg

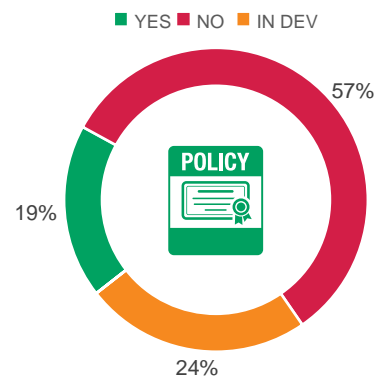
kg per head  
31

LAST 12 MONTHS  
5%

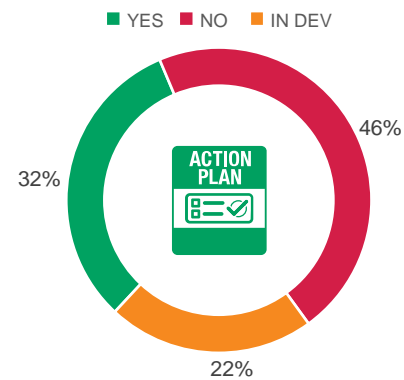


## Climate Action Commitment

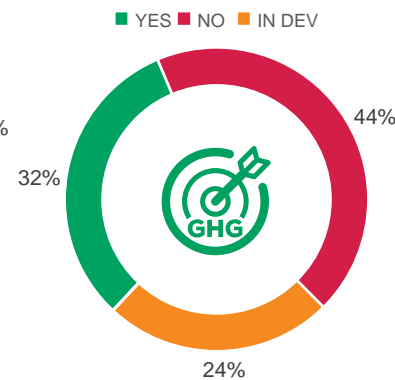
### CLIMATE ACTION PLAN



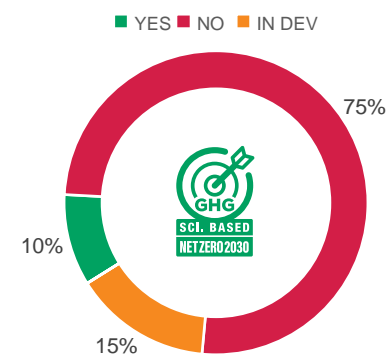
### GREENHOUSE ACTION POLICY



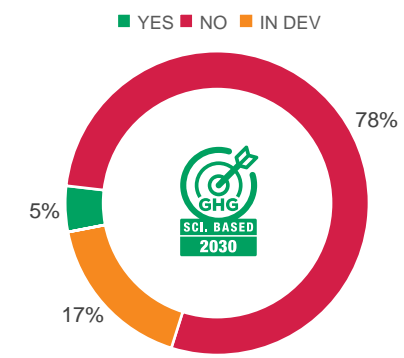
### EMISSION TARGETS



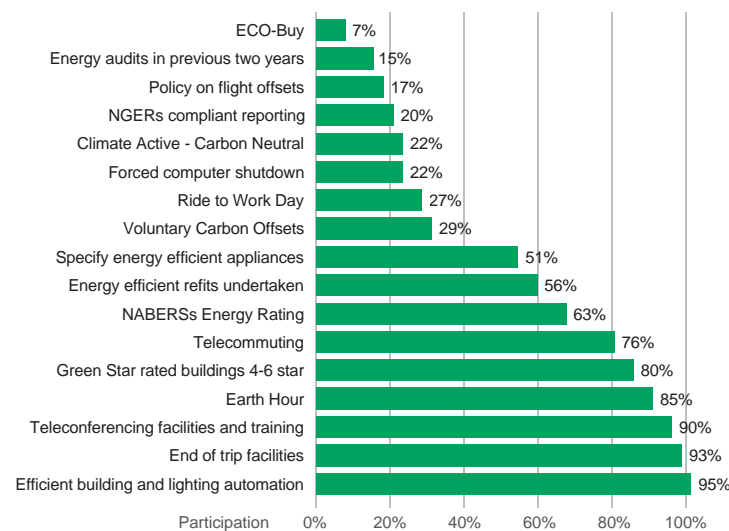
### SCI. BASED TARGET 2030



### SCI. BASED TARGET NET ZERO



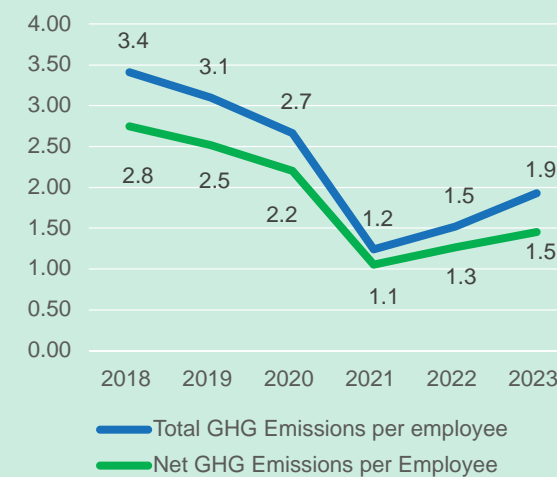
### INITIATIVES



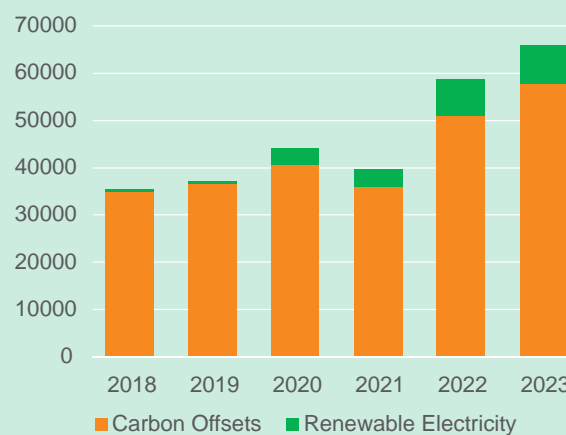
Read the  
detailed  
2022 Climate  
Action  
Spotlight  
here.

## GHG Emissions

### TOTAL GHG EMISSIONS PER EMPLOYEE

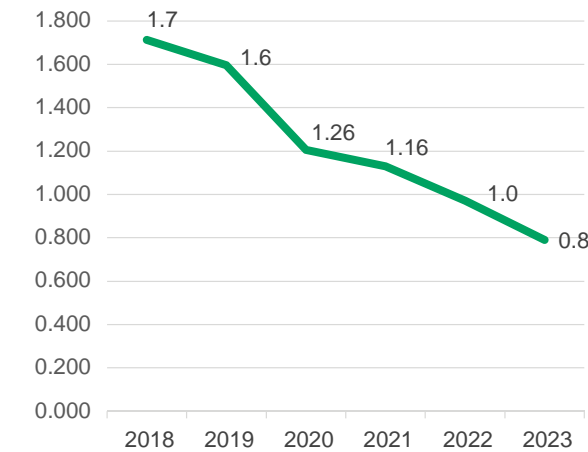


### RENEWABLES AND OFFSETS (TONNES)



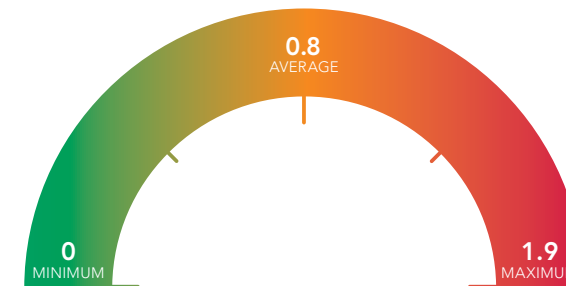
## Electricity Emissions

### ELECTRICITY EMISSIONS PER EMPLOYEE (TONNES)



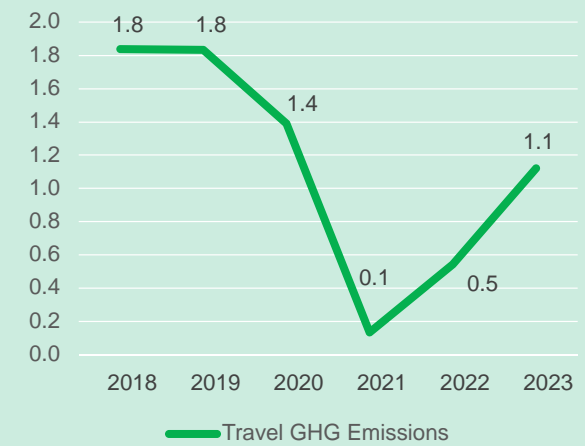
### 2023 ELECTRICITY

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



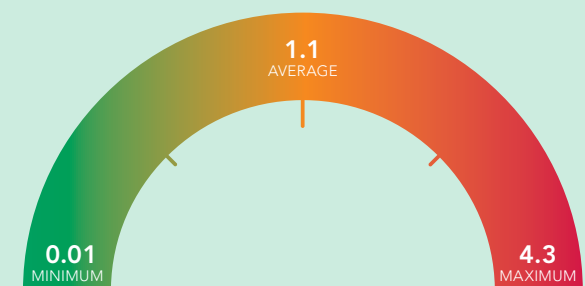
## Travel Emissions

### TRAVEL GHG EMISSIONS (TONNES)



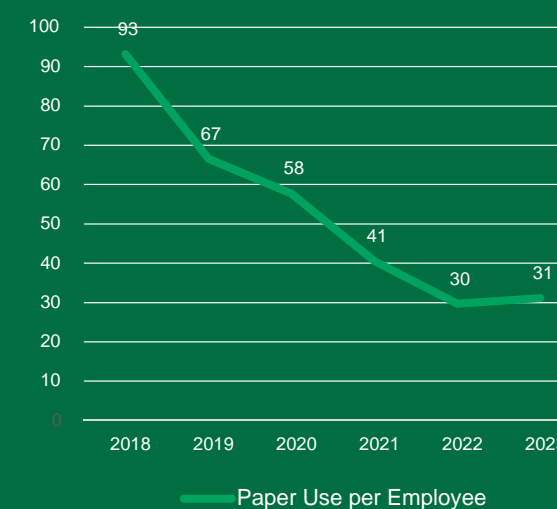
### 2023 TOTAL TRAVEL

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



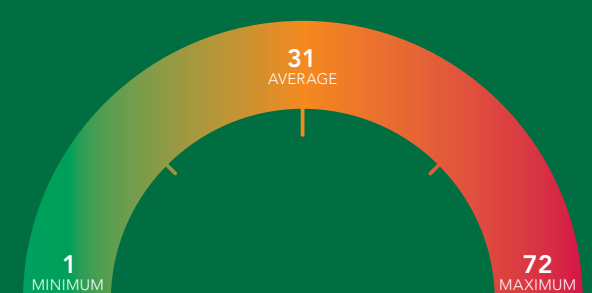
## Paper

### PAPER USE PER EMPLOYEE (KG)



### 2023 PAPER CONSUMPTION

KG per employee for all firms



# MEMBER RESULTS 2023

## Governance

*Good organisational governance is critical a law firm's effective delivery of sustainability policies and commitments.*

### **Sustainability Reporting**

Increasing demands for greater transparency on non-financial performance is permeating businesses around the world. As the level of stakeholder interest in sustainability performance increases, so does the demand for and scrutiny of sustainability reporting.

Despite the continuing interruptions to their businesses and operations, disruption of record access and competing operational priorities, this year, ninety three percent of AusLSA members chose to participate in sustainability reporting, with ninety-five of these publicly providing their sustainability report. However only forty six percent of member firms promoted their AusLSA-produced report on their own websites last year.

Forty-six percent of firms collected, communicated, and published additional sustainability reporting in 2023, and a further five percent were preparing to do so. The most common additional reporting has been ESG reporting followed by the Carbon Disclosure Project reporting, which is an increasing requirement of many listed law clients. Other reporting for external programs this year includes Climate Active, Modern Slavery Statements, the UN Global Compact, and the NSW Sustainability Advantage program.

### **Sustainable Procurement**

The largest portion of any organisation's sustainability impact is hidden in those goods and services used as inputs for its business operations.

The uptake of sustainable supply chain management has grown significantly this year. Eighty percent of firms had sustainable supply

chain programs in place or in development with all these firms applying these standards to their existing suppliers or when establishing new contracts.

Among the firms with sustainable supply chain programs, modern slavery considerations were again the most popular with eighty-eight percent of firms including it in their procurement. The other most popular elements were environmental issues which featured in eighty-five percent of the firm's procurement processes. The inclusion of First Nations people saw sixty-nine percent of firms seeking goods and services from First Nations suppliers.

### **Risk Management and codes of conduct**

A law firm's code of conduct dictates social, ethical, and professional standards and risk management must identify the significant regulatory, financial and reputational risk of not meeting sustainability expectations.

Ninety-seven percent of reporting firms have a specific code of conduct in place that deals with ethics, including bribery, corruption, fraud, workplace bullying, and sexual harassment and the remaining three percent are currently expanding their codes to include all these components. Ninety-seven percent had a documented complaints and grievance mechanism and all AusLSA members, except two, also provide specific training to partners and employees regarding their code.

Ninety-seven percent of firms have developed and operate a formal risk management plan that is reviewed regularly by the leadership team and ninety percent also have a documented Business Continuity Plan with two firms developing one.

*Read the detailed 2022 Governance Spotlight here.*

OUR GOVERNANCE

SUSTAINABILITY  
REPORTING

SUSTAINABLE  
PROCUREMENT

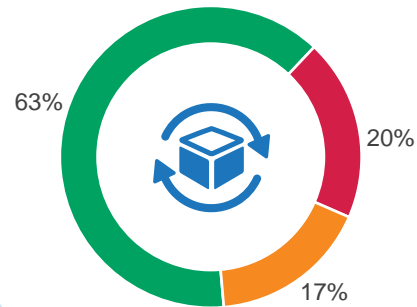
RISK  
MANAGEMENT  
& CODES



## Sustainable Supply Chain Management

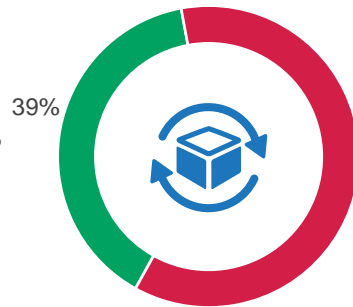
### SSCM FORMAL PROGRAM

■ YES ■ NO ■ IN DEV

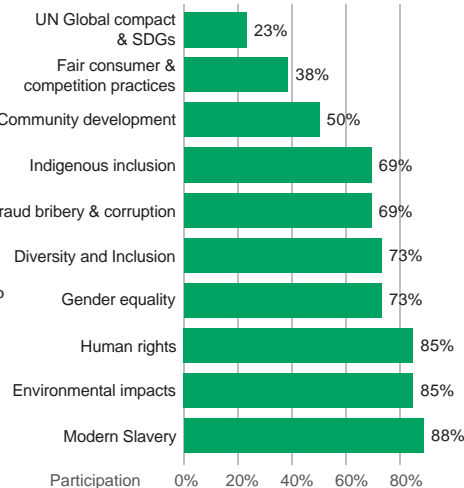


### SUSTAINABILITY IMPACTS OF SERVICES CONSIDERED

■ YES ■ NO



### INITIATIVES

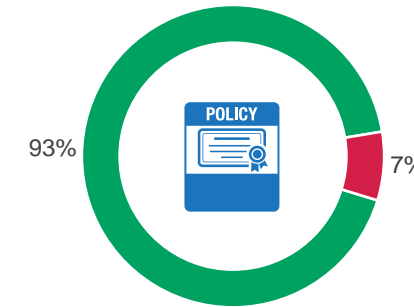


Read the detailed 2022 SSCM Spotlight here.

## Codes of Conduct

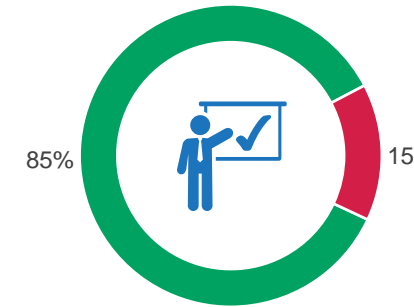
### CODE OF CONDUCT

■ YES ■ NO



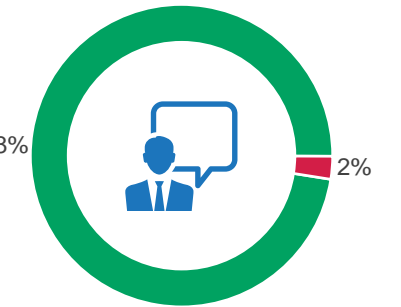
### CODE OF CONDUCT TRAINING

■ YES ■ NO



### COMPLAINTS AND GRIEVANCE MECHANISMS

■ YES ■ NO



Read the detailed 2022 Codes of Conduct Spotlight here.

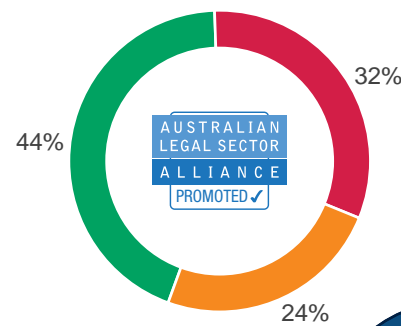


GOVERNANCE

## Sustainability Reporting

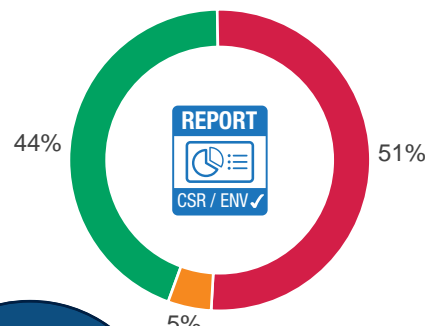
### AUSLSA REPORT PROMOTED

■ YES ■ NO ■ IN DEV



### ADDITIONAL REPORTING UNDERTAKEN

■ YES ■ NO ■ IN DEV



### INITIATIVES

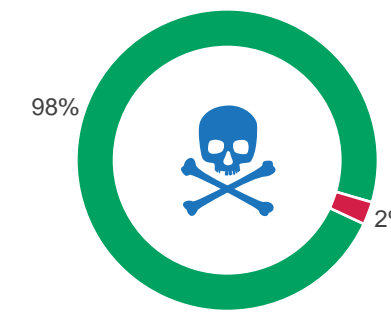


Read the detailed 2022 Sustainability Reporting Spotlight here.

## Risk Management

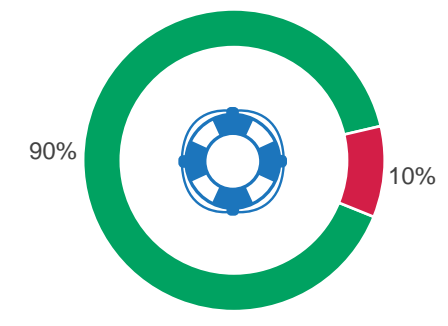
### RISK MANAGEMENT PLAN

■ YES ■ NO



### BUSINESS CONTINUITY PLAN

■ YES ■ NO



Read the detailed 2022 Risk Management Spotlight here.

# EXECUTIVE MEMBER REPORTING

Legend

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

Legend

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



2023 AusLSA  
SUSTAINABILITY  
PROFILE

CLAYTON UTZ

Clayton Utz  
Headcount: 1,334 (FTE)  
Floor Area: 35,386m2  
Number of Offices: 6

Clayton Utz is a leader in legal services, bringing together teams of smart, committed and collaborative lawyers to guide our clients to the right solution and bring value to their businesses. We are much more than our commercial client work. We have a genuine and substantial commitment to environmental sustainability, community, diversity & inclusion, and pro bono. We are a founding member of AusLSA. We have been awarded in Australia's Top 40 Best Workplaces to Give Back for four years. We are a WGEA Employer of Choice for Gender Equality and the first law firm to become an Australian Workplace Equality Index Platinum Employer, reflecting our long-term leadership in LGBTIQ inclusion. With FY23 being the 8th year in a row that we have averaged 50 pro bono hours per lawyer, pro bono is an entrenched part of our lawyers' everyday practice.



BACK TO  
NAVIGATION



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

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

Sustainable high performing workforce - Utilising technology to design our future workforce and attract the best people to our firm.

Engaging people, experience, and culture - Regularly listening to and surveying our people to make sure we understand what we're doing well and where we could improve.

Talent and career management - Continuously reviewing our talent management frameworks to support our people's performance, development and growth, and recognise their contributions.

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

Health and wellbeing - Holistic health, safety and wellbeing program that aims to help our people live a healthier lifestyle across all aspects of wellbeing, integrate wellbeing into their day-to-day experience, and bring together all wellbeing initiatives into one accessible program.

Diversity and inclusion - Regularly updated strategy that covers gender, flexibility, LGBTIQ inclusion, cultural diversity, and disability. We educate our leaders and encourage participation in internal interest groups.

GENDER  
EQUALITY



INITIATIVES:

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

INCLUSIVE  
WORKPLACE

INITIATIVES:

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias
- Membership - Aust Network On Disability • Staff Surveys - D&I • Managing Partners Diversity Forum • Membership - Pride in Diversity • Training - LGBTQ+ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • World Aids Day
- Internal LGBTQ+ networks or committees • Pro bono support • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness • Gender pronouns promotion
- Trans Awareness Week • Pride March • Gender affirmation policy
- InterFirm events • AWEI award

FLEXIBLE  
WORKPLACE

INITIATIVES:

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

PSYCHOLOGICAL  
WELLBEING

INITIATIVES:

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

PHYSICAL  
WELLBEING

INITIATIVES:

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



OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

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

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

In FY23, the firm met over 60% of its electricity needs from renewable sources through the purchase of 100% renewable electricity for its Sydney, Melbourne, and Canberra offices.



CLIMATE  
ACTION



INITIATIVES:

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

GROSS EMISSIONS

2,768t - 2.1t per employee

BUILDINGS



713t

26%

TRAVEL



2,055t

74%

CARBON  
OFFSETS &  
RENEWABLES



NET EMISSIONS

0t - 0t per employee

ENVIRONMENTAL  
MANAGEMENT



INITIATIVES:

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

RECYCLING  
OFFICES



% office availability

PAPER  
USAGE



INITIATIVES:

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

PAPER CERTIFICATION:

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



OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

Pro bono work is fundamental to who we are as a firm and is an entrenched part of our lawyers' everyday practice. In FY23, we provided 49,423 pro bono hours, averaged at 57.6 pro bono hours per lawyer, acted for 759 people, advised 921 more and 282 NFPs.

The firm continued our established community partnerships with over 18 charities across the country to address disadvantage and facilitate access to justice. In FY23, we celebrated 20 years of Community Connect and the Clayton Utz Foundation. Over 20 years, our Foundation has donated over \$13.9 million, and our people have fundraised over \$2.2 million. In FY23 we continued to connect our people and put their resources, skills and enthusiasm to use. The Clayton Utz Foundation donated over \$632,700 to 44 charities, and our people fundraised \$153,000.

We are developing First Nations cultural capability across our people and practice. We are committed to cultural safety, removing barriers, and meeting the cultural needs of our people and workplace. This year the firm launched the First Nations Traineeship which saw 5 Trainees commence their careers in our Sydney, Brisbane, and Melbourne offices. The firm also procured over \$429,800 in goods and services from First Nations owned businesses.



INDIGENOUS  
RECONCILIATION



INITIATIVES:

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

NON LEGAL  
VOLUNTEERING



INITIATIVES:

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

CHARITABLE  
GIVING



INITIATIVES:

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

LEGAL  
PRO BONO



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



Click for further information from AusLSA:



OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

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

Our approach to risk and governance is set out in our Risk Appetite Statement and Risk Management Framework. Risk Appetite is embedded through our key policy documents including our 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 genuine commitment to D&I. In particular, we were awarded the status of WGEA Employer of Choice for Gender Equality (2014-22) and AWEI LGBTIQ Inclusion Platinum Employer status for 2022.

We also have a Cyber Security Board which oversees our approach to information security. We are whole of firm ISO27001 certified as assessed by SAI Global. 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



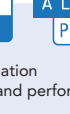
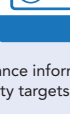
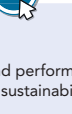
SUSTAINABLE SUPPLY  
CHAIN MANAGEMENT



SUPPLIER STANDARDS COVER:

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

SUSTAINABILITY  
REPORTING



REPORTING COVERS:

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



2023 AusLSA  
SUSTAINABILITY  
PROFILE



**DLAPiper**  
**Headcount:** 535 (FTE)  
**Floor Area:** 14,751m2  
**Number of Offices:** 4

DLA Piper is a global law firm operating on every continent.

We're fulfilling our vision to be the leading global business law firm – entrepreneurial, innovative and a trusted business partner to our clients around the world.

As a global law firm that's making business better in Australia, we've done a vast amount of client work across the ESG spectrum over the past year. Whether that's working with clients to address greenwashing risks or developing climate litigation mitigation strategies, working on modern slavery reviews and compliance programmes, or conducting large-scale sustainable supply chain projects.

We're committed to supporting our clients in their transition to net zero and to establish robust and transparent environmental and social governance mechanisms.

Sustainability is a strategic priority for the firm. We will continue to support our clients to transition to, and thrive in, a more sustainable future, as we continue to integrate sustainability into our own operations.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

DEI, Health and Wellbeing, and Nurturing Talent were at the top of our material issues list in our recent materiality assessment.

Prioritising Diversity, Equity, and Inclusion (DEI) helps us create an inclusive and diverse workforce, bringing together colleagues with different perspectives, backgrounds, and experiences. This diversity enhances creativity, innovation, and problem-solving capabilities, leading to better client outcomes.

We'll be launching our fourth Reconciliation Action Plan; this plan will continue to drive the firm's commitment to reconciliation and support of the Uluru Statement from the Heart.

We also refreshed our parental leave policy, pregnancy loss policy and compassionate leave policy in Australia. All these policies are now inclusive and do not differentiate between birthing and/or non-birthing parents.

We also recently introduced a Gender Affirmation Policy and Guidelines. Our policy is built upon the principles of respect, dignity, and equality, seeking to support and protect the rights and wellbeing of individuals with a trans or gender diverse experience.

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

Climate change is a material issue for DLA Piper, and we're committed to doing our part to limit global warming to 1.5°C above pre-industrial levels both through a credible programme of operational decarbonisation and by helping our clients transition to, and thrive in, a more sustainable future. We have science-based targets in place to halve our emissions by 2030 and to achieve net zero carbon emissions across all three scopes by 2040.

We are developing a methodology to measure the impact of our client advice on the Paris Agreement goals and developing our climate transition plan.

Biodiversity and climate change are closely interrelated, therefore it's important for us to understand broader biodiversity impacts and challenges as well as support our clients to navigate biodiversity-related challenges.

We also recognise that climate change is not only an environmental problem, but also a social one. It's important that the world transitions to a low carbon world in a way that's inclusive and equitable, avoiding benefiting some people at the expense of others.

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

Our focus is on using our legal skills to make society a more sustainable, stable, and equal place, diversifying the legal profession, and ensuring that all parts of our operations support positive societal transformation.

Understanding our social footprint and shaping our action accordingly is an ongoing process. We're continuing to build our knowledge so we can focus on the areas where we can make the biggest difference and maximise our impact over the long term.

Our investment focuses on areas where we have the most resources and expertise, and which most affect our sector, our communities, and our people.

These include:

- increasing access to education and opportunity in the legal profession
- promoting social justice and capacity building through legal advice.

We are now also monitoring and reporting our societal impact in line with the B4SI framework which helps us to understand the impact of our investments in community.

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

The Board is responsible for oversight of strategies and policies, including those related to economic, environmental, and social topics. The Board is responsible for setting the firm's strategy, vision and values and the Executive is responsible for developing these, engaging with relevant stakeholders, including the Board, during the process.

The Managing Partner reports at least half-yearly to the Board on progress against the firm's Sustainability and ESG strategy and ambitions.

Additionally, the Board holds two strategy sessions jointly with the Executive each year, which include coverage of Sustainability and ESG-related topics.

This year we launched a new supplier management platform which will allow us to deeply understand our supply chain, mitigating modern slavery, and uplifting diverse businesses.

**GENDER EQUALITY** **POLICY** **PUBLISHED** ✓

**30% FEMALE** **59% FEMALE** **74% FEMALE** **71% FEMALE**

**INITIATIVES:**

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

**INCLUSIVE WORKPLACE** **POLICY** **PUBLISHED** ✓ **POLICY** **PUBLISHED** ✓

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Membership - DCA • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Membership - Aust Network On Disability
- Staff Surveys - D&I • Managing Partners Diversity Forum • Membership - Pride in Diversity • Training - LGBTQ+ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ+ networks or committees
- Pro bono support • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness • Gender pronouns promotion • Trans Awareness Week • Pride March
- Mardi Gras • Midsumma • Gender affirmation policy • InterFirm events
- AWEI award • Stonewall top Global Employer

**FLEXIBLE WORKPLACE** **POLICY** **PUBLISHED** ✓

**26 WEEKS** **25 WEEKS** **90%**

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING** **POLICY** **PUBLISHED** ✓

**INITIATIVES:**

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

**PHYSICAL WELLBEING** **POLICY** **PUBLISHED** ✓

**INITIATIVES:**

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

**CLIMATE ACTION** **GHG** **SCI, BASED 2030** **GHG** **IMPROVEMENT TARGET** **ACTION PLAN** **PUBLISHED** ✓ **POLICY** **PUBLISHED** ✓

**INITIATIVES:**

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

**GROSS EMISSIONS**  
3,034t - 5.7t per employee

**BUILDINGS** 24% 0.005% 0.15% 725t 24%

**TRAVEL** 0.005% 75% 0.71% 2,309t 76%

**CARBON OFFSETS & RENEWABLES** 0% 0%

**NET EMISSIONS**  
3,034t - 5.7t per employee

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

**INITIATIVES:**

- Office green teams • Sustainability Advantage (NSW) • CitySwitch Green Office

**RECYCLING OFFICES** 99% 99% 100% 99% % office availability

**PAPER USAGE** 14,695 36% 2,222 employees 100% recycled content

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

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

**INDIGENOUS RECONCILIATION** **POLICY** **PUBLISHED** ✓ **RAP** **STRETCH ACTION PLAN LEVEL**

**INITIATIVES:**

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week
- National Reconciliation Week • Internships and employment • Scholarships and student mentoring • First Nations Procurement • Pro bono support
- Collaboration for reconciliation • Funding and donations • Indigenous Business Month • Indigenous Literacy Day • Supply Nation Membership • CareerTrackers participation

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

**INITIATIVES:**

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

**CHARITABLE GIVING** **PROGRAM** **CORP. GIVING**

**INITIATIVES:**

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

**LEGAL PRO BONO** **STRATEGY** **PUBLISHED** ✓ **PRO BONO CENTRE TARGET**

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

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

**CODE OF CONDUCT /RISK MANAGEMENT** **POLICY** **PUBLISHED** ✓

**INITIATIVES:**

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

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT** **POLICY** **PUBLISHED** ✓

**INITIATIVES:**

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

**SUPPLIER STANDARDS COVER:**

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

**SUSTAINABILITY REPORTING** **REPORT**

**REPORTING COVERS:**

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





2023 AusLSA  
SUSTAINABILITY  
PROFILE



**Gilbert + Tobin**  
**Headcount:** 886 (FTE)  
**Floor Area:** 14,569m2  
**Number of Offices:** 4

Gilbert + Tobin is a leading Australian corporate law firm, advising clients on their most significant corporate transactions, regulatory matters and disputes. From our offices in Sydney, Melbourne and Perth, we provide commercial and innovative legal solutions for ASX 100 leading companies, major infrastructure and services providers as well as government and public authorities across Australia and around the world. We are committed to outstanding corporate citizenship and have taken a leading position on ESG issues since our inception in 1988. Our pro bono practice has proud track record and we champion important causes, such as marriage equality and reconciliation with Australia's Indigenous peoples, including strong support for the Aboriginal and Torres Strait Islander voice to parliament.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

Gilbert + Tobin is an egalitarian organisation committed to the growth and development of our people. We embrace change with enthusiasm and are committed to 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, equity and inclusion is an integral part of our culture and the way we work. We strive to lead the legal industry in gender diversity, with 37% female partners as of 30 June 2023. In working towards at least 40% of each gender at partnership, 50%+ of internal partner promotions were women in the last few years. We substantially enhanced parental leave benefits including removing the primary/secondary categories and allowing leave to be taken within two years of birth to encourage leave by both parents.

Our flexibility arrangements are customised by group and role to enable true flexible working. Our commitment to inclusion starts at the top - we are proud that our founding partner and chairperson (from 1 July 2023), Danny Gilbert, is co-chair of the Cape York Partnership taking a leading role in promoting the Aboriginal and Torres Strait Islander Voice to parliament.



**GENDER EQUALITY**

**INITIATIVES:**

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

**37% FEMALE PARTNERS** **55% FEMALE LEGAL STAFF** **72% FEMALE NON-LEGAL STAFF** **60% FEMALE SENIOR PROMOTIONS**

**INCLUSIVE WORKPLACE**

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias
- Membership - Aust Network On Disability • Staff Surveys - D&I • Membership - Pride in Diversity • IDAHOBIT • Wear it Purple Day • Internal LGBTQ+ networks or committees • Pro bono support • External LGBTQ+ programs hosting
- Gender affirmation policy

**FLEXIBLE WORKPLACE**

**INITIATIVES:**

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

**26 WEEKS PAID PARENTAL LEAVE PRIMARY CARER** **26 WEEKS SECONDARY CARER** **98% RETURN TO WORK AFTER PARENTAL LEAVE**

**PSYCHOLOGICAL WELLBEING**

**INITIATIVES:**

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

**PHYSICAL WELLBEING**

**INITIATIVES:**

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

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

Gilbert + Tobin is committed to outstanding corporate citizenship. This means we take responsibility for the environmental impacts of our business, particularly in relation to climate and biodiversity.

We have been on the pathway to net zero for over a decade. We began comprehensively measuring, offsetting and publicly reporting our GHG emissions in FY2018 through the Australian Government "Climate Active" carbon neutral program. Our GHG emissions have decreased 64% over the four years between FY2018 and FY2022, driven by the firm eliminating scope 2 emissions by becoming 100% renewable in FY2020. Gilbert + Tobin maintains Climate Active carbon neutral organisation and service certifications as part of our strategy to mitigate emissions on the path to net zero. We purchase Australian Carbon Credit Units (ACCU), Verra CCB carbon credits and renewable energy to offset our scope 3 emissions. As Gilbert + Tobin has negligible scope 1 emissions and has eliminated scope 2 emissions, our focus is on the more than 99% of our emissions that are in scope 3.

We have undertaken net zero modelling under the SBTi Corporate Net Zero Standard and are currently researching and developing an emissions reduction strategy that aligns, as much as possible, with the model.



**CLIMATE ACTION**

**INITIATIVES:**

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

**GROSS EMISSIONS**  
1,300t - 1.5t per employee

**BUILDINGS** 0% 0.12% 0.50% 8.0t 0.61%

**TRAVEL** 0% 95% 4.8% 1,292t 99%

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

**NET EMISSIONS**  
0t - 0t per employee

**ENVIRONMENTAL MANAGEMENT**

**INITIATIVES:**

- Office green teams • CitySwitch Green Office

**AEMS CERTIFIED** ENVIRONMENTAL MANAGEMENT SYSTEM (EMS) AEMS CERTIFICATION

**RECYCLING OFFICES**

% office availability

**PAPER USAGE**

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

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

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

Gilbert + Tobin'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 FY2023, we completed 30,793 hours of pro bono work - an average of 57 hours per lawyer, conservatively valued at over \$17 million.

We engage with First Nations communities through our reconciliation work, which focuses on cadetships for First Nations law students, career development for First Nations lawyers, procurement from First Nations businesses, mentoring for First Nations students and anti-racism. We are public proponents of the Uluru Statement from the Heart and the campaign for an Aboriginal and Torres Strait Islander Voice to Parliament. We support organisations that work to empower First Nations people, including the North Australian Aboriginal Justice Agency, Cape York Partnership, Ngak Min Health Service, Women's Justice Network, Shine for Kids, The Hello Initiative 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**

**INITIATIVES:**

- Cultural awareness training • NAIDOC Week • National Reconciliation Week
- Internships and employment • Scholarships and student mentoring
- First Nations Procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations
- Indigenous Business Month • Supply Nation Membership

**NON LEGAL VOLUNTEERING** **7.0%**

**INITIATIVES:**

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

**CHARITABLE GIVING** **6.0%**

**INITIATIVES:**

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

**LEGAL PRO BONO**

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

Click for further information from AusLSA:

**STRATEGY**

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

Gilbert + Tobin has a board responsible for overall firm governance. Our board currently has 47% women representation. The board meets monthly and all operational groups submit monthly reports. G+T also has a Corporate Social Responsibility Committee, Pro Bono Committee, Risk Committee and People Leaders Group which govern their respective areas and report into the Board. G+T conducts quarterly operations compliance reviews to test and report on internal processes and activities.

**CODE OF CONDUCT /RISK MANAGEMENT**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**SUSTAINABILITY REPORTING**

**REPORTING COVERS:**

- Website - ESG commitments information • Website - Environmental sustainability commitments information • CDP Reporting

**AUSTRALIAN LEGAL SECTOR ALLIANCE**



2023 AusLSA  
SUSTAINABILITY  
PROFILE

LANDER  
& ROGERS

Lander & Rogers  
Headcount: 634  
Floor Area: 9,089m2  
Number of Offices: 3

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

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



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

We believe an inclusive workplace, where everyone feels valued and can reach their full potential, is fundamental to our success. We have a long history of commitment to health and wellbeing, with a long-established Wellness Committee (launched in 2008) and a MAX Committee (focused on fitness for the mind and body to support work-life balance), as well as an Employee Assistance Program.

In 2020 and 2022 we were named an Employer of Choice for Gender Equality. The firm was recognised for a range of initiatives designed to promote gender equality through pay equity, flexible work practices and tools, gender neutral parental leave opportunities and the promotion of women to positions of leadership. As citation holders, we will continue to work hard to forge a more gender-balanced world, celebrating everyone's inclusion, raise awareness against bias, and always take action for equality.

In response to the challenges of COVID-19, we increased our focus on providing a psychologically and physically safe workplace and enabling our people to feel connected during a time of rapid change and uncertainty. This included rolling out mental health first aid training, for which we have been recognised as a gold-level accredited workplace by Mental Health First Aid Australia.



**GENDER EQUALITY**

**POLICY**  
PUBLISHED ✓

**49% FEMALE**  
PARTNERS

**71% FEMALE**  
LEGAL STAFF

**76% FEMALE**  
NON-LEGAL STAFF

**67% FEMALE**  
SENIOR PROMOTIONS

**INITIATIVES:**

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

**INCLUSIVE WORKPLACE**

**POLICY**  
PUBLISHED ✓

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I • Wear it Purple Day • Internal LGBTQ+ networks or committees • Pro bono support • External LGBTQ+ programs hosting • Gender pronouns promotion • Mardi Gras • Midsumma

**FLEXIBLE WORKPLACE**

**POLICY**  
PUBLISHED ✓

**26 WEEKS**  
PAID PARENTAL LEAVE  
PRIMARY CARER

**8.0 WEEKS**  
SECONDARY CARER

**97%**  
RETURN TO WORK AFTER PARENTAL LEAVE

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**

**POLICY**  
PUBLISHED ✓

**STAFF SURVEYS**

**INITIATIVES:**

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

**PHYSICAL WELLBEING**

**POLICY**  
PUBLISHED ✓

**STAFF SURVEYS**

**INITIATIVES:**

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

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

Lander & Rogers recognises climate change is having a real and increasing impact on our people, clients and communities. In response, we're acting to preserve our environment for the benefit of future generations. We take our environmental responsibilities seriously and are a certified carbon neutral organisation with a board endorsed net zero target of 2030 across our entire value chain.

By investing in sustainable business practices that reduce our environmental footprint, we're changing the way we operate, but we also seek to positively influence further afield. We champion sustainability and promote innovative responses to climate change for the benefit of us all.



**CLIMATE ACTION**

**GHG IMPROVEMENT TARGET**

**ACTION PLAN**  
PUBLISHED ✓

**POLICY**  
PUBLISHED ✓

**INITIATIVES:**

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

**GROSS EMISSIONS**  
472t - 0.74t per employee

<b>BUILDINGS</b>	0% 0t/m²	0.01% 0.01t	0.27% 0.27t	1.3t 0.29%
<b>TRAVEL</b>	0% 0.71t/employee	95% 0.71t/employee	4.2% 0.03t/employee	471t 100%
<b>CARBON OFFSETS &amp; RENEWABLES</b>	100%	100%		

**NET EMISSIONS**  
0t - 0t per employee

**ENVIRONMENTAL MANAGEMENT**

**POLICY**  
PUBLISHED ✓

**ENV. MANAGEMENT SYSTEM (EMS)**

**AEMS CERTIFIED**  
AEMS EMS CERTIFICATION

**INITIATIVES:**

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

**RECYCLING OFFICES**

100% 100% 100% 100%

% office availability

**PAPER USAGE**

8,066  
t/2020/employee

39%  
recycled content

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

- Forestry Stewardship Council (FSC) certified

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

In our community engagement program, we are committed to using our skills, resources, rich ecosystems and connections to transform outcomes for others and help create a society in which everyone has an opportunity to thrive. Our focus includes Aboriginal and Torres Strait Islander people and organisations, gender-based violence, forcibly displaced people and influencing positive outcomes for our environment.

Our community engagement initiatives are driven by passionate action, a people-centred approach and are designed to make a positive impact. As a leading Australian law firm, we consider it our responsibility to use our expertise in ways that improve legal outcomes whether by undertaking impactful case work or pursuing systemic change. We are enriched by those we work with, developing long-standing relationships with our partners while embracing new opportunities to collaborate with others.

Our extensive community engagement program encompasses a range of activities including student mentoring, volunteering, work experience, fundraising and dedicated programs designed to overcome barriers faced by identified groups in their employment and artistic careers. At all levels, we take a collaborative approach, recognising the agency and deep cultural knowledge of those we work with in influencing the changes we desire to see.



**INDIGENOUS RECONCILIATION**

**POLICY**  
PUBLISHED ✓

**RAP**  
INNOVATE  
ACTION PLAN LEVEL

**INITIATIVES:**

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

**NON LEGAL VOLUNTEERING**

**PROGRAM**  
VOLUNTEERING

**NON-PROFIT BOARD SUPPORT**

**51%**  
PARTICIPATION IN NON LEGAL VOLUNTEERING

**INITIATIVES:**

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

**CHARITABLE GIVING**

**PROGRAM**  
CORP. GIVING

**33%**  
PARTICIPATION IN CORPORATE GIVING

**INITIATIVES:**

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

**LEGAL PRO BONO**

**STRATEGY**  
PUBLISHED ✓

**PRO BONO CENTRE TARGET**

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

**Click for further information from AusLSA:**

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

At Lander & Rogers we value authenticity, connection, and innovation, with a strong commitment to care for our people, clients and community. We are committed to creating a positive and lasting impact on our people, clients and the community and to conducting business in an honest, fair and transparent manner.

Under our Risk & Compliance Framework we identify and assess key risks to the firm in delivering on our strategic objectives. We then develop firmwide policies procedures and compliance programs to manage key risks.

We have a Supplier Code of Conduct for all suppliers of goods and services.

In 2022 we became a signatory to the United Nations Global Compact (UNGC) and we are embedding its ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption into our policies, processes and programs. This will assure key internal and external stakeholders that we develop, implement and disclose responsible business practices.

**CODE OF CONDUCT /RISK MANAGEMENT**

**POLICY**  
PUBLISHED ✓

**COMPLAINTS & GRIEVANCE MECHANISM**

**RISK MANAGEMENT PLAN**

**BCP OR ERP**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**FEDERAL LEGISLATION PARTICIPATION**

**SUSTAINABILITY REPORTING**

**REPORT**

**AUSTRALIAN LEGAL SECTOR ALLIANCE**  
PROMOTED ✓

**REPORTING COVERS:**

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





2023 AusLSA SUSTAINABILITY PROFILE

Maddocks

Maddocks Headcount: 660 (FTE) Floor Area: 11,680m2 Number of Offices: 3

Maddocks - the modern Australian law firm provides premium legal services to public and private corporations, governments and individuals throughout Australia and internationally. Our mission is to make a difference for clients, the communities in which we operate and each other. We are known for our collaborative approach and high service standards and for being accessible, transparent and responsive to our client's commercial needs. It is why some of our client relationships go back more than 100 years. With offices in Melbourne, Sydney and Canberra, we advise clients with a particular focus on infrastructure, education, government, healthcare and technology sectors, offering experts in over 30 areas of law. We also provide specialist expertise, including dispute resolution & litigation, mergers & acquisitions, equity capital markets, banking, employment and safety, financial services, franchising and insolvency. Our service is based on a deep understanding of our clients' legal requirements in the context of their business objectives. We're highly regarded for exceptional, practical legal services that genuinely add value. Our culture is built on a foundation of five core values that are promoted across the firm. These values are: Integrity, Stewardship, Collaboration, Commitment to doing things better and Respect for the individual and diversity.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Maddocks has received the Employer of Choice for Gender Equality Citation from the Workplace Gender Equality Agency every year since 2004. Maddocks was recognised as a Bronze Employer in the Australian Workplace Equality Index's 2022 LGBTQ Inclusion Awards. Our newly named Maddocks Gender Equality Network, Pride and CALD groups are an important part of our culture and for the second year in a row worked together to run March for Inclusion month where attention was focused on gender, sexual orientation, culture and Indigenous inclusion through the delivery of a wide range of events including International Women's Day and the International Day for the Elimination of Racial Discrimination. 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 focus areas.

At Maddocks our learning programs focus on building future skills and capabilities of our people. In FY2023, Maddocks was named a 2023 Excellence Awardee for Employee of Choice (100-999 Employees) in this year's Australian HR Awards, recognised for its achievements in leadership, innovation and firm initiatives over the past 12 months. Maddocks was also named as an Australasian Lawyer 5-Star Employer of Choice 2022.

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Maddocks seeks to lead by example through the adoption, implementation and continued monitoring of environmentally sustainable practices. During FY2023, 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.

Maddocks has sought to reduce its environmental footprint by locating its premises in 4-6 Green star rated buildings. The firm also undertook activities in connection with international Earth Day.



OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Pro Bono is an integral part of our work at Maddocks and allows us to give back to the communities in which we live and work. The focus of our pro bono work includes the areas of homelessness, mental health, assisting refugees, Aboriginal and Torres Strait Islanders and Not for Profits. The pro bono community we support comprise those organisations working for the public good as well as individuals who cannot get access to justice without legal assistance.

Across the Maddocks team, we aim to create social and economic benefits for these communities through our pro bono work, the Maddocks Foundation, the promotion of ethical procurement, and through the volunteering of our employees' time and skills. In FY23 total pro bono hours reached 10,402, equating to 27.6 pro bono hours for every full time lawyer.

Maddocks is also a signatory to the National Pro Bono Target. In FY23, 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 \$12,000 to fund 6 projects. Maddocks also provided \$135,000 to 9 charities through the Maddocks Foundation



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.

**GENDER EQUALITY**

**POLICY**

**38% FEMALE** PARTNERS **58% FEMALE** LEGAL STAFF **79% FEMALE** NON-LEGAL STAFF **46% FEMALE** SENIOR PROMOTIONS

**INITIATIVES:**

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

**INCLUSIVE WORKPLACE**

**POLICY** **POLICY**

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Membership - Aust Network On Disability • Staff Surveys - D&I • Membership - Pride in Diversity • Training - LGBTQ+ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ+ networks or committees • Pro bono support • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness • Gender pronouns promotion • Pride March • Mardi Gras • Midsumma • Gender affirmation policy • InterFirm events • AWEI award

**FLEXIBLE WORKPLACE**

**POLICY**

**20 WEEKS** PAID PARENTAL LEAVE PRIMARY CARER **20 WEEKS** SECONDARY CARER **92%** RETURN TO WORK AFTER PARENTAL LEAVE

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**

**POLICY**

**INITIATIVES:**

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

**PHYSICAL WELLBEING**

**POLICY**

**INITIATIVES:**

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

**CLIMATE ACTION**

**INITIATIVES:**

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

**GROSS EMISSIONS**  
933t - 1.4t per employee

**BUILDINGS** 70% 0.14% 1.2% 662t 71%

**TRAVEL** 0.26% 27% 1.4% 271t 29%

**CARBON OFFSETS & RENEWABLES** 0% 0%

**NET EMISSIONS**  
933t - 1.4t per employee

**ENVIRONMENTAL MANAGEMENT**

**POLICY**

**INITIATIVES:**

- World Environment Day

**RECYCLING OFFICES**

100% 100% 100% 100%

% office availability

**PAPER USAGE**

19,033 41%  
pages recycled

**INITIATIVES:**

- Paperlite office program • Follow me printing

**PAPER CERTIFICATION:**

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

**INDIGENOUS RECONCILIATION**

**POLICY** **RAP**

**INITIATIVES:**

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

**NON LEGAL VOLUNTEERING**

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

**INITIATIVES:**

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

**CHARITABLE GIVING**

**PROGRAM** **CORP. GIVING**

**INITIATIVES:**

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

**LEGAL PRO BONO**

**STRATEGY** **PRO BONO CENTRE TARGET**

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

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

**CODE OF CONDUCT /RISK MANAGEMENT**

**POLICY**

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

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**MODERN SLAVERY PROGRAM** **FEDERAL LEGISLATION PARTICIPATION**

**SUSTAINABILITY REPORTING**

**AUSTRALIAN LEGAL SECTOR ALLIANCE** **PROMOTED**

# 2023 AusLSA SUSTAINABILITY PROFILE

## NORTON ROSE FULBRIGHT

**Norton Rose Fulbright**  
**Headcount:** 899 (FTE)  
**Floor Area:** 21,699m2  
**Number of Offices:** 5

Norton Rose Fulbright provides a full scope of legal services to the world's preminent corporations and financial institutions. The global law firm has more than 3,000 lawyers advising clients across more than 50 locations worldwide, including London, Houston, New York, Toronto, Mexico City, Hong Kong, Sydney and Johannesburg, covering Europe, the United States, Canada, Latin America, Asia, Australia, Africa and the Middle East.

With its global business principles of quality, unity and integrity, Norton Rose Fulbright is recognized for its client service in key industries, including financial institutions; energy, infrastructure and resources; technology; transport; life sciences and healthcare; and consumer markets.

Norton Rose Fulbright Verein, a Swiss verein, helps coordinate the activities of Norton Rose Fulbright members but does not itself provide legal services to clients.



## OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Norton Rose Fulbright values diversity, aiming to create a sense of belonging for all. Our Diversity, Equity and Inclusion strategy focuses on 5 pillars: cultural diversity, carers, gender equity, disability confidence and LGBTQ+ Inclusion. In 2023, women partners comprise 31% of our partnership with a strong talent pipeline of women including more than 60% senior women 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 LGBTQ+ inclusion since 2016 and we have been certified as a Family Inclusive Workplace under UNICEF/Parents At Work standards. We have a range of initiatives to ensure we meet our 40:40:20 gender diversity target including a focus on unconscious bias, active inclusion, coaching for senior women, sponsorship and annual gender pay equity reviews.

Our well-established learning and development curriculum strives to enhance our peoples' careers. Global and local opportunities are available for making an impact on corporate social responsibility initiatives including charitable giving and volunteering, pro bono, environmental sustainability and reconciliation. We treat health and well-being with the utmost importance providing numerous avenues for assisting with mental health, resilience, and flexibility regardless of circumstances.



## OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

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

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

We are committed to integrating sustainability best practice into our decision-making and business activities worldwide. We also recognize that our environmental performance is important to our people, clients, suppliers and other stakeholders. We measure our carbon footprint across our global operations and based upon those findings, undertake a strategic review to develop a plan of action on climate change. Our key impacts arise from waste generation, energy use including travel, and resource consumption. We are seeking to minimize these impacts through continual improvement in our environmental performance.

## OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Our Responsible Business program is built upon our Business Principles of Quality, Unity and Integrity, and recognises that we have unique skills and abilities, coupled with both the will and the obligation to make a positive impact in the communities where we live, work and do business.

Our Social Impact program supports our people, our planet and our communities across charitable giving, cause-related activations and volunteering. We participate in our Firms annual Global Charitable Initiative and our commitment to Reconciliation is articulated in our Stretch Reconciliation Action Plan 2022 to 2025.

We are committed to environmentally sustainable practise and to take action on United Nations Sustainable Development Goal 13: Action on Climate Change. We are committed to integrating sustainability best practice into our decisions-making and business activities worldwide.

We support our people to use their vast cross-disciplinary expertise to provide pro bono legal support to those in need in our community by supporting; clients or projects that benefit the environment or increase the use of resources, support individuals with poor mental health or living with disabilities, and protect international human rights. We commit more than 10% of our annual pro bono hours to support Aboriginal & Torres Strait Islander organisations.



## 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 a member 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 look after the firm's policies, procedures and provides quarterly reports to the APC Board and manage the precedent letters of engagement to clients and conflict checks of clients.

**GENDER EQUALITY**  
POLICY  
PUBLISHED ✓

GENDER EQUITY TARGET

**31% FEMALE**  
PARTNERS

**58% FEMALE**  
LEGAL STAFF

**75% FEMALE**  
NON-LEGAL STAFF

**65% FEMALE**  
SENIOR PROMOTIONS

**INITIATIVES:**

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

**INCLUSIVE WORKPLACE**  
POLICY  
PUBLISHED ✓

DIVERSITY

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Membership - DCA • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Membership - Aust Network On Disability
- Staff Surveys - D&I • Managing Partners Diversity Forum • Membership - Pride in Diversity • Training - LGBTQ+ awareness • AWEI survey • IDAHOBIT
- Wear it Purple Day • World Aids Day • Internal LGBTQ+ networks or committees
- Pro bono support • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness • Gender pronouns promotion • Pride March • Mardi Gras
- Midsumma • Gender affirmation policy • InterFirm events • AWEI award

**FLEXIBLE WORKPLACE**  
POLICY  
PUBLISHED ✓

STAFF SURVEYS

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**  
POLICY  
PUBLISHED ✓

STAFF SURVEYS

**INITIATIVES:**

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

**PHYSICAL WELLBEING**  
POLICY  
PUBLISHED ✓

STAFF SURVEYS

**INITIATIVES:**

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

**CLIMATE ACTION**  
POLICY  
IN DEV'T

IN DEV'T

**INITIATIVES:**

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

**GROSS EMISSIONS**  
2,821t - 3.1t per employee

**BUILDINGS**  
0.05t/m²  
41%  
4.4%  
0.10%

1,288t  
46%

**TRAVEL**  
0%  
54%  
0.50%

1,532t  
54%

**CARBON OFFSETS & RENEWABLES**  
0%  
0%

**NET EMISSIONS**  
2,821t - 3.1t per employee

**ENVIRONMENTAL MANAGEMENT**  
POLICY  
PUBLISHED ✓

PUBLISHED ✓

**INITIATIVES:**

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

**RECYCLING OFFICES**

100%  
100%  
100%  
100%

% office availability

**PAPER USAGE**

19,078  
79% recycled content

**INITIATIVES:**

- Follow me printing • Recycled paper purchase specification

**PAPER CERTIFICATION:**

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

**INDIGENOUS RECONCILIATION**  
POLICY  
PUBLISHED ✓

RAP  
STRETCH ACTION PLAN LEVEL

**INITIATIVES:**

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

**NON LEGAL VOLUNTEERING**  
POLICY  
PUBLISHED ✓

NON-PROFIT BOARD SUPPORT

**INITIATIVES:**

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

**CHARITABLE GIVING**  
PROGRAM  
CORP. GIVING

CORP. GIVING

**INITIATIVES:**

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

**LEGAL PRO BONO**  
POLICY  
PUBLISHED ✓

PRO BONO CENTRE TARGET

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

Click for further information from AusLSA:

**CODE OF CONDUCT /RISK MANAGEMENT**  
POLICY  
PUBLISHED ✓

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

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**  
POLICY  
PUBLISHED ✓

BOTH CURRENT AND NEW SUPPLIERS  
MODERN SLAVERY PROGRAM  
FEDERAL LEGISLATION PARTICIPATION

**SUPPLIER STANDARDS COVER:**

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

**SUSTAINABILITY REPORTING**  
REPORT  
PUBLISHED ✓

AUSTRALIAN LEGAL SECTOR ALLIANCE  
PROMOTED ✓

**REPORTING COVERS:**

- CDP Reporting
















# GENERAL MEMBER REPORTING

Legend

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

Legend

<div><div><div>MODERN SLAVERY PROGRAM</div></div><div><div>FEDERAL LEGISLATION PARTICIPATION</div></div></div>	<b>Programs</b> – The firm identifies and reduces modern slavery exposure from procurement
<div><div><div>SUSTAINABLE SUPPLY CHAIN MANAGEMENT</div></div><div><div>NEW SUPPLIERS ONLY</div></div><div><div>BOTH CURRENT AND NEW SUPPLIERS</div></div></div>	<b>Programs</b> – Firms identify and reduce adverse environmental and social impacts from procurement from new Suppliers or both new and existing suppliers
<div><div><div>CODE OF CONDUCT TRAINING</div></div><div><div>COMPLAINTS &amp; GRIEVANCE MECHANISM</div></div><div><div>RISK MANAGEMENT PLAN</div></div><div><div>BCP OR ERP</div></div></div>	<b>Programs</b> – Formal processes are in place for; Risk Management, Code of Conduct, Business Continuity and Complaints and Grievances
<div><div><div>REPORT</div></div><div><div>AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED</div></div></div>	<b>Reporting</b> – Additional sustainability reporting information collected and reported. AusLSA report published by the firm
<div><div><div>71%</div><div>PARTICIPATION IN NON-LEGAL VOLUNTEERING</div></div><div><div>86%</div><div>PARTICIPATION IN CORPORATE GIVING</div></div></div>	<b>Reporting</b> – Program participation measured and reported for non-legal volunteering and giving programs
<div><div>STAFF SURVEYS</div></div>	<b>Reporting</b> – Staff survey information is collected, shared and used in program development
<div><div><div>38% FEMALE</div><div>PARTNERS</div></div><div><div>49% FEMALE</div><div>LEGAL STAFF</div></div><div><div>59% FEMALE</div><div>NON-LEGAL STAFF</div></div><div><div>63% FEMALE</div><div>SENIOR PROMOTIONS</div></div><div>GENDER PROFILE</div></div>	<b>Results</b> – The profile of women in; partner, legal and non-legal roles and annual senior promotions
<div><div><div>26 WEEKS</div><div>PAID PARENTAL LEAVE PRIMARY CARER</div></div><div><div>26 WEEKS</div><div>PAID PARENTAL LEAVE SECONDARY CARER</div></div><div><div>98%</div><div>RETURN TO WORK AFTER PARENTAL LEAVE</div></div></div>	<b>Results</b> – Parental leave provided and rates of return from maternity leave
<div><div><div>53%</div><div>0.01kWh/m<sup>2</sup></div></div><div><div>0.32%</div><div></div></div><div><div>1.3%</div><div></div></div></div>	<b>Results</b> – Greenhouse gas emissions from offices tenancy – Electricity, Gas and Refrigerants
<div><div><div>0.07%</div><div></div></div><div><div>51%</div><div>0.44k/employee</div></div><div><div>2.7%</div><div>0.02k/employee</div></div></div>	<b>Results</b> – Greenhouse gas emissions from travel; Private Car, Plane, and Taxi/Rideshare
<div><div><div>62%</div><div></div></div><div><div>100%</div><div></div></div></div>	<b>Results</b> – Renewable electricity and voluntary carbon offsets purchased
<div><div><div>100%</div><div></div></div><div><div>100%</div><div></div></div><div><div>100%</div><div></div></div><div><div>100%</div><div></div></div></div>	<b>Results</b> – Percentage of offices with recycling programs in place. Paper, Comingles, Organics and ICT Equipment
<div><div><div>32,641</div><div>23k/employee</div></div><div><div>88%</div><div>2k recycled content</div></div></div>	<b>Results</b> – Paper use and recycled content
<div></div>	<b>Further public information</b> – Firm shares information about its different ESG related programs and commitments

2023 AusLSA SUSTAINABILITY PROFILE

ALLEN & OVERY

Allen & Overy  
Headcount: 243 (FTE)  
Floor Area: 5,043m2  
Number of Offices: 3

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

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

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



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

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



**GENDER EQUALITY**

**POLICY**  
PUBLISHED ✓

**15.0% FEMALE**  
PARTNERS

**58% FEMALE**  
LEGAL STAFF

**83% FEMALE**  
NON-LEGAL STAFF

**50% FEMALE**  
SENIOR PROMOTIONS

**INITIATIVES:**

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

**INCLUSIVE WORKPLACE**

**POLICY**  
PUBLISHED ✓

**POLICY**  
PUBLISHED ✓

**INITIATIVES:**

- Recruitment and promotion for D&I
- Internal D&I networks or committees
- Membership - DCA
- External D&I programs and/or forums hosting
- Training - Awareness and unconscious bias
- Staff Surveys - D&I
- Membership - Pride in Diversity
- Training - LGBTQ+ awareness
- AWEI survey
- IDAHOBIT
- Wear it Purple Day
- World Aids Day
- Internal LGBTQ+ networks or committees
- Pro bono support
- Training - LGBTQ+ awareness
- Trans Awareness Week
- Mardi Gras
- InterFirm events
- AWEI award
- Stonewall top Global Employer

**FLEXIBLE WORKPLACE**

**POLICY**  
PUBLISHED ✓

**26 WEEKS**  
PAID PARENTAL LEAVE  
PRIMARY CARER

**26 WEEKS**  
RETURN TO WORK AFTER PARENTAL LEAVE  
SECONDARY CARER

**100%**

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**

**POLICY**  
PUBLISHED ✓

**STAFF SURVEYS**

**INITIATIVES:**

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

**PHYSICAL WELLBEING**

**STAFF SURVEYS**

**INITIATIVES:**

- Ergonomics program
- Proactive health checks
- Flu vaccinations
- Gym memberships
- Wellness awareness and promotion
- Subsidised health insurance
- Onsite fruit and healthy catering

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

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

**CLIMATE ACTION**

**GHG**  
SCI. BASED  
2030

**GHG**  
IMPROVEMENT  
TARGET

**POLICY**  
PUBLISHED ✓

**INITIATIVES:**

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

**GROSS EMISSIONS**  
1,361t - 5.6t per employee

**BUILDINGS**

- 22% 0.06t/m²
- 0% 0t
- 0.08% 0.009t/employee

**TRAVEL**

- 0% 0t
- 78% 0.30t/employee
- 0.16% 0.009t/employee

**CARBON OFFSETS & RENEWABLES**

- 0% 0t
- 0% 0t

**NET EMISSIONS**  
1,361t - 5.6t per employee

**ENVIRONMENTAL MANAGEMENT**

**POLICY**  
PUBLISHED ✓

**ENV. MANAGEMENT SYSTEM (EMS) IN DEVT**

**INITIATIVES:**

- Office green teams

**RECYCLING OFFICES**

**% office availability**

- 100%
- 100%
- %
- 100%

**PAPER USAGE**

**6,386**  
COPIES/EMPLOYEE

**16.0%**  
RECYCLED CONTENT

**INITIATIVES:**

- Recycled paper purchase specification

**PAPER CERTIFICATION:**

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

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Allen & Overy’s social impact programme (encompassing pro bono work and community involvement) uses the skills and time of our people to tackle pressing social issues. We organise our volunteering work around two major themes - social mobility and forcibly displaced people. We apply our resources and experience on both multi-jurisdictional projects and specific needs in local communities. We regularly assist on matters referred through this service, Justice Connect. In WA, we take on referral matters from Law Access, a system designed to allocate pro bono legal assistance to people otherwise without access. Our community and volunteering initiatives include supporting Wayside Chapel, Karrkad Kanjdji Trust, Refugee Advice and Casework Service, The Salvation Army Beacon Centre (a support and accommodation facility for the homeless), Edmund Rice Camp for Kids WA (a non-profit community based organisation serving the needs of ‘at risk’/disadvantaged children), the Kulbardi Aboriginal Centre (supporting their aim to increase Aboriginal and Torres Strait Islander participation in higher education, and the Australian Business and Community Networks’ mentoring programs alongside various other activities selected by staff. Allen & Overy has a global charity partnership that our Australian offices actively support - our current global charity partner is Women for Women International.

**INDIGENOUS RECONCILIATION**

**POLICY**  
PUBLISHED ✓

**RAP**  
REFLECT  
ACTION PLAN LEVEL

**INITIATIVES:**

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

**NON LEGAL VOLUNTEERING**

**PROGRAM**  
VOLUNTEERING

**NON-PROFIT BOARD SUPPORT**

**INITIATIVES:**

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

**CHARITABLE GIVING**

**PROGRAM**  
CORP. GIVING

**INITIATIVES:**

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

**LEGAL PRO BONO**

**STRATEGY**  
PRO BONO CENTRE TARGET

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

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

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

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

Our governance priorities include:

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

**CODE OF CONDUCT /RISK MANAGEMENT**

**POLICY**  
PUBLISHED ✓

**CODE OF CONDUCT TRAINING**

**COMPLAINTS & GRIEVANCE MECHANISM**

**RISK MANAGEMENT PLAN**

**BCP OR ERP**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**POLICY**  
PUBLISHED ✓

**BOTH CURRENT AND NEW SUPPLIERS**

**MODERN SLAVERY PROGRAM**

**SUPPLIER STANDARDS COVER:**

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

**SUSTAINABILITY REPORTING**

**REPORT**

**REPORTING COVERS:**

- Standalone environmental sustainability report



2023 AusLSA SUSTAINABILITY PROFILE

Allens > < Linklaters

Allens Headcount: 1,657 (FTE) Floor Area: 24,858m2 Number of Offices: 4

Allens is a leading international law firm with a long and proud heritage of shaping the future for our clients, our people and the communities in which we work. We are privileged to hold some of the world's longest ongoing client relationships, stretching back more than 170 years, and we're committed to bringing our talent, expertise and insights to continue solving their toughest problems and creating ways forward to help them thrive. From playing a pioneering role in the development of legislation and regulatory frameworks, 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. We see enormous strength in the unique backgrounds and life experiences our people bring to the firm. Our strategy focuses on driving inclusive behaviour, transforming practices and structures, and building 'hearts and minds' commitment across a range of pillars, including gender, parents and carers, LGBTQ+, cultural and social diversity, and flexible work.

We work to create an inclusive, supportive and respectful culture that invites and values diverse people, thinking, approaches and experiences, provides equitable access to resources and opportunities, empowers people to actively engage and contribute, seeks collective input and ownership, purposely fosters safety and belonging and supports people to do their best work.

Allens has four employee network groups who actively foster gender, LGBTQIQ+, cultural and linguistic, and First Nations inclusion.

Allens has been recognised by WGEA as an Employer of Choice for Gender Equality for the past 19 years, we exceeded our target of 35% female partners by 2022, and set a new target of at least 40% female partner representation in 2025, under our 40:40:20 aim: 40% women, 40% men and 20% any gender (women, men or non-binary persons).

### GENDER EQUALITY

POLICY  
PUBLISHED

GENDER EQUITY TARGET

38% FEMALE

PARTNERS

58% FEMALE

LEGAL STAFF

76% FEMALE

NON-LEGAL STAFF

57% FEMALE

SENIOR PROMOTIONS

**INITIATIVES:**

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

### INCLUSIVE WORKPLACE

POLICY  
PUBLISHED

POLICY  
PUBLISHED

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I • Managing Partners Diversity Forum • Membership - Pride in Diversity • Training - LGBTQ+ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • Internal LGBTQ+ networks or committees • Pro bono support • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness • Gender pronouns promotion • Trans Awareness Week • Gender affirmation policy • InterFirm events • AWEI award

### FLEXIBLE WORKPLACE

POLICY  
PUBLISHED

26 WEEKS

PAID PARENTAL LEAVE

PRIMARY CARER

26 WEEKS

SECONDARY CARER

100%

RETURN TO WORK AFTER PARENTAL LEAVE

**INITIATIVES:**

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

### PSYCHOLOGICAL WELLBEING

POLICY  
PUBLISHED

STAFF SURVEYS

**INITIATIVES:**

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

### PHYSICAL WELLBEING

POLICY  
PUBLISHED

STAFF SURVEYS

**INITIATIVES:**

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

### OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

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

We have set a near term science-based target to reduce absolute scope 1, 2 and 3 greenhouse gas emissions by 50 per cent by FY2030, from a FY2019 base year.

Our target has been assessed and approved by the Science Based Targets initiative. We also maintain carbon neutral certification as an organisation for our Australian offices through the Australian Government's Climate Active Carbon Neutral Program.

Our continued efforts to reduce our energy use, greenhouse gas emissions and paper use have included sourcing 100 per cent GreenPower accredited energy for our tenancy electricity in Sydney, Melbourne and Brisbane, energy efficiency specifications for new premises, and the promotion of digital working practices.

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

### CLIMATE ACTION

GHG  
SCI. BASED  
2030

GHG  
IMPROVEMENT  
TARGET

ACTION PLAN  
PUBLISHED

POLICY  
PUBLISHED

**INITIATIVES:**

- Telecommuting • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Earth Hour • Ride to Work Day • End of trip facilities • Climate Active Program • Climate Active - Carbon Neutral • Efficient building and lighting automation • Renewable Electricity • Voluntary Carbon Offsets

**GROSS EMISSIONS**

1,764t - 1.1t per employee

**BUILDINGS**

8.5%  
0.006t/m²

0.12%  
0.004t/m²

1.0%  
0.004t/m²

170t  
9.6%

**TRAVEL**

0.01%  
0.03t/employee

87%  
0.03t/employee

3.4%  
0.04t/employee

1,594t  
90.4%

**CARBON OFFSETS & RENEWABLES**

89%  
0.03t/employee

100%  
0.04t/employee

**NET EMISSIONS**

0t - 0t per employee

### ENVIRONMENTAL MANAGEMENT

POLICY  
PUBLISHED

ENV. MANAGEMENT SYSTEM (EMS)

**INITIATIVES:**

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

### RECYCLING OFFICES

100%

100%

100%

100%

% office availability

### PAPER USAGE

28,369  
1.1kg/employee

47%  
Recycled content

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

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

### OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

Allens' Community Engagement Program includes our pro bono practice, reconciliation commitments, sustainability work and philanthropy. Across our Program, our people contribute their time and expertise to work on pro bono matters and other community initiatives, with a particular focus on improving access to justice, alleviating disadvantage, advancing reconciliation and promoting sustainability. Our history of leadership in pro bono and community work has seen us lead the way on constitutional recognition, climate action and refugee rights. Our Program is overseen by a Community Engagement Board and managed by a dedicated team. Our pro bono practice is an integral part of Allens' legal work. We give free legal assistance to disadvantaged individuals and a range of NGOs to promote access to justice and protect human rights. We aim for an average of at least 50 hours pro bono work per lawyer each year. Allens funds charitable projects that make a real impact and encourages staff involvement with community including through our matched funding program and volunteering. We've had formal commitments to supporting reconciliation since we launched our first Reconciliation Action Plan in 2009. Through First Nations engagement initiatives, Allens creates employment opportunities, builds capacity through staff secondments and supports access to education.

### INDIGENOUS RECONCILIATION

POLICY  
PUBLISHED

**INITIATIVES:**

- Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • First Nations Procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Indigenous Literacy Day • Supply Nation Membership

### NON LEGAL VOLUNTEERING

PROGRAM  
VOLUNTEERING

**INITIATIVES:**

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

### CHARITABLE GIVING

PROGRAM  
CORP. GIVING

**INITIATIVES:**

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

### LEGAL PRO BONO

STRATEGY  
PUBLISHED

PRO BONO CENTRE TARGET

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

Click for further information from AusLSA:

### OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

Allens seeks to maintain the highest ethical standards and does not tolerate discrimination, harassment and bullying in the workplace. Our Respect and fairness policy is supported by a Resolving issues policy and access to a free, independent and confidential counselling service for all staff and their immediate family members. The firm has an Ethics code, an Anti-corruption policy and a Fraud prevention policy. The firm's Office of General Counsel also provides guidance and training to staff. When purchasing goods and services, Allens takes into account environmental, social and ethical considerations and encourages our suppliers to adopt practices to minimise their impacts. We promote supplier diversity and economic inclusion by identifying opportunities to support and work with suppliers owned by under-represented groups. Through our reconciliation commitments, and as a member of Supply Nation, Allens also supports and seeks to engage Indigenous businesses in our supply chain.

### CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

### SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

BOTH CURRENT AND NEW SUPPLIERS

MODERN SLAVERY PROGRAM

FEDERAL LEGISLATION PARTICIPATION

**SUPPLIER STANDARDS COVER:**

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

### SUSTAINABILITY REPORTING

REPORT

**REPORTING COVERS:**

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



2023 AusLSA  
SUSTAINABILITY  
PROFILE

Ashurst

Ashurst  
Headcount: 1,426 (FTE)  
Floor Area: 26,904m2  
Number of Offices: 6

Ashurst is a leading global law firm with a rich history spanning 200 years. We have 32 offices in 21 countries and a number of referral relationships that enable us to offer the reach and insight of a global network, combined with the knowledge and understanding of local markets. Ashurst is committed to creating a world leading pro bono practice and aims to do this by developing leading local pro bono programmes in each office in Ashurst’s network and by developing cross-border pro bono projects which enable Ashurst’s offices to work together to tackle global and regional social justice issues.

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



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

Our people are our greatest asset and we bring together lawyers of the highest calibre with the technical knowledge, industry experience and regional know-how to provide the incisive advice clients need, supported by exceptional business services teams. As a global firm, Ashurst is committed to being an outstanding employer of choice for all of our people and being the best advisor to our clients. We aim to provide diverse and inclusive workplaces supporting talent development, wellbeing, innovation, and flexibility. We are focused on developing a high performance culture and a distinctive people and client experience to attract, develop and retain the best talent in our industry. We continue to adapt to hybrid ways of working and see this to be a sustainable way of working into the future to support our people, our clients and the communities that we operate in.

**GENDER EQUALITY**  
POLICY  
PUBLISHED ✓

**44% FEMALE**  
PARTNERS

**57% FEMALE**  
LEGAL STAFF

**60% FEMALE**  
NON-LEGAL STAFF

**50% FEMALE**  
SENIOR PROMOTIONS

**INITIATIVES:**

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

**INCLUSIVE WORKPLACE**

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Membership - Aust Network On Disability • Staff Surveys - D&I • Managing Partners Diversity Forum • Membership - Pride in Diversity • Training - LGBTQ+ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • World Aids Day • Membership - Out for Australia • Internal LGBTQ+ networks or committees • Pro bono support • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness • Gender pronouns promotion • Trans Awareness Week • Pride March • Mardi Gras • Midsumma • Gender affirmation policy • InterFirm events • AWEI award

**FLEXIBLE WORKPLACE**  
POLICY  
PUBLISHED ✓

**26 WEEKS**  
PAID PARENTAL LEAVE  
PRIMARY CARER

**26 WEEKS**  
PAID PARENTAL LEAVE  
SECONDARY CARER

**96%**  
RETURN TO WORK AFTER PARENTAL LEAVE

**INITIATIVES:**

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer’s leave • Study leave • Volunteering leave • Religious and ceremonial leave • Purchased leave • Career breaks • Subsidised child care • Adjusted KPIs after absences • Domestic violence leave • Family and fertility leave

**PSYCHOLOGICAL WELLBEING**  
POLICY  
PUBLISHED ✓

**STAFF SURVEYS**

**INITIATIVES:**

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

**PHYSICAL WELLBEING**  
POLICY  
PUBLISHED ✓

**STAFF SURVEYS**

**INITIATIVES:**

- Ergonomics program • Proactive health checks • Flu vaccinations • Gym memberships • Team events • Wellness awareness and promotion • Subsidised health insurance • Life & TPD insurance • Health EAP

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

By driving sustainable initiatives through our own operations and by supporting our clients we are working to build a more resilient and sustainable future globally. Ashurst established the firm’s first set of Sustainability Goals in 2021 using the UN Sustainable Development Goals as a framework and guide. These goals included a 20% reduction in emissions from travel, a 30% reduction in paper usage and a 20% improvement in water, utility and energy usage efficiencies by 2023 (from a 2019 baseline). Ashurst has also transitioned to renewable energy in 100% of our Australian managed offices, with plans to expand this where possible throughout the Global network.

Ashurst is also taking steps to build consensus and understanding about our role in reducing climate change, as evidenced by our ESG Matters Podcasts and our internal COP Academy.

Ashurst has now progressed to committing to net zero Science Based Targets. While our focus remains on absolute emissions reductions across our entire value chain, Ashurst has also been certified as Carbon Neutral since 2020. Ashurst is committed to ongoing transparency on our emissions reduction progress. To this end, we participate in the Carbon Disclosure Project (CDP) and EcoVadis.



**CLIMATE ACTION**  
GHG IMPROVEMENT TARGET

**INITIATIVES:**

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Policy on flight offsets • Earth Hour • End of trip facilities • NABERSs Energy Rating • Efficient building and lighting automation • Forced computer shutdown • Renewable Electricity • Voluntary Carbon Offsets

**GROSS EMISSIONS**  
1,555t - 1.1t per employee

**BUILDINGS**

3.3%  
0.002t/mt

0.89%

0.61%

75t  
4.8%

**TRAVEL**

0%

91%  
1,000 employee

4.0%  
0,000 employee

1,481t  
95%

**CARBON OFFSETS & RENEWABLES**

96%

100%

**NET EMISSIONS**  
0t - 0t per employee

**ENVIRONMENTAL MANAGEMENT**  
POLICY  
PUBLISHED ✓

**INITIATIVES:**

- World Environment Day • Office green teams

**RECYCLING OFFICES**

100%

100%

100%

100%

% office availability

**PAPER USAGE**

**27.4%**  
1,000 employees

**0%**  
recycled content

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

- NCOS Certified Carbon Neutral • PEFC Australian Forestry standard

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

We recognise our role, as a global law firm and member of the business community, in helping achieve positive social impacts in our broader communities. Through our Social Impact programme, we provide our people and clients with opportunities to share their time and professional skills to support community partners. We also recognise our role in driving forward important social justice conversations; and our ability to advocate for positive social change. Our Social Impact programme is separate from, but complementary to, our global pro bono legal practice, our Inclusion, Diversity and Belonging programme, and our Environmental Sustainability programme. We also understand the law as a profession that comes with ethical obligations, including that of ensuring the law is available to all. Our global pro bono practice provides opportunity for our lawyers to fulfil this obligation and meaningfully contribute to communities. The global practice has four priority areas which include: Citizenship& Displacement; Gender Rights & Diversity; Modern Slavery; and Racial Justice.



**INDIGENOUS RECONCILIATION**  
POLICY  
PUBLISHED ✓

**RAP**  
STRETCH  
ACTION PLAN LEVEL

**INITIATIVES:**

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • First Nations Procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Indigenous Business Month • Indigenous Literacy Day • Supply Nation Membership • CareerTrackers participation

**NON LEGAL VOLUNTEERING**  
PROGRAM  
VOLUNTEERING

**NON-PROFIT BOARD SUPPORT**

**INITIATIVES:**

- NFP Boards • Organised staff volunteering • Student tutoring and mentoring • Skilled volunteering program • Community volunteering

**CHARITABLE GIVING**  
PROGRAM  
CORP. GIVING

**INITIATIVES:**

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

**LEGAL PRO BONO**  
STRATEGY  
PRO BONO CENTRE TARGET

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

Click for further information from AusLSA:

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

Ashurst aims to show leadership in the legal sector by working with clients and suppliers to positively influence their mutual social, ethical and environmental performance. Governance is a fundamental priority for legal service providers, and is core to all of the firm’s activities. It is important to Ashurst in its goal to be the most progressive law firm and to ensure we meet client expectations. This approach is not only embedded in our day to day operations, but also in the conduct of each of our legal practitioners and wider personnel. Furthermore, the legal profession has specific obligations and regulatory requirements to manage governance, professional standards and ethical behaviour.

**CODE OF CONDUCT /RISK MANAGEMENT**  
POLICY  
PUBLISHED ✓

**CODE OF CONDUCT TRAINING**

**COMPLAINTS & GRIEVANCE MECHANISM**

**RISK MANAGEMENT PLAN**

**BCP OR ERP**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**MODERN SLAVERY PROGRAM**

**FEDERAL LEGISLATION PARTICIPATION**

**SUSTAINABILITY REPORTING**

**REPORTING COVERS:**

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





2023 AusLSA  
SUSTAINABILITY  
PROFILE



**Baker McKenzie**  
**Headcount:** 520 (FTE)  
**Floor Area:** 10,897m2  
**Number of Offices:** 3

Baker McKenzie brings insight and foresight to clients across more than 70 global offices. Locally 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. Our clients and our people look to Baker McKenzie to play a part as an ethical and responsible firm. This is why we use our skills, creativity and influence to help solve some of the biggest challenges facing the world today, invest in the development and wellbeing of our people, work to reduce our carbon emissions, and remain committed to the UN Global Compact’s (UNGC) Ten Principles on human rights, labor, environment and anti-corruption. These principles are embodied in our core purpose and culture, and guide what we do.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

Baker McKenzie is committed to providing a diverse and inclusive culture for all its employees, with equal opportunity for all to progress and have a meaningful career with our Firm. Our mission is to foster an environment where individuals of every ethnicity, culture, gender, sexual orientation, gender identity and expression, religion, age, disability, and parental status may succeed professionally and fully contribute to the goals of the Firm. We believe that diversity within the firm makes us stronger, and that an inclusive workplace will enable our talented workforce to achieve their potential. Our clients expect a diverse and inclusive workforce, and we want to reflect the organisations and communities within which we all live and work. Established in 2010 and comprised of Partners and senior firm leaders, the Baker McKenzie Inclusion & Diversity Committee is the leadership group responsible for progressing and implementing the goals of the Firm’s Diversity and Flexibility Strategy. Our I&D Committee Members are responsible for leading these award winning diversity initiatives and programs:

- Baker Women
- Baker Balance
- Baker Pride & Allies
- Baker DNA
- Baker Indigenous Engagement
- Baker Wellbeing

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

We believe business must take a central role in fostering and championing sustainability. Baker McKenzie’s goal is to embed sustainability and environmental consciousness in local work practices and staff attitudes by:

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

Baker & McKenzie is a signatory to the United Nations Global Compact (UNGC).

The Ten Principles of UNGC 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.

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 FY23 we recorded an average of more than 45 pro bono hours per lawyer and provided more than 12,358 hours of pro bono legal services to individual and not-for-profit organisations.

**Non Legal Volunteering**  
In FY23 our Australian partners and staff had opportunities to participate in community service initiatives including opportunities to

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

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

Baker McKenzie is an Australian partnership, which 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 Baker McKenzie. 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, including Baker McKenzie’s Code of Business Conduct and associated reporting hotline. Baker McKenzie has a PointONE Program which builds a firmwide culture of respect, inclusion and psychological safety. Behavioural non-compliance can be confidentially reported through the program’s channels. Regional councils develop regional strategy and policy, and implement global Firm initiatives. Each global and local 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, Conduct Committee, Inclusion & Diversity Committee and a Pro Bono Committee.

**GENDER EQUALITY**

**POLICY**  
PUBLISHED ✓

**GENDER EQUITY TARGET**

**27% FEMALE**  
PARTNERS

**50% FEMALE**  
LEGAL STAFF

**75% FEMALE**  
NON-LEGAL STAFF

**47% FEMALE**  
SENIOR PROMOTIONS

**INITIATIVES:**

- International Women’s Day • Employer of Choice for Gender Equality
- Pay Equity Ambassador • Male Champion of Change • Host or lead external programs and/or forums • Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment
- Internal D&I networks or committees • Equal pay controls
- Showcasing gender diversity experiences • Women on Boards

**INCLUSIVE WORKPLACE**

**POLICY**  
PUBLISHED ✓

**DIVERSITY**

**POLICY**  
PUBLISHED ✓

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias
- Membership - Aust Network On Disability • Staff Surveys - D&I • Managing Partners Diversity Forum • Membership - Pride in Diversity • Training - LGBTQ+ awareness • AWEI survey • IDAHOBIT • Internal LGBTQ+ networks or committees
- Pro bono support • External LGBTQ+ programs hosting
- Training - LGBTQ+ awareness • Gender pronouns promotion • AWEI award

**FLEXIBLE WORKPLACE**

**POLICY**  
PUBLISHED ✓

**26 WEEKS**  
PAID PARENTAL LEAVE  
PRIMARY CARER

**26 WEEKS**  
SECONDARY CARER

**84%**  
RETURN TO WORK AFTER PARENTAL LEAVE

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**

**POLICY**  
PUBLISHED ✓

**STAFF SURVEYS**

**INITIATIVES:**

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

**PHYSICAL WELLBEING**

**POLICY**  
PUBLISHED ✓

**STAFF SURVEYS**

**INITIATIVES:**

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

**CLIMATE ACTION**

**GHG IMPROVEMENT TARGET**

**ACTION PLAN**  
PUBLISHED ✓

**POLICY**  
PUBLISHED ✓

**INITIATIVES:**

- Green Star rated buildings 4-6 star • Teleconferencing facilities and training • ECO-Buy • Policy on flight offsets • Earth Hour • End of trip facilities • NABERSs Energy Rating • Efficient building and lighting automation • Voluntary Carbon Offsets

**GROSS EMISSIONS**  
2,294t - 4.4t per employee

**BUILDINGS**

**12.2%**  
0.03t/m²

**0.004%**

**0.09%**  
282t  
12.3%

**TRAVEL**

**0%**

**87%**  
3.28t/employee

**0.79%**  
0.02t/employee  
2,011t  
88%

**CARBON OFFSETS & RENEWABLES**

**51%**

**99%**

**NET EMISSIONS**  
21t - 0.04t per employee

**ENVIRONMENTAL MANAGEMENT**

**POLICY**  
PUBLISHED ✓

**INITIATIVES:**

- World Environment Day

**RECYCLING OFFICES**

**100%**

**100%**

**100%**

**100%**

**% office availability**

**PAPER USAGE**

**1911t**  
320t/employee

**22%**  
recycled content

**INITIATIVES:**

- Follow me printing • Recycled paper purchase specification

**PAPER CERTIFICATION:**

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

**INDIGENOUS RECONCILIATION**

**POLICY**  
PUBLISHED ✓

**RAP**  
INNOVATE  
ACTION PLAN LEVEL

**INITIATIVES:**

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week
- National Reconciliation Week • Internships and employment • First Nations Procurement • Pro bono support • Volunteering and secondments
- Collaboration for reconciliation • Funding and donations
- Indigenous Literacy Day • CareerTrackers participation

**NON LEGAL VOLUNTEERING**

**PROGRAM**  
VOLUNTEERING

**21%**  
PARTICIPATION IN NON LEGAL VOLUNTEERING

**INITIATIVES:**

- Organised staff volunteering • Student tutoring and mentoring
- Community volunteering

**CHARITABLE GIVING**

**PROGRAM**  
CORP. GIVING

**2.0%**  
PARTICIPATION IN CORPORATE GIVING

**INITIATIVES:**

- Workplace giving • Internal appeals and collections
- External charity events and appeals • Host external charity events

**LEGAL PRO BONO**

**STRATEGY**

**PRO BONO CENTRE TARGET**

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

Click for further information from AusLSA:

**CODE OF CONDUCT /RISK MANAGEMENT**

**POLICY**

**CODE OF CONDUCT TRAINING**

**COMPLAINTS & GRIEVANCE MECHANISM**

**RISK MANAGEMENT PLAN**

**BCP OR ERP**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**MODERN SLAVERY PROGRAM**

**FEDERAL LEGISLATION PARTICIPATION**



2023 AusLSA SUSTAINABILITY PROFILE



Barry.Nilsson.Lawyers  
Headcount: 218 (FTE)  
Floor Area: 6,734m2  
Number of Offices: 6

Barry.Nilsson. (BN) is a national law firm specialising in Insurance & Health and Family & Estate Planning. As a firm, and individually, we recognise our obligation to contribute positively to the communities in which we live and conduct our business, and our national growth has provided the opportunity to expand our positive social impact. We live our values of trustworthiness, dedication, excellence and loyalty through all that we do, and view socially responsible behaviour as good business practice and an enlightened way to live and work. We seek to foster an environment that values and encourages diversity, respects social and cultural differences and provides everyone with equal opportunity to achieve their full potential. We are proud of our pro bono practice and responsible business program, The Impact Project, which encourages and facilitates a firm-wide culture of making a positive difference through our chosen partnerships. We do this through four streams: pro bono; community giving; environment & sustainability; and reconciliation.

BN recognises these initiatives as a vital aspect of the firm’s social responsibility, culture and identity.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

BN is dedicated to offering a work environment where people feel supported, valued, respected and empowered to thrive in their careers. Throughout the firm’s expansion, our positive culture and values have remained at the forefront of everything we do. Our people describe our culture as approachable, down-to earth, friendly and welcoming.

Our 3 year firm strategy (2023-25) contains key objectives centred around people including having high staff engagement, low turnover, a diverse & inclusive culture, as well as identifying and supporting our next generation of leaders. Some specific goals are an engagement score at or above 75% and a 40:40:20 gender target at leadership level.

Our efforts in the people space have been recognised by our listing as an Employer of Choice by Australasian Lawyer from 2019 - 2022. This award judges our performance across 11 key areas including: training & professional development, D&I, work-life balance, health & wellbeing, and reward & recognition.

Some people related initiatives we have in place include: remote working options, a 9.5 day fortnight for full-time staff, a health & wellbeing leave day and yearly allowance, a performance bonus available to all staff, shared care parental leave, public holiday swap policy and LinkedIn Learning licences.

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, recycling of IT waste including computers and toner cartridges, recycling boxes throughout the office, green waste and recycling bins. As a national firm with six offices throughout Australia, we further minimise our carbon footprint through increasing use of video and teleconferencing technologies, while opening up and improving communications between offices. BN is committed to making the environment a bigger part of the conversation by encouraging staff to share ideas about what further steps can be taken at a national and office level to develop and encourage adherence to our sustainability objectives.

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

BN actively promotes a firm-wide culture of making a positive difference to the communities in which we live and conduct our business. We demonstrate this through our dedicated pro bono practice and responsible business program, the Impact Project. The Impact Project comprises interconnected initiatives centred around four key streams: pro bono, environment and sustainability, reconciliation, and community giving.

The Impact Project’s three-year strategy focusses on initiatives that make a significant impact for women and children, and First Nations peoples. The strategy centres on a significant firm wide commitment to making a difference through staff led initiatives for change, measurable impact and recognition.

Pro bono work is a part of BN’s core business and our lawyers are committed to providing high quality legal assistance in areas of unmet legal need, with an emphasis on work that will have a long-term impact and address systemic legal problems affecting disadvantaged, marginalised or vulnerable people. As a signatory to the National Pro Bono Target, our lawyers and graduates aim to contribute 35+ hours of pro bono legal work annually. Further our staff actively participate in charitable fundraising and volunteering initiatives for numerous community organisations.



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.

**GENDER EQUALITY** **POLICY**

**INITIATIVES:**

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

**INCLUSIVE WORKPLACE** **POLICY**

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I • Membership - Pride in Diversity • Training - LGBTQ+ awareness • IDAHOBIT • Wear it Purple Day • Internal LGBTQ+ networks or committees • Pro bono support • Training - LGBTQ+ awareness • Gender pronouns promotion • Mardi Gras

**FLEXIBLE WORKPLACE** **POLICY**

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING** **POLICY**

**INITIATIVES:**

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

**PHYSICAL WELLBEING** **POLICY**

**INITIATIVES:**

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

**CLIMATE ACTION** **POLICY**

**INITIATIVES:**

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

**GROSS EMISSIONS**  
529t - 2.4t per employee

**BUILDINGS**

- 42% 0.03t/m²
- 0% 0t
- 0.29% 0.001t

**TRAVEL**

- 0.47% 0.001t/employee
- 56% 0.001t/employee
- 1.6% 0.001t/employee

**CARBON OFFSETS & RENEWABLES**

- 12.7% 0.07t
- 0% 0t

**NET EMISSIONS**  
529t - 2.4t per employee

**ENVIRONMENTAL MANAGEMENT** **POLICY**

**INITIATIVES:**

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

**RECYCLING OFFICES**

100% 82% 66% 100%

% office availability

**PAPER USAGE**

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

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

**INDIGENOUS RECONCILIATION** **POLICY**

**INITIATIVES:**

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

**NON LEGAL VOLUNTEERING** **PROGRAM**

**INITIATIVES:**

- NFP Boards • Organised staff volunteering • Blood donations • Secondments to NFPs • Community volunteering • CPD for community sector lawyers

**CHARITABLE GIVING** **PROGRAM**

**INITIATIVES:**

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

**LEGAL PRO BONO** **STRATEGY**

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

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

**CODE OF CONDUCT /RISK MANAGEMENT** **POLICY**

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

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT** **POLICY**

- BOTH CURRENT AND NEW SUPPLIERS

**SUPPLIER STANDARDS COVER:**

- Human rights • Environmental impacts • Community development • Indigenous inclusion • Gender equality • Modern Slavery • Diversity and Inclusion

**SUSTAINABILITY REPORTING** **REPORT**

**REPORTING COVERS:**

- Standalone ESG/ sustainability report





2023 AusLSA  
SUSTAINABILITY  
PROFILE



**Bartier Perry Lawyers**  
**Headcount:** 195 (FTE)  
**Floor Area:** 4,406m2  
**Number of Offices:** 1

Bartier Perry provide highest quality legal services across a wide range of industries including property, construction, financial services, private clients, education, insurance, health and government. The success of clients and the wellbeing of our people is underpinned by clearly articulated values of collaboration, performance, diversity, equity and 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 ESG responsibility. Established in 1942 and incorporated in 2007, Bartier Perry is a privately-owned Australian commercial law firm based in Sydney. Supported by a network of trusted firms in major Australian centres and internationally, Bartier Perry's 214-strong team includes 132 legal staff from partners to paralegals and 82 management and support staff.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

Bartier Perry is committed to fostering a diverse, positive and inclusive culture that allows everyone to reach their potential and thrive. Our new premises supports our commitment to sustainability, excellence and progressive ways of working. We provide opportunities for all to excel, be equal in the workplace and to have career progression at a pace that suits different life situations.

We have:

- Award winning mentors supporting our staff.
- Gender neutral parental leave with no distinction between primary & secondary carers.

We also

- Provide 20 weeks paid parental leave with superannuation.
- Invite staff feedback though our annual engagement survey (which shows continuous high levels of staff satisfaction, commitment and engagement).

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

- Providing a Flex for All approach allowing staff to access our flexible work options.
- Expanding our pro bono commitments by employing a dedicated pro bono lawyer.
- Providing clear career pathways through tailored L&D.
- Regular social events.
- Raising awareness by regular participation in committees which support our ESG goals.



**GENDER EQUALITY** **POLICY PUBLISHED** **GENDER EQUITY TARGET** **20% FEMALE** **57% FEMALE** **80% FEMALE** **50% FEMALE**

**INITIATIVES:**

- International Women's Day
- Pay Equity Ambassador
- Male Champion of Change
- Equitable briefing pledge (e.g. CommBar/LCA)
- Host or lead external programs and/or forums
- Female advancement, mentoring and coaching
- Gender sensitive promotion and recruitment
- Internal D&I networks or committees
- Equal pay controls
- DCA major sponsor
- Showcasing gender diversity experiences
- Women on Boards

**INCLUSIVE WORKPLACE** **POLICY PUBLISHED** **POLICY PUBLISHED**

**INITIATIVES:**

- Recruitment and promotion for D&I
- Internal D&I networks or committees
- Membership - DCA
- Membership - Aust Network On Disability
- Staff Surveys - D&I
- Membership - Pride in Diversity
- Training - LGBTQ+ awareness
- IDAHOBIT
- Wear it Purple Day
- Pro bono support
- Training - LGBTQ+ awareness
- Gender pronouns promotion
- Mardi Gras

**FLEXIBLE WORKPLACE** **POLICY PUBLISHED** **20 WEEKS** **20 WEEKS** **100%**

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING** **POLICY PUBLISHED**

**INITIATIVES:**

- Beyond Blue program
- R U OK? program
- Black Dog Institute program
- Psychological support/ EAP
- Mental health first aid training and support
- Mental Health Awareness Week
- Training - Mental health awareness and management
- Domestic violence strategy

**PHYSICAL WELLBEING** **POLICY PUBLISHED**

**INITIATIVES:**

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

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

Bartier Perry is committed to reducing our impact on the environment through our interactions with our people, our suppliers and our clients. We believe this is part of good business practice. Sustainable practices are built into our decision making at every level. From analysing and making decisions relating to our own supply chain through to decisions relating to technology which reduces the need to print. We actively work to embed sustainability considerations throughout our business. We have recycled waste programs and initiatives, including for paper, cardboard, plastic & electronic waste. Our biggest impact is office space, that's why in FY23 we prepared to move to a 6 Star Green Star rated building. By embarking on this journey, our approach to our new office was with environmental best practice front of mind.

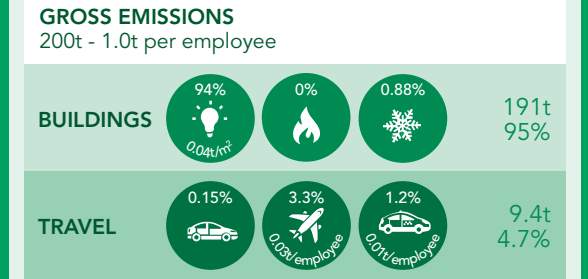
Examples of initiatives include:

- Our Paper Lite Policy has resulted in significantly reducing our reliance on hard copy paper.
  - Using more efficient technology.
- Sustainability is a major factor in our purchasing decisions. We examine our own supply chain and look to purchase from suppliers who align with our own sustainability commitments.

CLIMATE ACTION

**INITIATIVES:**

- Telecommuting
- Green Star rated buildings 4-6 star
- Energy efficient refits undertaken
- Specify energy efficient appliances
- Teleconferencing facilities and training
- Policy on flight offsets
- Earth Hour
- End of trip facilities
- NABERSs Energy Rating
- Efficient building and lighting automation
- Energy audits in previous two years



**ENVIRONMENTAL MANAGEMENT**



**PAPER USAGE**

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

- NCOS Certified Carbon Neutral
- PEFC Australian Forestry standard

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

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 to champion or be part of important initiatives.

From participating in our RAP process through to helping women escaping domestic violence, our community initiatives include:

- Improving access to justice for people in need by providing compassionate pro bono legal services, with a focus on disability organisations. In FY23 we were proud to average over 41 hours of pro bono legal services per lawyer.
- 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.
- Supporting the Indigenous Literacy Foundation and the Aboriginal Legal Service.
- Raising social awareness by participation in community fundraisers.
- Promoting International Women's Day through storytelling by women and men who understand and have lived the barriers contributing to inequality.
- Supporting regional and rural businesses by revising our pro bono, donations and procurement practices.
- Helping Indigenous regional businesses in flood-affected communities.
- Development and publication of our Reflect Reconciliation Action Plan.
- Expanding Indigenous recruitment, scholarships, sponsorships and suppliers.

**INDIGENOUS RECONCILIATION** **POLICY PUBLISHED** **RAP REFLECT ACTION PLAN LEVEL**

**INITIATIVES:**

- Reconciliation Action Plan
- Cultural awareness training
- NAIDOC Week
- National Reconciliation Week
- Internships and employment
- Scholarships and student mentoring
- First Nations Procurement
- Pro bono support
- Collaboration for reconciliation
- Funding and donations
- Indigenous Literacy Day
- CareerTrackers participation

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

**INITIATIVES:**

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

**CHARITABLE GIVING** **PROGRAM CORP. GIVING**

**INITIATIVES:**

- Firm donation program
- Workplace giving
- Internal appeals and collections
- External charity events and appeals

**LEGAL PRO BONO** **STRATEGY PUBLISHED** **PRO BONO CENTRE TARGET**

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

Click for further information from AusLSA:

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

Delivering outstanding legal services while working to the highest ethical standards is intrinsic to how we do business at Bartier Perry. Our commitment to service excellence is evidenced by our strong association with key industry bodies and our Environmental Social Governance (ESG) program. Our management structure is transparent. Our firm is led by its Shareholders, Partners, the Board and our CEO.

Supporting our management is a comprehensive committee structure and a suite of policies, procedures and guidelines that are clearly communicated to our people and available to all via our intranet. Areas addressed include sustainable supply chain management, risk management, ethics and conduct. We build robust systems and processes to ensure transparent and ethical delivery of our commitments. We aim to surpass universal standards for the management of risks, business continuity, ethics and the codes of conduct set by government regulations, the Law Society of NSW, industry standards and client expectations.

**CODE OF CONDUCT /RISK MANAGEMENT**

**COMPLAINTS & GRIEVANCE MECHANISM** **RISK MANAGEMENT PLAN** **BCP OR ERP**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**POLICY** **NEW SUPPLIERS** **MODERN SLAVERY PROGRAM** **FEDERAL LEGISLATION PARTICIPATION**

**SUPPLIER STANDARDS COVER:**

- Human rights
- Environmental impacts
- Fair labour practices
- Modern Slavery
- Fraud bribery & corruption

**SUSTAINABILITY REPORTING**

**REPORTING COVERS:**

- Website - ESG commitments information

2023 AusLSA  
SUSTAINABILITY  
PROFILE



**Carroll & O’Dea Lawyers**  
**Headcount:** 235 (FTE)  
**Floor Area:** 4,410m2  
**Number of Offices:** 6

For decades, Carroll & O’Dea Lawyers have been at the forefront of change. Over the years our work has helped give access to justice to ordinary and marginalised Australians. Carroll & O’Dea Lawyers work for individuals and large and small companies across many industries. Whether we assist you with a workplace dispute, property transaction, commercial advice, or a compensation claim, we’ll complete your work to the highest standard.

Our purpose, as a firm, is to make an important difference to our clients, to our people and to our community through a positive and supportive environment.

We do this by:

- providing access to justice
- solving complex legal problems
- being responsive and innovative when faced with challenges
- providing a satisfying and rewarding workplace for all making a contribution to the community

As a firm, we bring together the firm’s experts, with their experience and knowledge, and the firm’s resources to benefit our clients and our people.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

As a firm Carroll & O’Dea promotes equality and 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 /Teams 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.



2023 AusLSA  
SUSTAINABILITY  
PROFILE



Clyde & Co  
Headcount: 469 (FTE)  
Floor Area: 7,574m<sup>2</sup>  
Number of Offices: 4

Clyde & Co is a leading global law firm, specialising in the sectors that underpin global trade and commercial activity, namely: insurance, transport, construction, energy, 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 the world. 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 490 partners, 2400 lawyers, 3200 legal professionals and 5500 people overall in over 60 offices and associated offices worldwide.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

The key priorities for the Australian business are constantly evolving to meet the needs of our people and clients. We continue to meet the needs of our clients and deliver key programs within our business to ensure the best working environment for our high performing teams. We are in a period of high growth and with that comes challenges of recruitment which is a key priority for us as is retaining our high performers. Through strategic development programs we continue to invest in our top talent and this will remain into 2024. Our purpose, to create a better working environment for all means that Diversity & Inclusion is a crucial focus for us as is building our People Value Proposition. We are focused on maintaining an environment where everyone can bring their whole selves to work and feel valued and included within our company culture.

**GENDER EQUALITY** **POLICY**

**32% FEMALE** **59% FEMALE** **80% FEMALE** **58% FEMALE**

**INITIATIVES:**

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

**INCLUSIVE WORKPLACE** **POLICY** **POLICY**

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I • Membership - Pride in Diversity • Training - LGBTQ+ awareness • AWEL survey • IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ+ networks or committees • Pro bono support • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness • Gender pronouns promotion • Trans Awareness Week • Mardi Gras • Gender affirmation policy • InterFirm events

**FLEXIBLE WORKPLACE** **POLICY**

**26 WEEKS** **26 WEEKS** **76%**

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING** **POLICY**

**INITIATIVES:**

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

**PHYSICAL WELLBEING** **POLICY**

**INITIATIVES:**

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

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

As an international law firm, we recognise our responsibility to protect the environment and mitigate the impact our activities have both locally and internationally. This includes the impact of our working practices: the use of energy in our buildings, our business travel, the use of paper and other goods and services as well as the disposal of our waste. We have a global environmental policy in place which outlines our approach to minimising our impact. Our Commitment focusses on: monitoring and reducing our energy consumption, and promoting efficient energy use within our premises; monitoring and reducing our travel; reducing our use of resources such as paper and water; reducing our overall waste; seeking to source sustainable products and engaging with our supply chain to assess and reduce its environmental impact.

Clyde & Co is committed to achieving Net Zero emissions by 2040. In the near term, we have committed, through the Science Based Targets initiative (SBTi), to reduce absolute scope 1 and 2 GHG emissions by 80% by 2030 from a 2019 base year. We have also committed to reduce absolute scope 3 GHG emissions by 50% within the same timeframe.



**CLIMATE ACTION** **POLICY**

**INITIATIVES:**

- Telecommuting • Teleconferencing facilities and training • Earth Hour

**GROSS EMISSIONS**  
1,912t - 4.1t per employee

**BUILDINGS** 13.2% 0% 0.05% 252t 13.2%

**TRAVEL** 0% 86% 0.76% 1,660t 87%

**CARBON OFFSETS & RENEWABLES** 0% 0%

**NET EMISSIONS**  
1,912t - 4.1t per employee

**ENVIRONMENTAL MANAGEMENT** **POLICY**

**RECYCLING OFFICES** 100% 100% 50% 100%

% office availability

**PAPER USAGE** 9,700 91%

**INITIATIVES:**

**PAPER CERTIFICATION:**

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

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

Clyde & Co is committed to operating responsibly. We donate our skills, time and expertise as well as fundraise for our charity partners globally to have a positive impact on the communities in which we operate and beyond. All staff are encouraged and supported to participate in our pro bono & social impact programme. The focus areas of our programme are: (Inspiring) Young Lives; Equality before the Law; and Sustainability & Climate Change and associated UN SDGs. We aim to inspire and empower young people and their families; promote sustainability, tackle climate change; and uphold the principle that all people must be equally protected by the law, without discrimination and regardless of means.

Each financial year we challenge all staff to spend 24 hours on social impact activities and for fee earners, up to a total of 60 hours of pro bono and other social impact activities which counts towards individual annual chargeable hours targets. Our annual global Clyde & Co Cares campaign raises awareness of the chosen theme through information sharing, fundraising and volunteering. Last year we focussed on the UN goal of achieving Zero Hunger by 2030 and donated over 100,000 meals to our charity partners.



**INDIGENOUS RECONCILIATION** **POLICY**

**INITIATIVES:**

- Reconciliation Action Plan • NAIDOC Week • National Reconciliation Week • Pro bono support • Funding and donations

**NON LEGAL VOLUNTEERING** **PROGRAM**

**INITIATIVES:**

- Organised staff volunteering • Paid volunteer time • Blood donations • Community volunteering • Arts support • CPD for community sector lawyers

**CHARITABLE GIVING** **PROGRAM**

**INITIATIVES:**

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

**LEGAL PRO BONO** **STRATEGY**

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

Click for further information from AusLSA:

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

Clyde & Co is committed to complying with all regulatory and statutory obligations through the identification and management of risk and by demonstrating the highest ethical and professional standards. As a leading law firm, Clyde & Co has systems and processes in place to ensure all staff comply with all relevant Australian Government Acts and legislation. Clyde & Co takes risk and compliance management and reporting very seriously. Reporting to the Management Board, the Risk Committee is a focal point for managing risk and compliance. The remit of the Risk Committee includes identifying and prioritising operational and regulatory risks within the firm (both strategic risks and specific day-to-day risks) and taking steps to put appropriate controls and responses in place. The Risk Committee is also responsible for implementing and improving the firm's policies and procedures, as well as maintaining global best practice systems for risk and compliance management. The committee keeps all aspects under review, acting to manage and mitigate risks as necessary.

**CODE OF CONDUCT /RISK MANAGEMENT** **POLICY**

**INITIATIVES:**

- Reconciliation Action Plan • NAIDOC Week • National Reconciliation Week • Pro bono support • Funding and donations

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT** **POLICY**

**SUPPLIER STANDARDS COVER:**

- Human rights • Environmental impacts • Fair labour practices • Modern Slavery • Diversity and Inclusion • Fraud bribery & corruption • UN Global compact and SDGs

**SUSTAINABILITY REPORTING** **www**

**AUSTRALIAN LEGAL SECTOR ALLIANCE** **PROMOTED**

2023 AusLSA  
SUSTAINABILITY  
PROFILE

COLEMAN  
GREIG  
LAWYERS

Coleman Greig Lawyers  
Headcount: 108 (FTE)  
Floor Area: 1,480m2  
Number of Offices: 2

Coleman Greig Lawyers are committed to corporate social responsibility and sustainable business practices. We understand that being a leading law firm means much more than providing expert legal advice and representation. Therefore we see it as our responsibility to give back to the community in the best way possible, actively supporting social, educational and environmental initiatives within our region. It's important we work to integrate social and environmental concerns into our business activities.

Coleman Greig is proud of our history and excited about the future of our clients.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

Coleman Greig's core values of people, purpose, vision and community provide the foundation for all that we do. Recent achievements include:

- Great Place to Work Certified
- Doyles Guide Recommended Tax, Family and Wills & Estates Firm

We pride ourselves on an employee centric approach which means that we continue to put our people at the core of everything we do. It is a driving force in all of our initiatives; from our policies and procedures, such as: flexible working, paid parental leave, community leave, recognition and reward, continuous professional development, paid study leave and financial assistance, through to encouraging work life balance through our health and wellness initiatives, as well as community engagement through fundraiser events, donations and pro bono work. The firm also offers a legal cadetship program for full-time, first year law students providing a unique 'on-the-job' opportunity for the duration of their law degree. In 2021, as part of our Aboriginal Action Plan, we created and continue to offer a cadetship opportunity for Aboriginal or Torres Strait Islander people, identifying students who may not have follow a traditional study path.

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

Coleman Greig Lawyers is an active member of AusLSA and has achieved Silver Accreditation in the NSW Government Office of Environment and Heritage's Sustainability Advantage program. The firm's ONE SOURCE project has ensured that teams have moved away from a hard copy source file to an electronic source file where possible. The ONE SOURCE project has allowed files to be completely stored in the firm's Document Management System. It has also allowed for improved use of the firm's technology investments and take up of more mobile applications. Similarly, our IT department have set up a system forcing any computers still switched on at night to automatically shut down, with the aim of saving on electricity use and costs.

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. Westmead Institute for Medical Research and Save Our Sons are two more recent examples.

In addition, we have a Volunteer Leave policy for employees to enable them to more easily pursue their own personal commitments to community organisations.

Our regular events including the Women in Business Forum, briefings, seminars and workshops provide professionals from around NSW with opportunities for professional development and networking. Since 2007, The Women in Business Forum has raised \$310,000 for over 40 different charities.

We also provide pro-bono legal services.



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. The Board is committed to improving the overall performance of the practice whilst achieving our client service targets and growth ambitions whilst actively managing business risk.

At Coleman Greig, we believe in reinforcing our words with action. This means being accountable, transparent and fair in our dealings and initiatives with our employees, clients and the wider community. Integrity is at the cornerstone of our offerings and to this end, we have implemented a number of policies and procedures to ensure that we maintain the high standards we have set ourselves.

These have been put in place around:

Anti-Money Laundering; Data Security; Workplace behaviour; Social responsibility; Modern Slavery, Bribery and Corruption; and our Suppliers.

Furthermore, our commitment to ISO best practice has allowed Coleman Greig's vision of incremental innovation & continuous improvement to remain at the forefront of our operations across all office sites. Key teams advising the Board include the Risk Management Committee and the Remuneration Committee.

**GENDER EQUALITY**

**POLICY**

**40% FEMALE** **81% FEMALE** **91% FEMALE** **73% FEMALE**

**GENDER PROFILE**

**INITIATIVES:**

- International Women's Day • Employer of Choice for Gender Equality • Host or lead external programs and/or forums • Gender sensitive promotion and recruitment • Internal D&I networks or committees • Equal pay controls • Women on Boards

**INCLUSIVE WORKPLACE**

**POLICY** **POLICY**

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I • Training - LGBTQ+ awareness • Internal LGBTQ+ networks or committees • Pro bono support • Training - LGBTQ+ awareness • Gender pronouns promotion

**FLEXIBLE WORKPLACE** **POLICY**

**12.0 WEEKS** **2.0 WEEKS** **60%**

**PAID PARENTAL LEAVE** **RETURN TO WORK AFTER PARENTAL LEAVE**

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING** **POLICY**

**INITIATIVES:**

- R U OK? program • Psychological support/ EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management • Salary continuance • Domestic violence strategy • Mental health office champion

**PHYSICAL WELLBEING** **POLICY**

**INITIATIVES:**

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

**CLIMATE ACTION**

**INITIATIVES:**

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

**GROSS EMISSIONS**  
90t - 0.83t per employee

**BUILDINGS** **99%** **0%** **0.40%** **89t** **99%**

**TRAVEL** **0.04%** **0.28%** **0.13%** **0.46t** **0.51%**

**CARBON OFFSETS & RENEWABLES** **0%** **0%**

**NET EMISSIONS**  
90t - 0.83t per employee

**ENVIRONMENTAL MANAGEMENT** **POLICY**

**INITIATIVES:**

- Sustainability Advantage (NSW)

**RECYCLING OFFICES**

**50%** **50%** **50%** **100%**

% office availability

**PAPER USAGE** **3,623** **26%**

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

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

**INDIGENOUS RECONCILIATION** **POLICY** **RAP**

**INITIATIVES:**

- Reconciliation Action Plan • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • Pro bono support • Volunteering and secondments

**NON LEGAL VOLUNTEERING** **PROGRAM** **2.0%**

**INITIATIVES:**

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

**CHARITABLE GIVING**

**INITIATIVES:**

- Workplace giving • Internal appeals and collections • External charity events and appeals • Host external charity events

**LEGAL PRO BONO**

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

Click for further information from AusLSA:

**CODE OF CONDUCT /RISK MANAGEMENT**

**POLICY**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**SUPPLIER STANDARDS COVER:**

- Human rights • Fair labour practices • Modern Slavery • Fraud bribery & corruption



2023 AusLSA  
SUSTAINABILITY  
PROFILE

COLIN  
BIGGERS  
& PAISLEY  
LAWYERS

Colin Biggers Paisley  
Headcount: 461 (FTE)  
Floor Area: 9,311m2  
Number of Offices: 3

Colin Biggers & Paisley is a leading national legal practice in our industries of focus, including insurance, property, construction, transport and logistics, education, aged care, faith-based enterprises and government. Our people across Brisbane, Melbourne and Sydney, including 70 partners, are practical, personable, and outcome focussed.

We have both the capacity and the expertise to deliver on complex national and multinational projects and act for major corporations, finance and insurance companies, government departments, large private organisations, and individuals.

Our purpose is to work collectively to build and secure the future of our clients, colleagues and community.

We're invested and loyal to our clients. To do our best for them, we invest in people with the right combination of legal, business, interpersonal, and critical thinking skills. We value our collegiality, we respect and support one another, and we celebrate diverse contributions.

For our communities, we take a socially minded approach to providing active support and service where they are needed most. We launched the Colin Biggers & Paisley Foundation in 2015, with a core focus on promoting and protecting the rights of women and children in Australia and abroad through an innovative mix of pro bono legal services, volunteering and charitable contributions.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

Every person at Colin Biggers & Paisley is proud of what we do – the work we do for our clients, the careers we build for our people, and the contribution we make to our communities. We also enjoy working together, respecting and supporting each other, and celebrating our diverse contributions.

Our values of balance, respect, loyalty and integrity underpin everything we do. We believe in a workplace that inspires our people to be creative, passionate and innovative.

We're a diverse group of people who are passionate about the law, down to earth and motivated to make a difference. We believe in equality and provide all employees with opportunities to build and advance their careers in a way that is meaningful and fair.

We offer a range of benefits including a comprehensive Wellbeing program. Our financial benefits include paid parental leave; emergency childcare; purchased leave; Gender Affirmation leave; study assistance; recruitment referral rewards; and insurances. Families@CBP supports our people returning from parental leave and reinforces our inclusive culture where open communication about balancing family life is encouraged.

GENDER  
EQUALITY

PUBLISHED

24%  
FEMALE

60%  
FEMALE

80%  
FEMALE

21%  
FEMALE

INITIATIVES:

• International Women's Day • Pay Equity Ambassador • LCA Diversity and Inclusion Charter • Internal D&I networks or committees • LNSW Charter - Advancement of Women • Equal pay controls • Showcasing gender diversity experiences

INCLUSIVE  
WORKPLACE

PUBLISHED

16.0  
WEEKS

2.0  
WEEKS

89%

INITIATIVES:

• Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • Membership - Aust Network On Disability • Staff Surveys - D&I • Managing Partners Diversity Forum • Membership - Pride in Diversity • Training - LGBTQ+ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ+ networks or committees • Pro bono support • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness • Mardi Gras • Gender affirmation policy • AWEI award

FLEXIBLE  
WORKPLACE

PUBLISHED

16.0  
WEEKS

2.0  
WEEKS

89%

INITIATIVES:

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

PSYCHOLOGICAL  
WELLBEING

PUBLISHED

INITIATIVES:

• R U OK? program • Black Dog Institute program • Psychological support/ EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management • External mental health programs hosting • Domestic violence strategy

PHYSICAL  
WELLBEING

PUBLISHED

INITIATIVES:

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

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 practices and climate change adaptation.

CLIMATE  
ACTION

IN DEV'T

INITIATIVES:

• Green Star rated buildings 4-6 star • Teleconferencing facilities and training • Earth Hour • End of trip facilities • Efficient building and lighting automation

GROSS EMISSIONS

690t - 1.5t per employee

BUILDINGS

72%  
0.05t/mt

0%  
0.00t/employee

1.3%  
0.02t/employee

505t  
73%

TRAVEL

0.34%  
0.39t/employee

25%  
0.02t/employee

1.4%  
0.02t/employee

185t  
27%

CARBON  
OFFSETS &  
RENEWABLES

0%  
0%  
0%

NET EMISSIONS

690t - 1.5t per employee

ENVIRONMENTAL  
MANAGEMENT

PUBLISHED

INITIATIVES:

• World Environment Day

RECYCLING  
OFFICES

% office availability

PAPER  
USAGE

INITIATIVES:

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

PAPER CERTIFICATION:

• PEFC Australian Forestry standard

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

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.

In 2023, we launched our Innovate Reconciliation Action Plan (RAP). Our RAP is an expression of our commitment to the cause of reconciliation in this great country. Through our RAP we commit to developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation and developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.



INDIGENOUS  
RECONCILIATION

PUBLISHED

INITIATIVES:

• Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • First Nations Procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Indigenous Literacy Day • CareerTrackers participation

NON LEGAL  
VOLUNTEERING

PUBLISHED

INITIATIVES:

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

CHARITABLE  
GIVING

PUBLISHED

INITIATIVES:

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

LEGAL  
PRO BONO

PUBLISHED

INITIATIVES:

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

LEGAL  
PRO BONO

PUBLISHED

INITIATIVES:

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

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 Leaders 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

PUBLISHED

INITIATIVES:

• Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • First Nations Procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Indigenous Literacy Day • CareerTrackers participation

SUSTAINABLE SUPPLY  
CHAIN MANAGEMENT

PUBLISHED

INITIATIVES:

• Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • First Nations Procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Indigenous Literacy Day • CareerTrackers participation

SUSTAINABILITY  
REPORTING

PUBLISHED

INITIATIVES:

• Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • First Nations Procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Indigenous Literacy Day • CareerTrackers participation

LEGAL  
PRO BONO

PUBLISHED

INITIATIVES:

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

LEGAL  
PRO BONO

PUBLISHED

INITIATIVES:

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

2023 AusLSA  
SUSTAINABILITY  
PROFILE



**Davies Collison Cave**  
**Headcount:** 203 (FTE)  
**Floor Area:** 5,684m2  
**Number of Offices:** 4

Davies Collison Cave and Davies Collison Cave Law (collectively DCC) are one of the largest, most-respected IP firms servicing local and international clients with all their IP needs.

With offices in Australia, New Zealand, Singapore, Malaysia and Hong Kong and with filing capabilities in many countries throughout the region, we assist in the creation, protection, and commercialisation of all facets of IP, as well as advising in general corporate and commercial law issues.

Our principles of excellence through collegiality and engaging leadership have allowed us to attract the finest minds to provide commercially focused advice and excellent service while becoming world leaders in our respective fields.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

DCC is committed to maintaining a healthy, engaged, and inclusive workplace through the delivery of company-wide initiatives with a particular focus on Diversity, Inclusion, and Belonging. Working with senior management, our representative Committee supports our BE strategy and its vision “To celebrate our differences and connect us as a community where everybody feels they belong”. Now in its third year, the BE strategy has enabled us to commence programs to improve our approach to gender equity with our Gender Equity Action Plan, LGBTQI inclusion, well-being, and respect in the workplace. DCC is a member of Diversity Council Australia and is recognised as an Inclusive Employer, having participated in the Inclusive Employer Index. To engage staff we have firm-wide town halls named ‘Huddles’ and local and team meetings. We use pulse surveys as a mechanism for our employees to provide us with feedback and monitor engagement.

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

DCC understands the importance of promoting sustainability within the workplace.

We have available areas for recycling to encourage good environmental behaviours. We have been looking into more sustainability lighting and understand replacing our current lights with LED fittings will improve this and meet sustainability standards and reduce our power consumption dramatically. We have enquired into government grants to assist us in upgrading our office lighting, including sensor lights.

We are in the process of developing a clearer plan for our workplaces sustainability including a recycling program to engage and educate staff as paper usage is high within our industry.

DCC offers and promotes remote working for work life balance and in turn reduces commuter travel fuel emissions. We have looked into office plants to boost air quality, absorb pollutants and release oxygen back into the air. Our paper products are 100% recyclable throughout our offices, and are looking to change our office product suppliers to more ethical companies with sustainable products and delivery packaging options. Our Business Support Services team will be at the forefront of developing, promoting and managing this initiative, with the support of our company leaders. This will be promoted via company huddles, intranet, and staff.

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

DCC supports charity and community work as part of our engagement within the communities in which we and our employees work and live. Our pro bono engagement seeks a proactive role in providing legal assistance to those organisations that provide services to the community including Assistance Dogs Australia, Guide Dogs Australia, and Starlight Children’s Foundation. Our employees support fundraising and participate in the Cancer Council 7 Bridges Walk. Many of our lawyers hold voluntary roles in organisations that are proactively engaged in supporting, the IP profession, including INTA, IPTA, LESANZ, IPSANZ, AIPPI, FIPCPI, Marques and APAA. Educational opportunities are provided at several tertiary institutions, foundations, and research centres within the scientific and medical diagnostic areas. DCC provides support to the Australian start-up community by providing educational seminars and mentoring to start-up communities and University-based incubator programs. DCC makes these contributions internationally as part of its engagement with overseas institutions, particularly WIPO. Our volunteer engagement demonstrates our commitment to bettering our community both in our specialised services and by demonstrating our sense of citizenship. This year we formalised opportunities for non-legal volunteering within our firm’s policies to cement our intrinsic values within the firm.

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

DCC is a subsidiary of QANTM Intellectual Property (QIP) and reports to the QIP Board and is subject to Governance policies that apply group-wide. The oversight for Davies Collison Cave is provided through the Directors and a National Management Committee which comprises the Group Managing Principal (who is also the Managing Director), The Managing Principals of each business group (who are each Directors) and Principal representation from each of our offices. This management group meets on a fortnightly basis and reports outcomes to the Principal stakeholders.

All Principals and Senior Managers (of finance, P&C, and marketing) also attend a quarterly meeting to enable a firm-wide understanding of activities. Senior Managers within the business also meet with the Group Managing Principal on a regular basis.

**GENDER EQUALITY**

**POLICY**  
PUBLISHED ✓

**26% FEMALE** PARTNERS  
**48% FEMALE** LEGAL STAFF  
**90% FEMALE** NON-LEGAL STAFF  
**68% FEMALE** SENIOR PROMOTIONS

**INITIATIVES:**

- International Women’s Day • LCA Diversity and Inclusion Charter • Host or lead external programs and/or forums • Internal D&I networks or committees
- Equal pay controls

**INCLUSIVE WORKPLACE**

**POLICY**  
PUBLISHED ✓

**POLICY**  
PUBLISHED ✓

**INITIATIVES:**

- Internal D&I networks or committees • Membership - DCA • Training - Awareness and unconscious bias • Staff Surveys - D&I • IDAHOBIT • Wear it Purple Day
- Gender pronouns promotion • Trans Awareness Week • Gender affirmation policy

**FLEXIBLE WORKPLACE**

**POLICY**  
PUBLISHED ✓

**12.0 WEEKS** PAID PARENTAL LEAVE PRIMARY CARER  
**2.0 WEEKS** SECONDARY CARER  
**100%** RETURN TO WORK AFTER PARENTAL LEAVE

**INITIATIVES:**

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer’s leave
- Study leave • Volunteering leave • Religious and ceremonial leave • Purchased leave • Sabbaticals • Bonus leave • Domestic violence leave

**PSYCHOLOGICAL WELLBEING**

**POLICY**  
PUBLISHED ✓

**STAFF SURVEYS**

**INITIATIVES:**

- R U OK? program • Psychological support/ EAP • Mental health first aid training and support • Domestic violence strategy • Mental health office champion

**PHYSICAL WELLBEING**

**POLICY**  
PUBLISHED ✓

**STAFF SURVEYS**

**INITIATIVES:**

- Ergonomics program • Flu vaccinations • Team events • Messages • Wellness awareness and promotion • Onsite fruit and healthy catering • Health EAP

**CLIMATE ACTION**

**INITIATIVES:**

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

**GROSS EMISSIONS**  
490t - 2.4t per employee

**BUILDINGS**

- 77% 0.07t/mt
- 0% 0t
- 0.21% 0.002t/employee

**TRAVEL**

- 0% 0t
- 23% 0.53t/employee
- 0.02% 0.0003t/employee

**CARBON OFFSETS & RENEWABLES**

- 0% 0t
- 0% 0t

**NET EMISSIONS**  
490t - 2.4t per employee

**ENVIRONMENTAL MANAGEMENT**

**POLICY**  
IN DEV’T

**INITIATIVES:**

- World Environment Day

**RECYCLING OFFICES**

100% 100% % 100%

% office availability

**PAPER USAGE**

1968 0.02t/employee  
0% 0t/employee

**INITIATIVES:**

**PAPER CERTIFICATION:**

- PEFC Australian Forestry standard

**INDIGENOUS RECONCILIATION**

**POLICY**  
IN DEV’T

**INITIATIVES:**

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week
- National Reconciliation Week

**NON LEGAL VOLUNTEERING**

**INITIATIVES:**

- NFP Boards • Paid volunteer time • Student tutoring and mentoring
- Skilled volunteering program • Community volunteering

**CHARITABLE GIVING**

**INITIATIVES:**

- Matched funding for employee donations • Internal appeals and collections
- External charity events and appeals • Host external charity events

**LEGAL PRO BONO**

**STRATEGY**  
PRO BONO CENTRE TARGET

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

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

**CODE OF CONDUCT /RISK MANAGEMENT**

**POLICY**  
PUBLISHED ✓

**CODE OF CONDUCT TRAINING**

**COMPLAINTS & GRIEVANCE MECHANISM**

**RISK MANAGEMENT PLAN**

**BCP OR ERP**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

[www](#)

**FEDERAL LEGISLATION PARTICIPATION**

**SUSTAINABILITY REPORTING**

**AUSTRALIAN LEGAL SECTOR ALLIANCE**  
PROMOTED ✓







2023 AusLSA  
SUSTAINABILITY  
PROFILE



**FB Rice**  
**Headcount:** 191 (FTE)  
**Floor Area:** 3,215m2  
**Number of Offices:** 4

FB Rice is Australia’s most trusted intellectual property firm with offices across the country and an established presence across New Zealand and South-East Asia. Our founder, Frederick Bernhard Rice was inspired by our nation’s scientists and innovators and passionate about supporting them to protect their discoveries which remains the mission that drives us forward today.

We work with a diverse range of domestic and international clients including manufacturers, software companies, universities, hospitals, co-operative research centres and research institutes.

Our approach combines unparalleled technical expertise with integrity and a determination to help clients achieve their goals. That has seen us win nine Australian Client Choice Awards, including being named Best Specialist IP Firm five years running and Best Client Experience Firm for Specialist IP in 2021 and 2022.

At FB Rice, we champion innovation and create value.

We cultivate an inclusive environment that extends from our employees to our clients. We do this by recruiting the best people; that is technical experts with excellent communication skills. The result is a superior service, with thoughtful, reliable and responsive professionals who optimise IP strategies for our clients.

FB Rice is wholly owned by the partners of the firm.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

The partners of FB Rice are committed to seeing the business remain wholly owned by the partners of the firm. Our key areas of focus are our culture in that FB Rice continues to be a great place to work providing the best patent and trade mark services in Australia to our clients. Both of these goals are unimpeded by the expectations and demands of external shareholders.

FB Rice’s CHAT values underpin everything we do.

- Continuously grow: empower, inspire and develop
- Helpful: help others to achieve
- Approachable: friendly with a positive attitude
- Teamwork: come together as one team with one purpose

FB Rice is committed to fostering a workplace environment in which people with diverse values, backgrounds, and experiences are not only accepted, but also empowered and celebrated. FB Rice engaged with the Workplace Gender Equity Agency to improve our initiatives and actions around gender equity.

Our staff are the key to our success, we give rigorous training and are committed to providing continuous professional development and ensure our staff are supported with their mental and physical health in a truly hybrid working environment.



OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

FB Rice has for some years measured its environmental footprint. Measurement includes working with our partner, Pangolin Associates, to determine the greenhouse gas (GHG) emissions and other impacts from our business operations, including cooling and heating our offices, business travel and electricity used for our computers. FB Rice has moved to E-files rather than paper based files which has lead to a dramatic reduction in paper usage. FB Rice offsets its carbon footprint.

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

FB Rice has an online portal to manage the various staff requests to support local charities received each year. This is called Catalyser. The portal assists with coordinating FB Rice’s pro bono and charitable giving programmes that are growing year on year. The firm has a calendar of community days which are recognised through staff events and by the Partners matching staff financial donations. Examples include The Biggest Morning Tea and NAIDOC Week.

FB Rice staff and their families are involved in community volunteering programs and the staff have one day per year of paid community volunteering leave. One recent example is the So They Can annual dinner volunteering opportunity which was advertised on our intranet. So They Can have received financial support from FB Rice for a number of years and they spoke about their work at a whole firm event in 2021.

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. The Firm has a documented Corporate Governance Policy that details Governance and leadership roles.

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.

**GENDER EQUALITY** **POLICY** **PUBLISHED** **26% FEMALE** **40% FEMALE** **83% FEMALE** **67% FEMALE**

**INITIATIVES:**

- International Women’s Day • Employer of Choice for Gender Equality • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • Equal pay controls • DCA major sponsor • Showcasing gender diversity experiences

**INCLUSIVE WORKPLACE** **POLICY** **PUBLISHED** **POLICY** **PUBLISHED**

**INITIATIVES:**

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

**FLEXIBLE WORKPLACE** **POLICY** **PUBLISHED** **26 WEEKS** **4.0 WEEKS** **100%**

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING** **POLICY** **PUBLISHED**

**INITIATIVES:**

- R U OK? program • Psychological support/ EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management • Salary continuance • Domestic violence strategy • Mental health office champion

**PHYSICAL WELLBEING** **POLICY** **PUBLISHED**

**INITIATIVES:**

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

**CLIMATE ACTION** **ACTION PLAN** **PUBLISHED** **POLICY** **PUBLISHED**

**INITIATIVES:**

- Green Star rated buildings 4-6 star • Earth Hour • Ride to Work Day • End of trip facilities • Efficient building and lighting automation • Voluntary Carbon Offsets

**GROSS EMISSIONS**  
462t - 2.4t per employee

**BUILDINGS** 27% 0% 0.35% 128t 28%

**TRAVEL** 0.05% 71% 1.1% 333t 72%

**CARBON OFFSETS & RENEWABLES** 0% 100%

**NET EMISSIONS**  
0t - 0t per employee

**ENVIRONMENTAL MANAGEMENT** **POLICY** **PUBLISHED**

**INITIATIVES:**

- World Environment Day

**RECYCLING OFFICES** 100% 100% 100% 100% % office availability

**PAPER USAGE** 177 88%

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

- PEFC Australian Forestry standard

**INDIGENOUS RECONCILIATION** **POLICY** **PUBLISHED** **RAP** **REFLECT** **ACTION PLAN LEVEL**

**INITIATIVES:**

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • Funding and donations

**NON LEGAL VOLUNTEERING**

**INITIATIVES:**

- NFP Boards • Organised staff volunteering • Paid volunteer time • Student tutoring and mentoring • Community volunteering

**CHARITABLE GIVING** **PROGRAM** **CORP. GIVING**

**INITIATIVES:**

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

**LEGAL PRO BONO** **STRATEGY**

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

Click for further information from AusLSA:

**CODE OF CONDUCT /RISK MANAGEMENT**

**SUSTAINABILITY REPORTING** **AUSTRALIAN LEGAL SECTOR ALLIANCE** **PROMOTED**





2023 AusLSA  
SUSTAINABILITY  
PROFILE



FPA Patent Attorneys  
Headcount: 71 (FTE)  
Floor Area: 924m2  
Number of Offices: 2

FPA Patent Attorneys (FPA) is an independent, top-tier, Australian based, private incorporated registered attorney firm that is wholly owned by QANTM Intellectual Property Limited (QANTM IP), an Australian Securities Exchange listed company.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

FPA continues to prioritise supporting the physical, mental and psychological well-being of our people. A further 19 leaders trained as Mental Health First Aid Officers bringing the total to 27 trained employees (37% of our firm). In addition to a comprehensive range of flexible working options as part of hybrid working, including working from anywhere (WFA) globally, we offer staff 4 days mental health and wellbeing leave and birthday leave. After trialling our compressed working fortnight initiative, we have formally cemented this program into our working strategy. This supports meeting free days and times to optimise energy levels. In addition to our Mental Health First Aid Committee, we have a Diversity Equity and Inclusion committee which includes a sub-committee focusing on Indigenous initiatives. These groups are focussed on promoting inclusion from a comprehensive range of perspectives from across the organisation. We have strong representation of staff across the firm and are proactively abreast of current issues. We provide a generous remote working and wellbeing allowance to help fund working from home expenses and equipment. Engagement and pulse surveys inform future initiatives and our L&D programs include specific training to reflect our core Values of Care, Collaboration, Excellence and Trust.

**GENDER EQUALITY**  
POLICY  
PUBLISHED

**20% FEMALE**  
PARTNERS

**41% FEMALE**  
LEGAL STAFF

**93% FEMALE**  
NON-LEGAL STAFF

**50% FEMALE**  
SENIOR PROMOTIONS

**INITIATIVES:**

- International Women's Day
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias
- Gender sensitive promotion and recruitment
- Internal D&I networks or committees
- Equal pay controls
- Showcasing gender diversity experiences

**INCLUSIVE WORKPLACE**  
POLICY  
PUBLISHED

**POLICY**  
PUBLISHED

**POLICY**  
PUBLISHED

**INITIATIVES:**

- Recruitment and promotion for D&I
- Internal D&I networks or committees
- Membership - DCA
- Training - Awareness and unconscious bias
- Staff Surveys - D&I
- Training - LGBTQ+ awareness
- Wear it Purple Day
- Internal LGBTQ+ networks or committees
- Training - LGBTQ+ awareness
- Gender pronouns promotion
- Gender affirmation policy

**FLEXIBLE WORKPLACE**  
POLICY

**18.0 WEEKS**  
PAID PARENTAL LEAVE  
PRIMARY CARER

**18.0 WEEKS**  
SECONDARY CARER

**100%**  
RETURN TO WORK AFTER PARENTAL LEAVE

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**  
POLICY

**STAFF SURVEYS**

**INITIATIVES:**

- Beyond Blue program
- R U OK? program
- Black Dog Institute program
- Psychological support/ EAP
- Mental health first aid training and support
- Mental Health Awareness Week
- Training - Mental health awareness and management
- External mental health programs hosting
- Domestic violence strategy
- Mental health office champion

**PHYSICAL WELLBEING**  
POLICY

**STAFF SURVEYS**

**INITIATIVES:**

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

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

This year, FPA progressed and strengthened our environmental platform with the relocation of our Sydney office. This resulted in a 31% reduction in the office footprint, whilst providing a modern workplace supporting hybrid and flexible working. The new building has a 5 Star Green Star Design rating and a 5 Star NABERS energy rating. During the office relocation project we were conscious to ensure that redundant IT equipment was safely and securely disposed of using a certified eWaste provider. This year we have also achieved our goal of a 73% reduction in print devices (one only per office). Building management in our Melbourne office has partnered with REDCycle for the collection of soft plastic waste and we have seen a positive uptake from staff bringing this waste from home. We are conscious to ensure other waste streams in the office, such as stationery, printer cartridges and coffee pods, are all responsibly and sustainably disposed of. Our Green Team celebrates significant environmental events such as Earth Hour and Plastic Free July, sharing tips for reducing plastic waste and providing a Sustainability and Zero Waste tip sheet on our intranet. We are also currently exploring options for carbon neutral air travel.



**CLIMATE ACTION**  
POLICY  
IN DEV'T

**INITIATIVES:**

- Telecommuting
- Green Star rated buildings 4-6 star
- Energy efficient refits undertaken
- Specify energy efficient appliances
- Teleconferencing facilities and training
- Earth Hour
- Ride to Work Day
- End of trip facilities
- NABERSs Energy Rating
- Efficient building and lighting automation

**GROSS EMISSIONS**  
241t - 3.4t per employee

**BUILDINGS**

- 11.4% 0.03t/m²
- 0%
- 0.07%

**TRAVEL**

- 0%
- 87% 3.00t/employee
- 1.2% 0.04t/employee

**28t**  
**11.5%**

**CARBON OFFSETS & RENEWABLES**

- 0%
- 0%

**NET EMISSIONS**  
241t - 3.4t per employee

**ENVIRONMENTAL MANAGEMENT**  
POLICY  
IN DEV'T

**INITIATIVES:**

- Office green teams

**RECYCLING OFFICES**

**% office availability**

**PAPER USAGE**

**112**  
A4 per employee

**49%**  
Reduced content

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

- NCOS Certified Carbon Neutral
- PEFC Australian Forestry standard

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

FPA continues to promote Indigenous Awareness Training for our people as part of Reconciliation and NAIDOC weeks. We offer self-paced online learning programs that build cultural competency about the traditions and living cultures of the Aboriginal and Torres Strait Islander people. FPA's employees voted on 2 charities we formally support throughout the year as recipients of our fund raising initiatives. The precinct of our two new offices in each of Melbourne and Sydney have a strong focus on community and connection to support and encourage participation of tenants and individuals. We have also continued this year, to support Afghan refugees with job search activities by making a donation and providing securely wiped laptops with webcams for use.

**INDIGENOUS RECONCILIATION**

**INITIATIVES:**

- Cultural awareness training
- NAIDOC Week
- Internships and employment
- Volunteering and secondments

**NON LEGAL VOLUNTEERING**  
PROGRAM

**NON-PROFIT BOARD SUPPORT**

**INITIATIVES:**

- Paid volunteer time
- Student tutoring and mentoring
- Community volunteering
- Arts support

**CHARITABLE GIVING**  
PROGRAM

**CORP. GIVING**

**INITIATIVES:**

- Firm donation program
- Matched funding for employee donations
- Internal appeals and collections
- External charity events and appeals

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

FPA is a subsidiary of QANTM Intellectual Property and reports to the QANTM IP Board regularly. The oversight of FPA is provided through the Managing Director who heads up the 2 Australian offices and the Singapore Office. In addition to Board Meetings, the Audit, Risk & Compliance and People, Remuneration & Culture Committee meetings are held each quarter. These Committees require formal and regular reporting from representatives across the Group, including FPA. A Management Risk Committee has been established at QANTM to ensure appropriate risk oversight and reporting. There is accounting and IT oversight through our systems which are subject to all the usual compliance audits. Senior Management meet with the Managing Director on a regular basis. This year there has been particular focus on training and education on Modern Slavery and the establishment of a Group wide Work, Health & Safety Committee. The WHS Committee is responsible for the implementation of the WHS management system, including consultation and training initiatives. The Corporate Governance Statement and governance policies are available on the QANTM IP website.

**CODE OF CONDUCT /RISK MANAGEMENT**

**CODE OF CONDUCT TRAINING**

**RISK MANAGEMENT PLAN**

**BCP OR ERP**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**  
POLICY

103

# 2023 AusLSA SUSTAINABILITY PROFILE



**Gadens**  
**Headcount:** 623 (FTE)  
**Floor Area:** 12,292m<sup>2</sup>  
**Number of Offices:** 4

Gadens is a leading, independent Australian law firm with offices in Adelaide, Brisbane, Melbourne and Sydney. We have over 80 partners and 600 staff across Australia.

Our vision is to be recognised as a leading Australian law firm, and help people achieve their purpose in a complex world. Our culture includes our values, and our values reflect the essence of the firm – they underpin everything we do and guide our daily behaviour. We promote individuality and diversity while instilling pride in the firm and are committed to equality in the workplace.

Gadens recognises that our enduring success requires economic growth that both protects and promotes social equity and ecological sustainability. We strive to create a culture where the principles of sustainability and sound corporate responsibility are embraced and lived by our people every day. We seek to make a difference in the world by contributing to the development of the communities in which we live and work. We are committed to giving back, and our people participate in projects that make a difference. We recognise the importance of fostering sustainable communities, minimising our impact on the environment and taking responsibility for our environmental footprint.



## OUR PEOPLE SUMMARY AND HIGHLIGHTS:

- Gadens' people programs align with our strategic intent of being an employer of choice. Priority areas are:
- Flexibility: We recognise that our people need to achieve an effective balance between work and other commitments, and that a flexible workplace is essential to attracting and retaining high performing people. We have a number of policies and initiatives in support of this aim.
  - Inclusion and diversity: We engage with staff to create an environment that promotes individuality and diversity. Our Indigenous Intern Program has been operating for over 15 years, and we are part of the CareerTrackers program.
  - Health and wellbeing: Our wellbeing initiatives support a healthy and balanced lifestyle, providing opportunities for staff to mentally and physically unwind through a range of activities.
  - Learning and development: Our L&D Framework has been designed to deliver focused, career-long L&D to improve skills at all levels and support career progression. This covers technical and business skills training, and support for education assistance.
  - Corporate social responsibility: We maintain a culture of sustainability and sound corporate responsibility. We assist the communities in which we live and work, enhance access to the legal system and embrace social responsibility.

## OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Sustainability and Social Impact is one of the firm's key strategic pillars. Gadens has also adopted the United Nations Sustainable Development Goals framework and pledged to reach Net Zero by 2030.

Our Melbourne and Sydney Offices are certified as Carbon Neutral by Climate Active. 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.

## OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

As a law firm, Gadens has a privileged and professional standing that confers a responsibility to contribute to the betterment of our community. This includes our professional and ethical responsibility to enhance access to the legal system, assisting disadvantaged and marginalised people and embracing the concept of corporate social responsibility.

Gadens is a signatory to the Australian Pro Bono Centre's National Pro Bono Target, which encourages lawyers to subscribe to a voluntary target of 35 hours of pro bono work per annum. We are committed to meeting or exceeding this target across the firm.

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

- Indigenous Australians
- Refugees and asylum seekers
- Mental health

We partner with community legal centres including; Arts Law, IARC, ASRC, Moonee Valley Legal Service, Womens Legal Service and the Mental Health Legal Service.



## OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

Gadens has an Operational Risk Management and Compliance Framework that is underpinned by our values and prescribes our approach to corporate governance, risk management and compliance with legal and regulatory requirements. The framework incorporates extensive business continuity and disaster recovery protocols.

Our interaction with clients, contractors and suppliers is guided by this framework. For each decision that is made, we undertake an analysis of the likelihood and impact that a particular risk or group of risks may have on the firm's operations, and ensure that mitigating controls and / or actions are put in place to minimise the likelihood of occurrence or impact. In support of our actions, we have policies and procedures in place that govern the firm and ensure our compliance with all relevant laws.

Our Operational Risk Management and Compliance Framework covers the following areas:

- Governance and Ethics,
- Workplace Health and Safety (WHS),
- Quality,
- Sustainability,
- Procurement, and
- Business Continuity.

Our Boards and Executive Management Teams operate within the above governance framework and are accountable for their respective areas of responsibility. Equity and other partner meetings are held as required.

**GENDER EQUALITY**

**POLICY**

**40% FEMALE**  
PARTNERS

**58% FEMALE**  
LEGAL STAFF

**71% FEMALE**  
NON-LEGAL STAFF

**58% FEMALE**  
SENIOR PROMOTIONS

**INITIATIVES:**

- International Women's Day
- Pay Equity Ambassador
- LCA Diversity and Inclusion Charter
- Equitable briefing pledge (e.g. CommBar/LCA)
- Host or lead external programs and/or forums
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias
- Gender sensitive promotion and recruitment
- Internal D&I networks or committees
- Equal pay controls
- DCA major sponsor

**INCLUSIVE WORKPLACE**

**POLICY**

**POLICY**

**INITIATIVES:**

- Recruitment and promotion for D&I
- Internal D&I networks or committees
- Membership - DCA
- LCA Diversity and Inclusion Charter
- External D&I programs and/or forums hosting
- Training - Awareness and unconscious bias
- Staff Surveys - D&I
- Training - LGBTQ+ awareness
- IDAHOBIT
- Wear it Purple Day
- Internal LGBTQ+ networks or committees
- Pro bono support
- Training - LGBTQ+ awareness
- Gender affirmation policy

**FLEXIBLE WORKPLACE**

**POLICY**

**30 WEEKS**  
PAID PARENTAL LEAVE  
PRIMARY CARER

**30 WEEKS**  
RETURN TO WORK AFTER PARENTAL LEAVE  
SECONDARY CARER

**80%**

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**

**POLICY**

**STAFF SURVEYS**

**INITIATIVES:**

- R U OK? program
- Psychological support/ EAP
- Mental health first aid training and support
- Mental Health Awareness Week
- Training - Mental health awareness and management
- Domestic violence strategy
- Mental health office champion

**PHYSICAL WELLBEING**

**POLICY**

**STAFF SURVEYS**

**INITIATIVES:**

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

**CLIMATE ACTION**

**GHG IMPROVEMENT TARGET**

**ACTION PLAN**

**POLICY**

**INITIATIVES:**

- Telecommuting
- Green Star rated buildings 4-6 star
- National Greenhouse and Energy Reporting (NGERs) compliant reporting
- Teleconferencing facilities and training
- Policy on flight offsets
- Earth Hour
- Ride to Work Day
- End of trip facilities
- Climate Active Program
- NABERSs Energy Rating
- Climate Active - Carbon Neutral
- Efficient building and lighting automation
- Renewable Electricity
- Voluntary Carbon Offsets
- Energy audits in previous two years

**GROSS EMISSIONS**  
661t - 1.1t per employee

**BUILDINGS**

- 68% 0.04t/m<sup>2</sup>
- 0%
- 1.1%
- 456t 69%

**TRAVEL**

- 0%
- 29% 0.21t/employee
- 1.9%
- 206t 31%

**CARBON OFFSETS & RENEWABLES**

39%

100%

**NET EMISSIONS**  
0t - 0t per employee

**ENVIRONMENTAL MANAGEMENT**

**POLICY**

**INITIATIVES:**

- CitySwitch Green Office

**RECYCLING OFFICES**

100%

100%

97%

100%

% office availability

**PAPER USAGE**

52,145 800 employees

0% recycled content

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

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

**INDIGENOUS RECONCILIATION**

**POLICY**

**RAP**  
INNOVATE ACTION PLAN LEVEL

**INITIATIVES:**

- Reconciliation Action Plan
- Cultural awareness training
- NAIDOC Week
- National Reconciliation Week
- Internships and employment
- Scholarships and student mentoring
- First Nations Procurement
- Pro bono support
- Volunteering and secondments
- Collaboration for reconciliation
- Funding and donations
- Indigenous Business Month
- CareerTrackers participation

**NON LEGAL VOLUNTEERING**

**PROGRAM**

**50%**  
NON-PROFIT SUPPORT  
PARTICIPATION IN NON LEGAL VOLUNTEERING

**INITIATIVES:**

- NFP Boards
- Organised staff volunteering
- Paid volunteer time
- Blood donations
- Secondments to NFPs
- Skilled volunteering program
- Community volunteering
- Arts support
- CPD for community sector lawyers

**CHARITABLE GIVING**

**PROGRAM**

**INITIATIVES:**

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

**LEGAL PRO BONO**

**STRATEGY**

**PRO BONO CENTRE TARGET**

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

Click for further information from AusLSA:

**CODE OF CONDUCT /RISK MANAGEMENT**

**POLICY**

**CODE OF CONDUCT TRAINING**

**COMPLAINTS & GRIEVANCE MECHANISM**

**RISK MANAGEMENT PLAN**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**POLICY**

**BOTH CURRENT AND NEW SUPPLIERS**

**MODERN SLAVERY PROGRAM**

**FEDERAL LEGISLATION PARTICIPATION**

**SUPPLIER STANDARDS COVER:**

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

**SUSTAINABILITY REPORTING**

**REPORT**

**AUSTRALIAN LEGAL SECTOR ALLIANCE**  
PROMOTED

**REPORTING COVERS:**

- Standalone ESG/ sustainability report
- Standalone environmental sustainability report





2023 AusLSA SUSTAINABILITY PROFILE

Listen. Engage. Solve.



Gilchrist Connell  
Headcount: 238 (FTE)  
Floor Area: 3,064m2  
Number of Offices: 5

Gilchrist Connell is a leading Australian insurance sector law firm. We operate across Australia and regularly assist clients with claims in New Zealand, Asia, Europe, US and the London market, as well as global insurers participating in multi-national insurance programs. We advise our insurer clients on complex coverage issues and we act in the defence of claims against insurers across all classes of general insurance. We also provide employment, WHS, restructuring and insolvency, corporate and commercial advice, and front-end solutions to businesses, including the insurance sector, at all stages of their life cycle. In 2023 Gilchrist Connell was named Insurance Specialist Firm of the Year by Australasian Law Awards. Gilchrist Connell views socially responsible behaviour as a moral obligation, good business practice, and are committed to continuous reduction in our carbon footprint. Core to our approach are our everyday operating practices, such as:

- fair and equitable employment
- sound day-to-day financial management
- responsible and fair treatment of all employees, suppliers, clients, and stakeholders
- prudent governance
- consistent contribution to industry and professional bodies
- generous contribution of pro bono services to the community
- career development opportunities and support for talented young professionals
- enlightened management practice.






### OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

We embrace inclusion, fairness and initiative as critical enablers to our strategic ambitions, business objectives and culture. We are dedicated to nurturing highly rewarding and enjoyable careers, while valuing genuine work-life balance and an authentic, inclusive and safe workplace.

Consistently recognised by Australasian Lawyer as an Employer of Choice, and recently certified as a Great Place to Work we invest in our people’s growth and success through technical skills training and personal development.

Supported by our inclusion committee, our D&I program has progressed through refining policies and decision-making frameworks. This has led to improvements to our people offerings, incorporating a gender parity review into our salary review process, and industry leading wellness and family friendly policies. We expanded our parental leave entitlements, revised our policy to recognise First Nations kinship care need, added a fertility leave treatment policy, and included leave for pregnancy loss. Through a partnership with Heart on My Sleeve, we have several employees certified as mental health peer supporters. We have proudly received certification as a Family Friendly Workplace. We are also proud of our partnership with CancerAid, who provide coaching support to our people facing, or caring for family members, with cancer.




### OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

We are committed to managing and reducing our impact on the environment when conducting business at Gilchrist Connell.

We have incorporated a number of ‘business as usual’ environmentally responsible practices across all of our offices including appropriately recycling of all paper, cardboard, aluminium, steel, plastic and glass materials as well as toner and waste cartridges from our printers, use of recycled paper, defaulting to a paper-less document management system, investing in energy efficient technologies and monitoring and reducing water usage, wherever possible. We have sought to retain the environmental improvements gained during COVID by remodelling our policy as to what is necessary travel.

Over the past year we have established a Sustainability Committee which is overseeing the development and implementation of the firm’s inaugural Environmental Management System. The firm’s Environmental Policy is in the process of being finalised as is a set of clear measurable goals as the firm’s progresses on its journey toward net zero.



### OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

Pro Bono Principal Jilly Field, Lawyers Weekly Pro Bono Partner of the Year 2023, leads our pro bono practice, working to address issues of injustice for communities experiencing unfairness and marginalisation. Our Pro Bono Strategy, Policy and Values Statement are based in care ethics, education in structural injustice and developing realistic responses. In FY23 we exceeded the Australian Target by 47%, a 151.5% increase from FY22.

Through our core program “The Systemic Reform Project” our lawyers have prepared unbranded advocacy materials on various social justice issues for front line lawyers. This has included submissions, literature reviews, issues papers, case notes and legal analysis totalling over 5,000 hours. Topics included the criminalisation of coercive control, sexual consent laws, poverty response, cultural competency in law, young offenders, and infringements reform. Our lawyers also volunteer at legal advice clinics including the Mental Health Legal Centre, Baptist Care Homeless Clinic, Marrickville Legal Centre, and Western Sydney Employment Clinic.

Our commitment to First Nations Justice is centred on a commitment to education. We prepare regular briefing notes on the historical and contemporary issues impacting First Nation communities. We also run cultural training and have set firm wide anti racism training for end 2023.



### OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:



Gilchrist Connell strictly complies with all relevant legislation, regulations and corporate governance guidelines, and ensures ethical corporate behaviour in accordance with our values across all aspects of our business.

Overseen by our Head of Risk and Compliance the firm’s operations are assessed bi-annually against a Risk Management framework in line with ISO 37001, supported by a Business Continuity plan that protects the interest of the firm and its stakeholders should a disruptive event occur.

In 2023 we were accredited with our inaugural ISO 27001:2013 certificate, a well-established standard ensuring effective and ongoing best practice in securing our information systems. This certification continues Gilchrist Connell’s track record of being at the forefront of innovation, following its collaboration with Morae Global Corporation to be the first law firm in Australia to leverage Litera Foundation Firm Intelligence platform; and partnering with Thomson Reuters as a first in Australia to move to their Elite 3E Cloud practice management system.

We have refined and improved our processes for the identification and management of Modern Slavery risks in our supply chain, supported by the firm’s involvement in the AusLSA Modern Slavery Co-Lab.

#### GENDER EQUALITY






41% FEMALE	61% FEMALE	95% FEMALE	50% FEMALE
PARTNERS	LEGAL STAFF	NON-LEGAL STAFF	SENIOR PROMOTIONS

**INITIATIVES:**

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


#### INCLUSIVE WORKPLACE



**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I • Training - LGBTQ+ awareness • Wear it Purple Day • Internal LGBTQ+ networks or committees • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness • Gender pronouns promotion

#### FLEXIBLE WORKPLACE



26 WEEKS	8.0 WEEKS	100%
PAID PARENTAL LEAVE	PRIMARY CARER	SECONDARY CARER
RETURN TO WORK AFTER PARENTAL LEAVE		

**INITIATIVES:**

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


#### PSYCHOLOGICAL WELLBEING



**INITIATIVES:**

- R U OK? program • Psychological support/ EAP • Mental health first aid training and support • Salary continuance • Domestic violence strategy • Mental health office champion


#### PHYSICAL WELLBEING



**INITIATIVES:**

- Ergonomics program • Flu vaccinations • Internal exercise sessions • Team events • Onsite fruit and healthy catering • Life & TPD insurance • Health EAP

#### CLIMATE ACTION



**INITIATIVES:**

- Energy efficient refits undertaken • Teleconferencing facilities and training • End of trip facilities • Efficient building and lighting automation • Forced computer shutdown

#### GROSS EMISSIONS

408t - 1.7t per employee

BUILDINGS	28% 0.04t/emp	0%	0.11%	115t 28%
TRAVEL	0%	70% 1.2t/employee	1.8% 0.03t/employee	293t 72%

#### CARBON OFFSETS & RENEWABLES

0%	0%
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#### NET EMISSIONS

408t - 1.7t per employee

#### ENVIRONMENTAL MANAGEMENT



#### RECYCLING OFFICES

100%	60%	20%	100%
100%	60%	20%	100%

% office availability

#### PAPER USAGE

4,836	65%
2023 employees	Wasted content


**INITIATIVES:**

- Paperlite office program • Follow me printing

**PAPER CERTIFICATION:**

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

#### INDIGENOUS RECONCILIATION



**INITIATIVES:**

- Cultural awareness training • National Reconciliation Week • Pro bono support • Funding and donations

#### NON LEGAL VOLUNTEERING



**INITIATIVES:**



- NFP Boards • Organised staff volunteering • Paid volunteer time • Blood donations • Community volunteering • CPD for community sector lawyers

#### CHARITABLE GIVING

**INITIATIVES:**

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






#### LEGAL PRO BONO



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

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

#### CODE OF CONDUCT /RISK MANAGEMENT



#### SUSTAINABLE SUPPLY CHAIN MANAGEMENT



**SUPPLIER STANDARDS COVER:**

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



2023 AusLSA SUSTAINABILITY PROFILE



Hall & Wilcox  
Headcount: 848 (FTE)  
Floor Area: 9,378m2  
Number of Offices: 8

Hall & Wilcox is a leading independent Australian law firm. We are a firm of 1,000+ people delivering outstanding legal services to corporate, public sector and private clients, both Australian-based and those offshore doing business in Australia. Our purpose is to enable our clients, our people and our communities to thrive. Our success depends upon the success of our clients, our people, and the communities in which we live.

We’re renowned for our Smarter Law approach. Smarter Law means we look beyond the status quo to think differently and find solutions that are better, faster and cheaper. Smarter Law includes enabling technology, challenging business models, innovative pricing and creative resourcing.

We work with clients across sectors who lead, challenge and reshape their own industries. We build strong and enduring client relationships.

Our collegial culture, shaped by our Hallmarks, guides the way everyone at Hall & Wilcox works every day.

Our commitment to contributing to our communities is embedded in our firm culture. We deliver this through a range of areas, including our substantial pro bono work, community initiatives and partnerships, sustainable environmental and supply chain practices and our Emerging Artists Program.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Hall & Wilcox is committed to creating a workplace that is welcoming, inclusive and supportive. Ongoing development of our people is a key priority. We are committed to building and supporting a learning culture which features structured learning and development programs aligned to the firm’s strategy, creating a high performance learning culture. This includes supporting our people to work in a hybrid working environment to flexibly manage their professional, personal and family life, health and wellbeing. We advocate a holistic approach to wellbeing to support our people both in and outside the workplace. Our pro bono practice and our engagement with not-for-profit community groups, individuals and charities helps to support this approach. We run a coordinated pro bono practice that acknowledges the time spent by our people on pro bono matters. Recognising that there is a compelling unmet need for these legal services in our community, we encourage and give full credit for pro bono work to everyone at the firm.

GENDER EQUALITY

POLICY

PUBLISHED

37% FEMALE

64% FEMALE

81% FEMALE

62% FEMALE

INITIATIVES:

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

INCLUSIVE WORKPLACE

POLICY

PUBLISHED

26 WEEKS

8.0 WEEKS

96%

INITIATIVES:

• Recruitment and promotion for D&l • Internal D&l networks or committees • Membership - DCA • External D&l programs and/or forums hosting • Training - Awareness and unconscious bias • Membership - Aust Network On Disability Staff Surveys - D&l • Managing Partners Diversity Forum • Membership - Pride in Diversity • Training - LGBTQ+ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • Internal LGBTQ+ networks or committees • Pro bono support • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness • Gender pronouns promotion • Trans Awareness Week • Pride March • Mardi Gras • Midsumma • InterFirm events

FLEXIBLE WORKPLACE

POLICY

PUBLISHED

26 WEEKS

8.0 WEEKS

96%

INITIATIVES:

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

PSYCHOLOGICAL WELLBEING

POLICY

PUBLISHED

26 WEEKS

8.0 WEEKS

96%

INITIATIVES:

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

PHYSICAL WELLBEING

POLICY

PUBLISHED

26 WEEKS

8.0 WEEKS

96%

INITIATIVES:

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

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

We recognise the real and pressing environmental challenges that we all face, as well as our responsibility to reduce the impact of our business on the environment.

Our goal is to significantly reduce the production of greenhouse gases, the depletion of natural resources and the generation of non-recyclable waste from our business activities. We do this by making environmentally conscious decisions about the operation of our business - an approach that’s monitored by our Environment and Sustainability Committee, our Managing Partner and our Board.

To achieve this goal, our Board has endorsed two new environmental performance targets, to achieve a Climate Active carbon neutral certification no later than 2025 and to complete certification of our Net Zero target and strategy against the Science Based Targets initiative corporate standard no later than 2025.



CLIMATE ACTION

POLICY

PUBLISHED

INITIATIVES:

• Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Earth Hour • Ride to Work Day • End of trip facilities • Efficient building and lighting automation • Renewable Electricity • Voluntary Carbon Offsets • Energy audits in previous two years

GROSS EMISSIONS

788t - 0.93t per employee

BUILDINGS

0.85% 0.0007t/m

0% 0t

1.5% 18.5t 2.4%

TRAVEL

0.62% 0.0007t

94% 0.87t/employee

2.9% 769t 98%

CARBON OFFSETS & RENEWABLES

99% 100%

NET EMISSIONS

0t - 0t per employee

ENVIRONMENTAL MANAGEMENT

POLICY

PUBLISHED

INITIATIVES:

• World Environment Day • Office green teams

RECYCLING OFFICES

100% 100% 63% 75%

% office availability

PAPER USAGE

13,922 8% 53%

INITIATIVES:

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

PAPER CERTIFICATION:

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

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Our vision for our pro bono & community work is to enable our communities to thrive by supporting access to justice, reconciliation, equality of opportunity and protecting human rights. This aligns with the firm’s purpose. We do this through using our skills as lawyers via pro bono work, providing mentorship to students from disadvantaged schools through our longstanding relationship with the Australian Business and Community Network (ABCN), providing career opportunities through our First Nations Pathway Program, supporting charity partners financially through workplace giving and implementing our Reconciliation Action Plan. In FY23 we exceeded the National Pro Bono Target, achieving 38.2 hours per lawyer. In total, we undertook over 19,000 hours of pro bono work.



INDIGENOUS RECONCILIATION

POLICY

PUBLISHED

INITIATIVES:

• Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • First Nations Procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Indigenous Business Month • Supply Nation Membership • CareerTrackers participation

NON LEGAL VOLUNTEERING

PROGRAM

VOLUNTEERING

INITIATIVES:

• NFP Boards • Organised staff volunteering • Blood donations • Student tutoring and mentoring • Community volunteering • Arts support • CPD for community sector lawyers

CHARITABLE GIVING

PROGRAM

CORP. GIVING

INITIATIVES:

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

LEGAL PRO BONO

STRATEGY

PRO BONO CENTRE TARGET

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

Click for further information from AusLSA:

OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

The Hall & Wilcox Board of Partners (Board) is responsible for firm strategy, firm governance, firm clients, firm performance and risk management. The Board discharges its responsibility for risk management via the firm’s Legal Excellence & Risk Committee as regards client/legal risks, and via the COO, the Managing Partner and the firm’s Corporate Services managers as regards all other categories of risk. Responsibility for individual risks is allocated in accordance with the firm’s Risk Register, which is maintained by the COO and the General Counsel. The Risk Register allocates responsibility for business continuity risk to the COO, as regards physical risks to building and equipment, and to the IT Manager, as regards technology risk. The firm’s Executive Leadership Team (ELT) is responsible for collaborating in leading the firm and its practices. The ELT is responsible for managing firm operations. Responsibility for managing individual firm policies that govern the conduct of firm personnel is allocated primarily to the relevant Corporate Services manager. Each policy will be overseen by either the Board or the ELT, in conjunction with the relevant firm committee (if applicable), depending on the subject matter of the policy

CODE OF CONDUCT /RISK MANAGEMENT

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

BOTH CURRENT AND NEW SUPPLIERS

MODERN SLAVERY PROGRAM

FEDERAL LEGISLATION PARTICIPATION

SUPPLIER STANDARDS COVER:

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

SUSTAINABILITY REPORTING

REPORT

AUSTRALIAN LEGAL SECTOR ALLIANCE

PROMOTED

REPORTING COVERS:

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

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2023 AusLSA  
SUSTAINABILITY  
PROFILE



**Hicksons Lawyers**  
**Headcount:** 221 (FTE)  
**Floor Area:** 3,400m2  
**Number of Offices:** 2

Hicksons Lawyers (Hicksons) is a mid-tier, legal and advisory business with offices in Sydney and Newcastle. The firm has undergone growth and transformation as it works towards achieving its 2025 Strategic Vision. The firm's Vision is to 'achieve exceptional outcomes as we put people first'. The firm's purpose is to 'be a forward thinking professional services firm where all individuals feel valued and respected every time they interact with us.' This purpose cascades to a focus on clients, people and the community.

Offering legal and business advisory services across various sectors, the firm assists its clients within the areas of commercial disputes, property, planning, construction, health, general insurance, workplace relations, wills and estates, migration assistance and workers insurance. The advisory practice includes advising C-suites through 'better boards', HR advisory services, migration and strategic negotiations. The firm serves the community through its offering of pro-bono services, student sponsorships, traineeships and commitment to sustainable business practices.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

Part of the firm's growth strategy is a program of continuous improvement, to 'Be our Best'. It is underpinned by the firm's value sets of Excellence, Respect, Integrity and Responsibility which are embedded into the firm through strong leadership and people programs.

The firm prides itself on fostering an environment which creates client solutions, attracts and develops talent and serves the broader community. The firm promotes organic growth, providing education systems, training and development to support internal progression, and enhance engagement. Senior leaders play a crucial role in preserving the culture by way of encouraging an open-door policy, presenting at regular forums, participating in business updates and internal committees. Performance and recognition are supported by policies, systems and practices enabling employees to reach their full potential. The people strategy is an end-to-end solution, including selection, acquisition, on-boarding, development, performance monitoring, progression and success planning, all of which form part of the firm's talent management model.

In addition to a number of people programs, HR practices include providing mentoring support, employee assistance programs, employee benefits program and learning and development opportunities ensuring people are supported to be their best. The detail of these programs are transparent and readily accessible.

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

Hicksons occupies office space in One International Towers, Barangaroo and Darby Plaza, Newcastle.

The Barangaroo precinct is certified and rated with; Climate Active, Well International, Active Score Gold, Nabers and Green Star. Tower One has current and future smart building infrastructure which includes the installation of occupancy and environment sensors.

Darby Plaza is a new smart build operating since June 2022, working on a greenhouse gas emissions policy and carbon offsets. The building currently provides water recycling; power reduction initiatives for non-critical plant / equipment and is planning to switch to total green power.

Both offices participate in the annual NABERS reporting through NSW Department of Planning, Industry and Environment achieving 5.5/6 rating for Sydney and 75% of target for Newcastle. In addition, both tenancies have lighting and movement sensors, as well as timed air conditioner programming.

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

The firm has a CSR strategy, with initiatives contributing back to the community and the industry through:

- Offering pro-bono services through guidance and advice to community legal centres & environmental crisis;
- Sponsorships for students with disadvantaged backgrounds;
- Traineeship programs in partnership with businesses including Western Sydney University, Neuroscience Research Australia and the NSW Government;
- Sponsorship and career opportunities for Indigenous students through placements and the Nanga Mai Awards;
- Sponsorship of the NSW Premier's Hicksons Lawyers Health, Education and Wellbeing Scholarship;
- Commitment to the NSW Police Legacy and sponsorship of the NSW Police Legacy Child Safety Handbook;
- Creation of the firm's Graduate Program, which is committed to creating the next generation of leaders to reach their potential and flourish in their roles.

Hicksons have been involved in various organisation-run programs, some including STEptember, R U OK? Day, Jeans for Genes Day, and Australia's Biggest Morning Tea to show our support and commitment towards important social initiatives. The firm demonstrates involvement through contributions on social media and hosting events to engage staff and clients. We continue to investigate ways we can further involve the firm and staff, and better contribute to change.



OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

Hicksons governance structure is the foundation of its business model. Supported by the firm's culture and values, the model focuses on 4 key strategic drivers; client development, best people, services/solutions and operational excellence. A number of programs and activities within these strategic drivers are developed, to enable the firm to meet its strategic objectives and achieve its overall vision. Hicksons has a commitment to continuous improvement and creating sustainable value. The firm is led by the Board, supported by the Managing Partner and the COO. There are a number of board-appointed committees including Risk and Compliance, Remuneration and Finance.

**GENDER EQUALITY**

**POLICY** **PUBLISHED**

**56% FEMALE** **75% FEMALE** **77% FEMALE** **100% FEMALE**

**GENDER PROFILE**

**INITIATIVES:**

- International Women's Day
- Employer of Choice for Gender Equality
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias
- Internal D&I networks or committees
- Equal pay controls
- Women on Boards

**INCLUSIVE WORKPLACE**

**POLICY** **PUBLISHED**

**INITIATIVES:**

- Recruitment and promotion for D&I
- Internal D&I networks or committees
- Membership - DCA
- Training - Awareness and unconscious bias
- Staff Surveys - D&I
- Gender pronouns promotion

**FLEXIBLE WORKPLACE**

**POLICY** **PUBLISHED**

**16.0 WEEKS** **16.0 WEEKS** **100%**

**PAID PARENTAL LEAVE** **RETURN TO WORK AFTER PARENTAL LEAVE**

**INITIATIVES:**

- Flexible work hours
- Part time options
- Job sharing
- Remote working tools and systems
- Support for flexible working
- Unpaid leave
- Carer's leave
- Study leave
- Volunteering leave
- Purchased leave
- Career breaks
- Adjusted KPIs after absences
- Sabbaticals
- Domestic violence leave

**PSYCHOLOGICAL WELLBEING**

**POLICY** **PUBLISHED**

**INITIATIVES:**

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

**PHYSICAL WELLBEING**

**POLICY** **PUBLISHED**

**INITIATIVES:**

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

**CLIMATE ACTION**

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

**INITIATIVES:**

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

**GROSS EMISSIONS**  
158t - 0.72t per employee

**BUILDINGS**

- 70%
- 0%
- 0.25%
- 111t
- 70%

**TRAVEL**

- 3.1%
- 25%
- 1.8%
- 47t
- 30%

**CARBON OFFSETS & RENEWABLES**

- 0%
- 0%
- 

**NET EMISSIONS**  
158t - 0.72t per employee

**ENVIRONMENTAL MANAGEMENT**

**POLICY** **PUBLISHED**

**INITIATIVES:**

- World Environment Day
- CitySwitch Green Office

**RECYCLING OFFICES**

100% 100% 100% 100%

% office availability

**PAPER USAGE**

5,272 0%

**INITIATIVES:**

- Paperlite office program
- Follow me printing

**PAPER CERTIFICATION:**

- Other Certifications

**INDIGENOUS RECONCILIATION**

**POLICY** **PUBLISHED**

**INITIATIVES:**

- Cultural awareness training
- NAIDOC Week
- National Reconciliation Week
- Internships and employment
- Scholarships and student mentoring
- Pro bono support
- Funding and donations
- CareerTrackers participation

**NON LEGAL VOLUNTEERING**

**PROGRAM** **VOLUNTEERING**

**INITIATIVES:**

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

**CHARITABLE GIVING**

**PROGRAM** **CORP. GIVING**

**INITIATIVES:**

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

**LEGAL PRO BONO**

**STRATEGY** **PUBLISHED**

**PRO BONO CENTRE TARGET**

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

Click for further information from AusLSA:

**CODE OF CONDUCT /RISK MANAGEMENT**

**POLICY** **PUBLISHED**

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

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**POLICY** **PUBLISHED**

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

**SUPPLIER STANDARDS COVER:**

- Human rights
- Indigenous inclusion
- Gender equality
- Modern Slavery
- Diversity and Inclusion
- Fraud bribery & corruption

**SUSTAINABILITY REPORTING**

**REPORTING COVERS:**

- Standalone ESG/ sustainability report

2023 AusLSA SUSTAINABILITY PROFILE



Holding Redlich  
Headcount: 510 (FTE)  
Floor Area: 14,948m2  
Number of Offices: 10

Holding Redlich’s reputation for delivering excellent results for our clients has developed over 60 years. We are a large commercial firm, having consistently grown and now recognised as one of Australia’s top 20 law firms. We support our commitment to providing innovative commercial legal advice with the resources and expertise of more than 500 staff, including 200 lawyers and over 60 partners across our offices in Melbourne, Canberra, Sydney, Brisbane and Cairns. Notwithstanding the growth of Holding Redlich, we have always played to our strengths and consider ourselves as a boutique specialist firm, with a particular focus in key areas of practice, each sector harnessing their own specialist team of trusted legal advisors and senior lawyers. With extensive experience in our key practice areas and legal project management our clients can be confident that we know what works (and what doesn’t) and have the systems in place to move quickly, reduce risk and provide value for money. We act for some of Australia’s largest companies, further to all tiers of government, statutory authorities, high profile clients and corporations providing our clients with trusted commercial legal advice and strategic solutions founded on our industry experience.



**OUR PEOPLE**  
SUMMARY AND HIGHLIGHTS:

At Holding Redlich we are committed to creating a diverse and inclusive workplace in which all of our people can thrive. We understand that diversity and inclusion is critical to enabling an environment in which our people feel fully supported in all aspects of their work life, which enhances the likelihood of talent retention, and ultimately the provision of high quality services to our clients. The People and Development team, in conjunction with its leaderships team and the firm’s partners, are responsible for the creation and implementation of the diversity and inclusion initiatives that support Holding Redlich. However, we recognise the importance of our leadership roles in the delivery of these and in ensuring a diverse and inclusive culture in practice, thereby ensuring our people are set up to succeed. The firm has several initiatives in place in terms of well-being, performance, gender equality, diversity and inclusion, and we’re always considering how we can further support our people in this regard.

[www](#)

**GENDER EQUALITY**

**POLICY**  
PUBLISHED ✓

**33% FEMALE**  
GENDER EQUITY TARGET

**71% FEMALE**  
PARTNERS

**79% FEMALE**  
LEGAL STAFF

**70% FEMALE**  
NON-LEGAL STAFF

**70% FEMALE**  
SENIOR PROMOTIONS

**INITIATIVES:**

- International Women’s Day • Employer of Choice for Gender Equality
- Male Champion of Change • Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • LSNSW Charter - Advancement of Women • Equal pay controls • Women on Boards

**INCLUSIVE WORKPLACE**

**POLICY**  
PUBLISHED ✓

**POLICY**  
PUBLISHED ✓

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Training - Awareness and unconscious bias • Staff Surveys - D&I • Training - LGBTQ+ awareness • IDAHOBIT • Wear it Purple Day • Internal LGBTQ+ networks or committees • Training - LGBTQ+ awareness • Trans Awareness Week • Pride March • Mardi Gras • InterFirm events

**FLEXIBLE WORKPLACE**

**POLICY**  
PUBLISHED ✓

**18.0 WEEKS**  
PAID PARENTAL LEAVE PRIMARY CAREER

**4.0 WEEKS**  
SECONDARY CAREER

**97%**  
RETURN TO WORK AFTER PARENTAL LEAVE

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**

**INITIATIVES:**

- R U OK? program • Psychological support/ EAP • Mental health first aid training and support • Training - Mental health awareness and management • Domestic violence strategy

**STAFF SURVEYS**

**PHYSICAL WELLBEING**

**INITIATIVES:**

- Ergonomics program • Flu vaccinations • Internal exercise sessions • Team events • Messages • Onsite fruit and healthy catering • Health EAP

**STAFF SURVEYS**

**OUR ENVIRONMENT**  
SUMMARY AND HIGHLIGHTS:

Holding Redlich aims to improve our sustainability impact by implementing achievable and practical programs and policies to reduce our impact on the environment in all aspects of the firm’s operations. Our firm-wide approach is led by our Executive Committee and management team.

**CLIMATE ACTION**

**INITIATIVES:**

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

**GROSS EMISSIONS**  
1,071t - 2.1t per employee

**BUILDINGS**

- 67% 0.05t/m²
- 0% 0t
- 0.24% 715t
- 67%

**TRAVEL**

- 0.02% 0.02t/employee
- 32% 0.07t/employee
- 0.93% 0.02t/employee
- 356t
- 33%

**CARBON OFFSETS & RENEWABLES**

**NET EMISSIONS**  
1,071t - 2.1t per employee

**RECYCLING OFFICES**

100% 100% 100% 100%

% office availability

**PAPER USAGE**

16,315 99%

100% recycled content

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

- PEFC Australian Forestry standard

**OUR COMMUNITY**  
SUMMARY AND HIGHLIGHTS:

The three main components of Holding Redlich’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, First Nations peoples, women and youth at risk, elder abuse, the arts, the environment, and charitable organisations. 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 donations to our charity partners, and currently focuses on supporting vulnerable young people, women experiencing family violence and First Nations peoples. Holding Redlich recognises that we have a responsibility to take genuine action to engage in and promote reconciliation. The firm’s Reflect RAP provided a framework for supporting the national reconciliation movement. We completed our Reflect RAP and are in the process of seeking endorsement for our Innovate RAP. As a firm, we are committed to respecting cultures, building relationships and creating opportunities for First Nations peoples.

[www](#)

**INDIGENOUS RECONCILIATION**

**POLICY**  
IN DEVT

**RAP**  
REFLECT ACTION PLAN LEVEL

**INITIATIVES:**

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

**NON LEGAL VOLUNTEERING**

**PROGRAM**  
VOLUNTEERING

**NON-PROFIT BOARD SUPPORT**

**INITIATIVES:**

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

**CHARITABLE GIVING**

**PROGRAM**  
CORP. GIVING

**26%**  
PARTICIPATION IN CORPORATE GIVING

**INITIATIVES:**

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

**LEGAL PRO BONO**

**STRATEGY**  
PUBLISHED ✓

**PRO BONO CENTRE TARGET**

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

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

**OUR GOVERNANCE**  
SUMMARY AND HIGHLIGHTS:

Our legal practice is governed by laws, regulations and the common law. Our Client Commitment Charter outlines our commitment to provide high quality client service in all interactions with our clients without discrimination. Our Quality Assurance Framework ensures we provide the highest quality and updated advice in order to meet risk management requirements. Our Risk Management Committee is responsible for managing the firm’s risk profile, including the identification, assessment and prioritisation of the firm’s strategic, legal and operational risks and key risk indicators. Our Executive Committee and management team manage the firm’s sustainability program and monitoring of our supply chain for risks related to modern slavery. Since FY2019-2020 Holding Redlich has consolidated revenue of +\$100M, requiring us to report on risks of modern slavery within our operations and supply chains, and actions to address them. We require all major suppliers to agree to our Supplier Code of Conduct. Our policies ensure our staff have safe and flexible working environments, with our Diversity and Inclusion Committee encouraging a workplace where all our people feel included. We have been awarded by the Australian Government’s Workplace Gender Equality Agency (WGEA) as an Employer of Choice for Gender Equality for the 15th consecutive year.

**CODE OF CONDUCT /RISK MANAGEMENT**

**POLICY**  
PUBLISHED ✓

**CODE OF CONDUCT TRAINING**

**COMPLAINTS & GRIEVANCE MECHANISM**

**RISK MANAGEMENT PLAN**

**BCP OR ERP**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**POLICY**  
PUBLISHED ✓

**BOTH CURRENT AND NEW SUPPLIERS**

**MODERN SLAVERY PROGRAM**

**FEDERAL LEGISLATION PARTICIPATION**

**SUPPLIER STANDARDS COVER:**

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

**SUSTAINABILITY REPORTING**

**AUSTRALIAN LEGAL SECTOR ALLIANCE**  
PROMOTED ✓





2023 AusLSA SUSTAINABILITY PROFILE

K&L GATES

K&L Gates  
Headcount: 438 (FTE)  
Floor Area: 13,445m2  
Number of Offices: 4

K&L Gates is a fully integrated global law firm with 48 offices located in key capital cities and world commercial and financial centres across five continents. Locally, we have over 280 lawyers based in Melbourne, Sydney, Brisbane and Perth where our lawyers collectively have a deep knowledge of the Australian legal marketplace across a wide spectrum of industries. Our broad platform offers clients local market knowledge and access to both national and international capabilities with the objective of meeting our clients’ local and global requirements. At K&L Gates, we are continually dedicated to providing exemplary client service and excellent technical advice, using innovation and best practice to drive value for our clients. Additionally, we strongly promote and support workplace diversity, professional excellence, opportunities for work balanced careers, community service and pro bono work. Each one of these values is integral to our firm’s organisational structure and success, and they are acknowledged and reinforced through the daily actions and teamwork of everyone within the firm.



OUR PEOPLE SUMMARY AND HIGHLIGHTS:

Our Employee Value Proposition

- 1. We believe our culture is unique - reflecting our people as being down to earth, collaborative, socially responsible and with a strong work ethic.
- 2. We recognise the individual needs and differences each person brings to the firm. Our aim is to create a supportive culture which fosters an environment where everyone can work to their full potential.
- 3. We recognise that mental health is a major issue within the legal industry and we’ve adopted the following health and wellbeing initiatives to support our employees and partners:
  - enhanced Australian Parental Leave Policy which includes:
  - increasing paid parental leave for primary carers to 26 weeks and for secondary carers to 4 week
  - reducing the current 12 month eligibility period to immediate eligibility upon commencement of employment
  - a firm funded Employee Assistance Program
  - health & wellbeing initiatives such as sporting and social events, yoga/gym subsidies and fruit for all staff
  - regular training on mental health and wellbeing topics
  - Konnect breakfasts & lunches
  - participation in initiatives: R U OK? day, domestic and family violence prevention month, Movember, and International Women’s Day.

OUR ENVIRONMENT SUMMARY AND HIGHLIGHTS:

Environmental sustainability is a core value of K&L Gates. We are committed to minimising the impact of our business activities on the environment by adhering to sustainable and ethical work practices and setting and monitoring carbon footprint targets. To demonstrate this commitment, we have in place a standards based environmental management system that incorporates guidance from international standard ISO 14001 Environmental Management Systems. The Australian offices of K&L Gates environmental sustainability policy was developed in 2011. To meet the requirements of our own environmental policy, an environmental management system was implemented in 2012. As a professional services firm, our primary or core carbon footprint is attributable to energy and paper use. We work closely with all our landlords to improve our footprint, within the buildings we occupy. In addition we incorporate environmental sustainability into our procurement practices and we have tracked energy usage and paper usage across an 11 year period and reported usage, trend analysis and measurement against set targets to reduce our footprint over time. As an international firm with complex multi-jurisdictional matters and active management, the remainder and majority of our footprint is attributable to travel.

OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

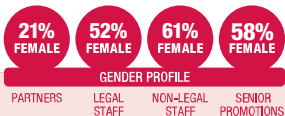
Pro bono and community service provide an invaluable contribution to the community and particularly to those who otherwise cannot afford such services. K&L Gates believes that providing pro bono service is a vital element of every lawyer’s professional responsibility. The firm also has a long tradition of its lawyers providing community service. Thus, the firm’s policy is to strongly encourage its lawyers and staff to undertake a meaningful level of pro bono and community service in areas of their choice and interest. Consistent with this policy, the firm is a signatory to the Law Firm Pro Bono Challenge and has committed to make good faith efforts to provide pro bono services at a level equal to or greater than 3 percent of its annual billable hours. In 2022, our firm devoted more than 41,000 hours to pro bono cases. We also celebrate National Pro Bono Day annually and recognise those who have performed more than 50 hours of pro bono service per year.



OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

At K&L Gates, everyone regardless of role, is responsible for good governance, and committing to the firms environmental, social and governance (ESG), goals and objectives, which are interwoven throughout all levels of our practice. Our governance frameworks and processes are overseen by the Management Committee (which includes the Managing Partner, Australia and Practice Area Leaders (PALs) for our nine primary practice areas, and Administrative Partners from most of our offices). There is an Executive Committee which advises the Management Committee on issues relating to strategic positioning and integration. At a local level, we have an Australian Board, which meets regularly and is made up of Practice Area Leaders, Practice Group Coordinators, other heads of group (including the Deputy Chief Operating Officer, Australia and the Deputy Chief Financial Officer, Australia). The Australian Board oversees the management of the Australian operations. At the core of our operations are overlapping systems and processes that incorporate risk and quality management, audit, assurance, as well as the specific initiatives and activities underpinning our environmental and social goals and objectives. Key principles include alignment of our principles with the prevailing standards of specialist topic areas, ethical standards and incremental innovation and improvement.

GENDER EQUALITY



INITIATIVES:

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

INCLUSIVE WORKPLACE



INITIATIVES:

- Internal D&I networks or committees • Membership - DCA • LCA Diversity and Inclusion Charter • Training - Awareness and unconscious bias • Staff Surveys - D&I
- Membership - Pride in Diversity • Training - LGBTQ+ awareness • IDAHOBIT
- Wear it Purple Day • Internal LGBTQ+ networks or committees • Pro bono support • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness
- Gender pronouns promotion • Stonewall top Global Employer

FLEXIBLE WORKPLACE



INITIATIVES:

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

PSYCHOLOGICAL WELLBEING



INITIATIVES:

- R U OK? program • Psychological support/ EAP • Mental health first aid training and support • Training - Mental health awareness and management
- Salary continuance

PHYSICAL WELLBEING



INITIATIVES:

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

CLIMATE ACTION

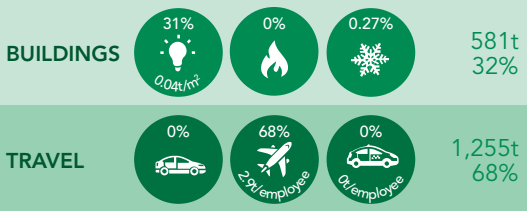


INITIATIVES:

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

GROSS EMISSIONS

1,836t - 4.2t per employee



CARBON OFFSETS & RENEWABLES



NET EMISSIONS

1,836t - 4.2t per employee

ENVIRONMENTAL MANAGEMENT



RECYCLING OFFICES



PAPER USAGE



INITIATIVES:

- Follow me printing
- PAPER CERTIFICATION:**
  - Forestry Stewardship Council (FSC) certified • NCOS Certified Carbon Neutral • PEFC Australian Forestry standard

INDIGENOUS RECONCILIATION



INITIATIVES:

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

NON LEGAL VOLUNTEERING



INITIATIVES:

- Organised staff volunteering • Blood donations • Community volunteering

CHARITABLE GIVING



INITIATIVES:

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

LEGAL PRO BONO



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



Click for further information from AusLSA:

CODE OF CONDUCT /RISK MANAGEMENT



SUSTAINABLE SUPPLY CHAIN MANAGEMENT



SUSTAINABILITY REPORTING



REPORTING COVERS:

- Standalone ESG/ sustainability report • Standalone environmental sustainability report • Website - ESG commitments information

2023 AusLSA  
SUSTAINABILITY  
PROFILE



King & Wood Mallesons  
Headcount: 1,389 (FTE)  
Floor Area: 30,570m2  
Number of Offices: 5

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:

At KWM, one of our core objectives in our 3 year approach focusses on ambitious people learning, mastering and leading together. We deliver people programs and initiatives to 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.

**GENDER EQUALITY**

**INITIATIVES:**

- International Women’s Day • Pay Equity Ambassador • LCA Diversity and Inclusion Charter • Equitable briefing pledge (e.g. CommBar/LCA) • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • LSNSW Charter - Advancement of Women • Equal pay controls • Showcasing gender diversity experiences

**KEY METRICS:**

- 35% FEMALE PARTNERS
- 55% FEMALE LEGAL STAFF
- 73% FEMALE NON-LEGAL STAFF
- 56% FEMALE SENIOR PROMOTIONS

**INCLUSIVE WORKPLACE**

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • Training - Awareness and unconscious bias • Membership - Aust Network On Disability • Staff Surveys - D&I • Managing Partners Diversity Forum • Membership - Pride in Diversity • Training - LGBTQ+ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • World Aids Day • Internal LGBTQ+ networks or committees • Pro bono support • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness • Gender pronouns promotion • Pride March • Mardi Gras • Midsumma • Gender affirmation policy • InterFirm events • AWEI award

**FLEXIBLE WORKPLACE**

**INITIATIVES:**

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Time in lieu • Unpaid leave • Carer’s leave • Study leave • Volunteering leave • Religious and ceremonial leave • Purchased leave • Career breaks • Subsidised child care • Adjusted KPIs after absences • Sabbaticals • Domestic violence leave • Family and fertility leave

**KEY METRICS:**

- 26 WEEKS PAID PARENTAL LEAVE PRIMARY CARER
- 26 WEEKS RETURN TO WORK AFTER PARENTAL LEAVE SECONDARY CARER
- 95% RETURN TO WORK AFTER PARENTAL LEAVE

**PSYCHOLOGICAL WELLBEING**

**INITIATIVES:**

- Minds Count -TJMF Guidelines • R U OK? program • Psychological support/ EAP • Mental health first aid training and support • Mental Health Awareness Week • Resilience at Law • Salary continuance • Domestic violence strategy • Mental health office champion

**PHYSICAL WELLBEING**

**INITIATIVES:**

- Ergonomics program • Proactive health checks • Flu vaccinations • Gym memberships • Subsidised health insurance • Onsite fruit and healthy catering • Life & TPD insurance • Health EAP

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

KWM has a board-approved Climate Change & Sustainability strategy in place for 2022-2024.

Under this strategy we have implemented an AEMS-certified Environmental Management System (EMP) containing details of all initiatives to reduce the firm’s environmental impacts. The plan focusses on KWM’s highest impact activities including energy use and business travel, and contains control measures such as:

- energy efficiency, staff behaviour-change and various reduction initiatives
- policy development in areas such as sustainable procurement and business travel.

KWM is Certified Carbon Neutral (under Climate Active) from FY22 and has committed to set net-zero targets encompassing both near and long-term targets, in line with the goals of the Paris Agreement, validated by the SBTi. We have also committed to use 100% renewable electricity in all tenancies in Australia by 2024.



**CLIMATE ACTION**

**INITIATIVES:**

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

**GROSS EMISSIONS**  
4,402t - 3.2t per employee

**BUILDINGS** 40% 0.60% 0.49% 1,789t 41%

**TRAVEL** 0.005% 56% 2.8% 2,613t 59%

**CARBON OFFSETS & RENEWABLES** 0% 100%

**NET EMISSIONS**  
0t -0t per employee

**ENVIRONMENTAL MANAGEMENT**

**INITIATIVES:**

- Office green teams

**RECYCLING OFFICES**

100% 100% 100% 100%

% office availability

**PAPER USAGE**

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

- NCOS Certified Carbon Neutral

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

KWM has a leading social impact practice known as Community Impact. We work in trusted partnerships with community-led organisations, emerging leaders and respected advocates to further strengthen communities through strategic legal, justice & advisory projects, holistic pathways programs and targeted grants.

Community Impact is guided by a new 5 year strategy titled ‘Standing Strong & Tall Together’. We recognise that how we work is as significant as the work itself. The development and commitment to genuine and trusted partnerships with community is the foundation of our work and is key to real change. Critically, we are guided in our work by our First Nations Youth Council and our Elders in Residence. In doing so, we centre the authority and leadership of community. With the privilege of receiving this legitimacy and direction comes our commitment to accountability and action. Key data from FY23:

- KWM delivered 44,131 hours of pro bono legal work, equating to 45 hours per lawyer.
- Our people donated 2,596 volunteering hours
- As at 30 June 2023, DigDeep®, KWM’s workplace giving program, exceeded \$15M in donations.
- In FY23, KWM raised and donated over \$630,110.76 through DigDeep®



**INDIGENOUS RECONCILIATION**

**INITIATIVES:**

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • First Nations Procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Supply Nation Membership

**NON LEGAL VOLUNTEERING**

**INITIATIVES:**

- NFP Boards • Organised staff volunteering • Paid volunteer time • Blood donations • Student tutoring and mentoring • Secondments to NFPs • Skilled volunteering program • Arts support

**CHARITABLE GIVING**

**INITIATIVES:**

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

**LEGAL PRO BONO**

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

Click for further information from AusLSA:

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

Risk is a major focus within the firm to ensure that we safeguard our ability to provide a high level quality service to our clients at all times. We have a dedicated Risk Group who has carriage of the day to day management of risk. The Risk Group is overseen by the Global Head of Risk and the Risk Committee which is a sub committee of our Board. The Global Head of Risk regularly reports to the firm on the current and potential risk issues, promoting awareness and transparency of risks faced across office network globally and informs the focus of our internal risk management training. Our Risk Management Policy is based on ISO 31000 - Risk Management Principles and Guidelines.

**ABOUT SUPPLIER PROGRAMS**  
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.

**CODE OF CONDUCT /RISK MANAGEMENT**

**INITIATIVES:**

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

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**INITIATIVES:**

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

**SUPPLIER STANDARDS COVER:**

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

**SUSTAINABILITY REPORTING**

**REPORTING COVERS:**

- CDP Reporting



2023 AusLSA  
SUSTAINABILITY  
PROFILE

LANTERN  
LEGAL GROUP

The Lantern Legal Group  
Headcount: 104 (FTE)  
Floor Area: 3,108m2  
Number of Offices: 2

The Lantern Legal Group Pty Ltd is the parent company of the law firms trading as Harwood Andrews and Sladen Legal.

We take an approach that is client driven and collaborative and work in partnership with our clients to ensure the advice and service we provide is specific to individual needs.

We have a team of 137 talented individuals who work both full time and part time including principals, special counsel, lawyers and professional service managers who work collaboratively to ensure the best outcomes for our clients across their business and personal legal needs.

We are committed to not only operating for the benefit of shareholders, but also for the benefit of the environment, the community and our people.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

We value the different skills, knowledge and perspective our people bring. We proudly provide an inclusive culture that fosters a strong sense of purpose and meaning where our people can THRIVE. Our people first culture celebrates diversity and our people bring us together through their differences, shared values, purpose and goals. Our working environment is challenging, diverse, rewarding and fun. We place a strong emphasis on continuous improvement and investing in our people.

We offer:

- Morning tea's
- Social events which includes drinks after work, end of financial year party, end of year party celebrations.
- Employee assistance program which provides access to confidential external professional counselling for our people and their immediate families;
- Mental Health qualified First aid officers;
- Regular webinars on mental health issues;
- Paid parental leave
- Salary continuance insurance and Group Life Insurance.
- Superannuation consultations;
- Free flu vaccinations;
- Corporate discounts including legal services and health insurance
- Fruit boxes delivered every week;
- Discounted health insurance;
- Breakfast supplies in the kitchen;
- Birthday cakes

We support learning through CPD meetings which includes - external webinars. Career Path and Study Leave.

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

The Lantern Legal Group is very aware that our daily operations affect the environment. Where possible we continue to reduce our energy usage and water usage. We have a firm-wide target set to reduce our electricity usage, this is monitored on-line through the Power Cor website and in Excel spreadsheets. All our offices have water saving devices. We have recycling procedures in place for cardboard, paper, polystyrene, batteries and Nescafe pods as well as other commingled rubbish. The confidential document destruction service shreds then pulps the paper for recycling. E waste goes to a local not for profit group where their teams dismantle electronic equipment for recycling. There is an ongoing operational need to use paper, but this does not mean that we can't reduce the amount of printing that we do. Our printers have a default setting for double sided printing, unless the user makes the conscious decision for single sided. Printers also default to black and white. We receive invoices electronically instead of using the AusPost service where possible. Our staff who regularly commute between our 2 main offices in Geelong or Melbourne, use V-Line public transport in preference to driving their own or company vehicles.

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

We are committed to change and ensuring that we have a positive impact on the environment and the communities in which we work and live.

We see it as our responsibility to use our knowledge and expertise to better the community, which is why we provide substantial pro bono services to charities and not for profits. Our people actively give back by participating as members of boards and committees in the not-for-profit sector, allowing them to grow professionally and personally while making a real difference where it is needed most.

We invest in meaningful partnerships that better the community in a range of sectors including children's health, disability, business, sport and tourism. We believe collaboration is key to enhancing the community, and are proud to work with our partners to help them achieve their desired outcomes. Community starts in your own backyard, which is why we strive to build a positive workplace where our people can flourish and achieve their full potential.



OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

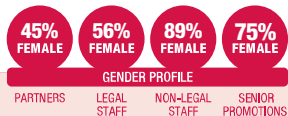
All Principals, senior management team members and leaders within the firm are responsible for assisting the firm to meet its community, social and environmental goals. We will continue to advance community, social and environmental consciousness across the firm.

This will include:

- Continuing our pro bono program
- Providing our talents and services to community organisations by sitting on their boards of management and/or committees.
- Promoting our corporate social responsibility and environmental policies across the firm.
- Benchmarking our resource and energy use through AusLSA or similar organisations.

In particular, our pro bono program and commitment to community organisations will seek to benefit disadvantaged sectors of the communities in which the firm practices. The Board will oversee the implementation of this aspect of our strategy across the firm, including by incorporating as appropriate review in principal, senior management team and lawyer performance reviews. To the extent possible, we will attempt to measure the outcomes both for the firm and the community of our engagement. This may include seeking feedback from our employees and the community regarding our community, social and environmental performance.

GENDER  
EQUALITY



INITIATIVES:

- International Women's Day • LCA Diversity and Inclusion Charter • Host or lead external programs and/or forums • Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias • Equal pay controls

INCLUSIVE  
WORKPLACE



INITIATIVES:

- Recruitment and promotion for D&I • LCA Diversity and Inclusion Charter
- Training - Awareness and unconscious bias • Training - LGBTQ+ awareness

FLEXIBLE  
WORKPLACE



INITIATIVES:

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

PSYCHOLOGICAL  
WELLBEING



INITIATIVES:

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

PHYSICAL  
WELLBEING



INITIATIVES:

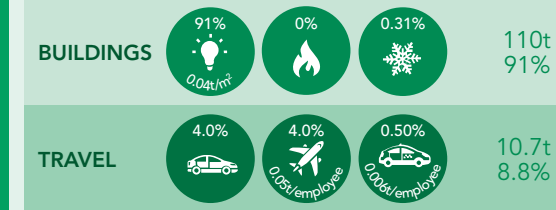
- Ergonomics program • Flu vaccinations • Team events • Wellness awareness and promotion • Subsidised health insurance • Onsite fruit and healthy catering
- Life & TPD insurance • Health EAP

CLIMATE  
ACTION

INITIATIVES:

- Telecommuting • Energy efficient refits undertaken • Teleconferencing facilities and training • End of trip facilities • Efficient building and lighting automation

GROSS EMISSIONS  
121t - 1.2t per employee



NET EMISSIONS  
121t - 1.2t per employee

ENVIRONMENTAL  
MANAGEMENT



RECYCLING  
OFFICES



PAPER  
USAGE



INITIATIVES:

- Follow me printing
- PAPER CERTIFICATION:**
- NCOS Certified Carbon Neutral

INDIGENOUS  
RECONCILIATION



INITIATIVES:

- Pro bono support

NON LEGAL  
VOLUNTEERING



INITIATIVES:

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

CHARITABLE  
GIVING



INITIATIVES:

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

LEGAL  
PRO BONO



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

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

CODE OF CONDUCT  
/RISK MANAGEMENT



SUSTAINABLE SUPPLY  
CHAIN MANAGEMENT



SUPPLIER STANDARDS COVER:

- Environmental impacts • Community development • Gender equality
- Diversity and Inclusion

2023 AusLSA  
SUSTAINABILITY  
PROFILE

macpherson kelley.

Macpherson Kelley  
Headcount: 232 (FTE)  
Floor Area: 5,757m2  
Number of Offices: 4

Macpherson Kelley provides commercial legal guidance to medium-large organisations from our 4 offices in Sydney, Brisbane, Melbourne, Dandenong and through our network in the pacific and beyond.

118 years old but progressive and young at heart, we help our clients and our people succeed in business and in life and we want them to be our greatest advocates. We help strengthen the communities and industries in which we operate.



### OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

We live by our values: talk straight, better each day, play as a team. Our people programs have employee experience at their heart, supporting inclusion, collaboration and development, with flexible work practices a part of who we are. The Macpherson Kelley Business School teaches our Lawyers to be business-people, bringing a commercial mindset to the legal problem at hand. Our Wellness+ program allows us to take care of our mental, emotional and physical well-being, and the Macpherson Kelley Foundation focuses our efforts to engage with our communities. We are very proud of the recent launch of our DEI Commitment, which included upgraded parental leave policies, fertility support, a commitment to pay equity, as well as initiatives to support greater awareness, inclusion and celebration of the firm’s diversity. In recognition of our commitment to our people being our strongest advocates, we were recognised by Australasian Lawyer as an Employer of Choice 2023.

#### GENDER EQUALITY

POLICY  
IN DEV'T

36% FEMALE

47% FEMALE

81% FEMALE

57% FEMALE

GENDER PROFILE

PARTNERS LEGAL STAFF NON-LEGAL STAFF SENIOR PROMOTIONS

**INITIATIVES:**

- International Women’s Day • Employer of Choice for Gender Equality • Pay Equity Ambassador • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Training - Gender awareness unconscious bias • Gender sensitive promotion and recruitment • Internal D&I networks or committees • Equal pay controls • Showcasing gender diversity experiences • Women on Boards

#### INCLUSIVE WORKPLACE

POLICY  
PUBLISHED

POLICY  
IN DEV'T

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • LCA Diversity and Inclusion Charter • Training - Awareness and unconscious bias • Staff Surveys - D&I • Training - LGBTQ+ awareness • Wear it Purple Day • Internal LGBTQ+ networks or committees • Training - LGBTQ+ awareness

#### FLEXIBLE WORKPLACE

POLICY

20 WEEKS

4.0 WEEKS

75%

PAID PARENTAL LEAVE

PRIMARY CARER SECONDARY CARER RETURN TO WORK AFTER PARENTAL LEAVE

**INITIATIVES:**

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

#### PSYCHOLOGICAL WELLBEING

**INITIATIVES:**

- R U OK? program • Psychological support/ EAP • Mental health first aid training and support • Training - Mental health awareness and management • External mental health programs hosting • Domestic violence strategy

#### PHYSICAL WELLBEING

**INITIATIVES:**

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

### OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

Macpherson Kelley has ambitious sustainability goals over the next few years. All offices participate in waste recycling programs, we’ve reduced our paper consumption by 78% in the last 7 years and shrunk the printer fleet by 38% over the same time.

We are actively assessing our supply chain to purchase energy from renewable sources, sourcing paper with greater recycled content, and other initiatives to reduce our emissions footprint. In FY23, 41% of our electricity consumption was GreenPower. We anticipate purchasing GreenPower for almost 95% of our electricity consumption for FY24.

Beyond our own offices, people and practices, we aspire to work with our clients to help them achieve their 2030 and 2050 emissions targets.

#### CLIMATE ACTION

**INITIATIVES:**

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

##### GROSS EMISSIONS

311t - 1.3t per employee

###### BUILDINGS

60%  
0.03t/m²

0%  
0.00t/m²

0.39%  
0.00t/m²

189t  
61%

###### TRAVEL

0.12%  
0.00t/employee

38%  
0.00t/employee

1.3%  
0.02t/employee

122t  
39%

##### CARBON OFFSETS & RENEWABLES

40%  
0.00t/employee

0%  
0.00t/employee

##### NET EMISSIONS

311t - 1.3t per employee

#### ENVIRONMENTAL MANAGEMENT

POLICY  
IN DEV'T

#### RECYCLING OFFICES

75%

75%

50%

75%

% office availability

#### PAPER USAGE

2,434  
0.00t/employee

0.01%  
0.00t/employee

**INITIATIVES:**

- Paperlite office program • Follow me printing

**PAPER CERTIFICATION:**

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

### OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

Since 2016 Macpherson Kelley Foundation (MKF) has been the vehicle for a strategic and inclusive approach to community giving. MKF has positively impacted many causes and lives, providing the platform for our employees to contribute financially and of their time to causes they are passionate about, in a manner that reflects the values of the firm.

The firm continues to provide generous resources to support the running of MKF, ensuring its sustainability and growth, and meeting all MKF administrative overheads and operating costs ensuring every employee dollar donated reaches our selected Community Partners. Through the Workplace Giving Program (WPG), employees can donate part of their pre-tax salary to a pool matched dollar for dollar by the firm and granted to our Community Partners annually.

MKF has launched a number of one-off appeals for national and worldwide disasters, health and humanitarian crises. Nationally, we have distributed funds, again matched dollar for dollar by the firm, to those impacted by floods and bushfires and the Pandemic. Globally, we’ve reached places as far as Afghanistan, Indonesia, Ukraine and Turkiye-Syria.

Over 55% of our employees participate in our WPG program. To date, MKF has raised and donated over \$450,000.

#### INDIGENOUS RECONCILIATION

POLICY  
IN DEV'T

**INITIATIVES:**

- Reconciliation Action Plan • Cultural awareness training • National Reconciliation Week • Funding and donations

#### NON LEGAL VOLUNTEERING

PROGRAM  
VOLUNTEERING

NON-PROFIT BOARD SUPPORT

**INITIATIVES:**

- NFP Boards • Organised staff volunteering • Paid volunteer time • Community volunteering

#### CHARITABLE GIVING

PROGRAM  
CORP. GIVING

58%

PARTICIPATION IN CORPORATE GIVING

**INITIATIVES:**

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

### OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

Macpherson Kelley has a corporate structure, with governance, risk and compliance resting at or driven from the Board. The Board consists of 6 members: 4 Executive and 2 Non-Executive. Day to day management of the legal firm subsidiary is undertaken by an Executive team of a National Managing Principal Lawyer, COO, CIO, CFO, CHRO, and 4 Managing Principal Lawyers representing each of our offices. The group is independently audited annually. We have robust controls, policies and procedures covering ethics, conduct, bullying & harassment, wellbeing, inclusion, complaints handling. These are supported through induction and ongoing training programs. Business continuity plans and crisis management system are constantly being reviewed and developed. Our values drive a team based, open and supportive culture.

#### CODE OF CONDUCT /RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

121



2023 AusLSA  
SUSTAINABILITY  
PROFILE



**McCullough Robertson**  
**Headcount:** 327 (FTE)  
**Floor Area:** 5,874m<sup>2</sup>  
**Number of Offices:** 3

McCullough Robertson is a leading Australian independent law firm with industry specialists combining legal expertise with deep industry knowledge and foresight. With offices in Brisbane, Sydney, Canberra, Newcastle and Melbourne, the firm provides innovative, relevant and commercial legal solutions to major corporate, government and high net worth individuals across Australia and internationally. Established in 1926, the firm’s major focus areas are the resources and renewables, food and agribusiness, technology, telecommunications, infrastructure, real estate, and government sectors. We use deep industry knowledge and foresight, combined with technical excellence, to provide the best possible outcomes for all who work with us. We are entrenched in our communities and take great pride in what can be achieved when you put people first. We are passionate champions of our business, we celebrate diversity and we look for sustainable solutions.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

Our firm strategy showcases the importance of our people and what we strive for. Flowing from that is our people strategy which is aligned with our purpose of Unlocking Success. Together. We are focused on enhancing the employee and partner experience for everyone. Our culture is our differentiator, and our engagement efforts are focused on celebrating that culture and building capability in our areas of expertise. We know that retaining employees that live our values is the key to achieving success and delivering for our clients. Our strategy sets out the direction for growth and retention and gives every employee an opportunity to get involved and be challenged. Our strategy for the next three years outlines those areas we will invest in and look to improve. In 2021 we conducted our engagement survey and were pleased to see strong results both in participation (84%) and overall engagement (85%). Even though these results are strong it was a chance to receive feedback from the business and we continued to work through these suggestions and since this time we have seen some improvements made to our check-in process, implementation of MyStory and some simple things such as healthy snacks available to everyone.



**GENDER EQUALITY**

**POLICY**  
PUBLISHED

**GENDER EQUALITY TARGET**

20% FEMALE

66% FEMALE

70% FEMALE

31% FEMALE

**INITIATIVES:**

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

**INCLUSIVE WORKPLACE**

**POLICY**  
PUBLISHED

**POLICY**  
PUBLISHED

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • LCA Diversity and Inclusion Charter • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Membership - Aust Network On Disability • Membership - Pride in Diversity • Training - LGBTQ+ awareness • AWEI survey • IDAHOBIT • Wear it Purple Day • World Aids Day • Membership - Out for Australia • Internal LGBTQ+ networks or committees • Pro bono support • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness • Gender pronouns promotion • Trans Awareness Week • Pride March • Mardi Gras • Gender affirmation policy • InterFirm events • AWEI award

**FLEXIBLE WORKPLACE**

**POLICY**  
PUBLISHED

18.0 WEEKS

6.0 WEEKS

64%

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**

**POLICY**  
PUBLISHED

**STAFF SURVEYS**

**INITIATIVES:**

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

**PHYSICAL WELLBEING**

**POLICY**  
PUBLISHED

**STAFF SURVEYS**

**INITIATIVES:**

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

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

McCullough Robertson’s environmental initiatives are coordinated by an Environmental Committee made up of the Chief Operating Officer, lawyers, support staff including IT representatives. The key responsibilities of the Environmental Committee are: providing prioritisation and recommended next steps for ideas to be worked on by environmental teams endorsing processes to be followed by each environmental team to investigate, analyse and implement ideas; determining information requirements for each type of idea e.g. investment budget, business case determinants, risks and internal and external resources; establishing metrics to track progress by environmental teams and the environmental program overall; and oversight of appropriate communications and engagement activities to ensure all staff are kept informed and involved.

**CLIMATE ACTION**

**POLICY**  
IN DEV’T

**INITIATIVES:**

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Earth Hour • Ride to Work Day • End of trip facilities • NABERSs Energy Rating • Efficient building and lighting automation • Renewable Electricity

**GROSS EMISSIONS**  
516t - 1.6t per employee

**BUILDINGS**

46%  
204thm<sup>2</sup>

0%  
0.7th employee

1.0%  
0.04th employee

244t  
47%

**TRAVEL**

0.19%  
0.2th employee

50%  
0.04th employee

2.3%  
0.04th employee

273t  
53%

**CARBON OFFSETS & RENEWABLES**

4.5%  
0%

**NET EMISSIONS**  
516t - 1.6t per employee

**ENVIRONMENTAL MANAGEMENT**

**POLICY**  
PUBLISHED

**RECYCLING OFFICES**

100%

100%

100%

100%

% office availability

**PAPER USAGE**

10,641  
332 employees

1.3%  
total paper used

**INITIATIVES:**

- Follow me printing

**PAPER CERTIFICATION:**

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

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

Our strategy includes pro bono work, partner and staff donations and scholarships, sponsorships, staff community activities, fundraising and volunteering. Our areas cover: Access to justice and community arts; Health and mental health; Diversity and inclusion; and Sustainability. Examples of our programs and activities include supporting new and start-up non-profit and community based entities, governance and training for new and existing organisations and mentoring and supporting Indigenous organisations and programs. We also encourage our lawyers to take up board roles with community organisations. We have signed up to Pro Bono Australia’s Aspirational Target. Our activities include: establishing charitable entities, corresponding tax concession endorsement advice, employment relations, intellectual property, privacy, and property. As a founding member of the Queensland Public Interest Law Clearing House (now known as LawRight), we accept pro bono matters referred through a number of its clinics and also support Refugee and Immigration Legal Service, JusticeConnect and the Fair Work Commission Workplace Advice Service. We have established a number of long term partnerships with community organisations, which provide our staff with opportunities to get involved in tangible ways.

**INDIGENOUS RECONCILIATION**

**POLICY**  
PUBLISHED

**RAP**  
INNOVATE  
ACTION PLAN LEVEL

**INITIATIVES:**

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Internships and employment • Scholarships and student mentoring • First Nations Procurement • Pro bono support • Volunteering and secondments • Collaboration for reconciliation • Funding and donations • Indigenous Literacy Day

**NON LEGAL VOLUNTEERING**

**PROGRAM**  
VOLUNTEERING

**NON-PROFIT BOARD SUPPORT**

**INITIATIVES:**

- NFP Boards • Organised staff volunteering • Paid volunteer time • Skilled volunteering program • Community volunteering

**CHARITABLE GIVING**

**PROGRAM**  
CORP. GIVING

90%

PARTICIPATION IN CORPORATE GIVING

**INITIATIVES:**

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

**LEGAL PRO BONO**

**STRATEGY**  
PUBLISHED

**PRO BONO CENTRE TARGET**

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

 Click for further information from AusLSA:

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

We adopt a corporate leadership model with senior management responsibility resting with the Executive Committee and Joint Managing Partners (JMPs). The Executive (four equity partners, one of whom is the Chair) sets the strategic direction and reviews performance. The JMPs are responsible for day to day management, implementing the strategic plan and managing financial performance. Industry Groups coordinate our market facing approach and report to the Executive. Our Chief Operating Officer (COO) works with the Executive and JMPs and is responsible for the Business Support Services functions. Our committees report to Executive: Ethics - assess and manage potential conflicts of interest and ethical issues; Risk - monitor claims, complaints, risk management program outcomes and other risk issues, identify trends, implement strategies to minimise risk and continuously improve our risk management systems; Diversity and inclusion - review and change work practices to make McCullough Robertson a competitive and desirable place for all staff and where professionals can develop their careers; Innovation - consider, approve, prioritise and drive implementation of innovation projects and ideas; and Legal Environmental Action Forum - develop sustainability policy and goals to reduce our environmental footprint and raise environmental awareness.

**CODE OF CONDUCT /RISK MANAGEMENT**

**POLICY**  
PUBLISHED

**CODE OF CONDUCT TRAINING**

**COMPLAINTS & GRIEVANCE MECHANISM**

**RISK MANAGEMENT PLAN**

**BCP OR ERP**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**POLICY**  
PUBLISHED

**BOTH CURRENT AND NEW SUPPLIERS**

**FEDERAL LEGISLATION PARTICIPATION**

**SUPPLIER STANDARDS COVER:**

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

**SUSTAINABILITY REPORTING**

**AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED**

123

2023 AusLSA  
SUSTAINABILITY  
PROFILE



**McInnes Wilson Lawyers**  
**Headcount:** 329 (FTE)  
**Floor Area:** 5,314m<sup>2</sup>  
**Number of Offices:** 6

Established in 1975, McInnes Wilson Lawyers, a national firm, boasts extensive expertise in diverse specialised legal services. Our experienced lawyers adeptly navigate challenges for prompt and effective guidance. Our approach prioritises excellent legal services with cost-efficiency, risk mitigation, and streamlined delivery. Recognised for service comparable to or exceeding national standards, we uphold quality through adherence to the AS/NZS ISO 9001 standard, underpinning our affiliation with Globalaw - an international network spanning 75 countries, comprising over 89 independent law firms and 5,000 lawyers. Our Corporate Social Responsibility Program focuses on Pro Bono and Community Engagement, offering crucial legal support to marginalised individuals and the not-for-profit sector, driven by our belief in enhancing access to justice. Our sustainability action plan, aligned with our core business strategy, diminishes our ecological footprint. We promote eco-friendly practices like sensor lighting, energy-efficient technology, and recycling programs. Proudly participating in the Australian Legal Sector Alliance (AusLSA), we commit to reducing carbon emissions and advocating for sustainable practices within the legal sector.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

McInnes Wilson Lawyers has been recognised as a winner for Employer of Choice in The Australian Business Awards for three consecutive years. This achievement can be attributed to the progressive focus of the firm on developing and supporting its workforce. The firm has created a culture and work environment in which our employees are stimulated to reach their full potential both at work and in their personal life. The firm encourages every employee to proactively be part of a learning organisation and is committed to enhancing our people's capabilities through the facilitation of various development programs and initiatives. These include professional and technical training such as our internal Continuing Legal Education sessions, a mentoring program to enable and guide entry level Solicitors, supervised workplace traineeships for Law Graduates and our leadership development program titled 'Reach Your Peak' for the firm's current and future leaders. The firm fosters a safe and healthy workforce and continues to invest in ways to support the changing lifestyle needs of its people. Through our Live Well program, employees have access to educational seminars, health checks and employee assistance programs to improve and maintain their health and well-being, both physically and psychologically.

**GENDER EQUALITY**  
POLICY  
PUBLISHED ✓

GENDER EQUALITY TARGET

30% FEMALE

61% FEMALE

81% FEMALE

50% FEMALE

PARTNERS

LEGAL STAFF

NON-LEGAL STAFF

SENIOR PROMOTIONS

**INITIATIVES:**

- International Women's Day • Employer of Choice for Gender Equality
- Pay Equity Ambassador • Training - Gender awareness unconscious bias
- Internal D&I networks or committees • Equal pay controls
- Showcasing gender diversity experiences • Women on Boards

**INCLUSIVE WORKPLACE**  
POLICY  
PUBLISHED ✓

INCLUSIVE WORKPLACE

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Membership - DCA • External D&I programs and/or forums hosting
- Training - Awareness and unconscious bias • Membership - Aust Network On Disability • Staff Surveys - D&I • Membership - Pride in Diversity
- Training - LGBTQ+ awareness • IDAHOBIT • Wear it Purple Day
- Pro bono support • Gender affirmation policy • InterFirm events

**FLEXIBLE WORKPLACE**  
POLICY  
PUBLISHED ✓

FLEXIBLE WORKPLACE

13.0 WEEKS

4.0 WEEKS

100%

PAID PARENTAL LEAVE

RETURN TO WORK AFTER PARENTAL LEAVE

**INITIATIVES:**

- Flexible work hours • Part time options • Job sharing • Remote working tools and systems • Support for flexible working • Unpaid leave • Carer's leave • Study leave
- Volunteering leave • Religious and ceremonial leave • Domestic violence leave

**PSYCHOLOGICAL WELLBEING**  
POLICY  
PUBLISHED ✓

PSYCHOLOGICAL WELLBEING

**INITIATIVES:**

- Minds Count -TJMF Guidelines • Beyond Blue program • R U OK? program
- Black Dog Institute program • Psychological support/ EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management • Domestic violence strategy
- Mental health office champion

**PHYSICAL WELLBEING**  
POLICY  
PUBLISHED ✓

PHYSICAL WELLBEING

**INITIATIVES:**

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

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

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.

**CLIMATE ACTION**  
GHG IMPROVEMENT TARGET

**INITIATIVES:**

- Telecommuting • Specify energy efficient appliances
- Teleconferencing facilities and training • Earth Hour
- End of trip facilities • Efficient building and lighting automation

**GROSS EMISSIONS**  
225t - 0.68t per employee

BUILDINGS

83%  
0.04t/mt

0%  
0.00t/employee

2.0%  
0.02t/employee

192t  
85%

**TRAVEL**

0.77%  
0.09t/employee

11.9%  
0.02t/employee

2.2%  
0.02t/employee

33t  
14.9%

**CARBON OFFSETS & RENEWABLES**

0%  
0%  
0%

**NET EMISSIONS**  
225t - 0.68t per employee

**ENVIRONMENTAL MANAGEMENT**  
POLICY  
PUBLISHED ✓

ENVIRONMENTAL MANAGEMENT

**INITIATIVES:**

- World Environment Day

**RECYCLING OFFICES**

100%  
60%  
20%  
60%

% office availability

**PAPER USAGE**  
POLICY  
PUBLISHED ✓

PAPER USAGE

**INITIATIVES:**

- Recycled paper purchase specification

**PAPER CERTIFICATION:**

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

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

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 volunteers 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. Supreme, District and Federal Courts. This also extends to the Queensland Civil and Administrative Tribunal.

**INDIGENOUS RECONCILIATION**  
POLICY  
PUBLISHED ✓

INDIGENOUS RECONCILIATION

**INITIATIVES:**

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

**NON LEGAL VOLUNTEERING**  
PROGRAM  
VOLUNTEERING

NON-PROFIT BOARD SUPPORT

**INITIATIVES:**

- NFP Boards • Organised staff volunteering • Paid volunteer time
- Blood donations • Community volunteering

**CHARITABLE GIVING**  
PROGRAM  
CORP. GIVING

CHARITABLE GIVING

**INITIATIVES:**

- Firm donation program • Charitable foundation • Workplace giving
- Internal appeals and collections • External charity events and appeals
- Host external charity events

**LEGAL PRO BONO**  
STRATEGY  
PUBLISHED ✓

LEGAL PRO BONO

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

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

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

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 OR ERP

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**  
POLICY  
PUBLISHED ✓

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

**SUPPLIER STANDARDS COVER:**

- Fair consumer and competition practices • Gender equality
- Modern Slavery

125



2023 AusLSA SUSTAINABILITY PROFILE

MinterEllison

Minter Ellison  
Headcount: 2,485 (FTE)  
Floor Area: 36,592m2  
Number of Offices: 7

MinterEllison is an Australian legal partnership providing legal services. MinterEllison (the 'Australian Firm') operates in Adelaide, Brisbane, Canberra, Darwin, Melbourne, Perth and Sydney. We offer temporary legal and related resourcing needs through MinterEllison Flex.

MinterEllison Consulting Pty Ltd provides consulting and advisory services in areas such as technology, cyber security, tax, risk and regulatory, infrastructure and information technology.

We also have a network of associated and licensed entities providing legal or other professional services in New Zealand, Asia, the UK and on the Gold Coast, including MinterEllison LLP (Hong Kong), MinterEllison (London), MinterEllison Rudd Watts (New Zealand), and MinterEllison Gold Coast. .

MinterEllison partners with clients to provide integrated, innovative solutions to a large, diverse client base that includes public and private companies, leading multinationals operating in the region, global financial institutions, and government and state-owned entities



### OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

MinterEllison is a legal and consulting firm, trusted for our deep capability and integrated services. What sets us apart is that we are a purpose led organisation that creates sustainable value with our clients, our people and our communities. Our learning programs align and reinforce our culture, which is all about excellence, curiosity and collaboration. 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. The firm is also a founding member of the Corporate Mental Health Alliance Australia.

### OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

In 2022 MinterEllison set the firm's first climate target - NetZero 2030. The firm undertook a baseline emissions measurement working with specialist consultants, Pangolin Associates. This baseline measurement together with a Third-Party audit conducted by Walker Wayland, and our Emissions Reduction Strategy was provided to the Commonwealth Government's Climate Active Agency in May 2023. MinterEllison was awarded Climate Active Certification as a carbon neutral organisation in July 2023. The firm is now undertaking its second emissions measurement and actively working to reduce its GHG emissions consistent with our ERS. Where our electricity does not form part of our lease, we use 100% green energy. We aim to minimise our use and maximise our re-use of resources; challenge our landlords to provide green alternatives. 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 impacts of our purchasing decisions by purchasing 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.

### OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

Our Pro Bono and Community Investment Program (PB&CIP) is a fundamental component of our ESG strategy. This synergy extends to our Diversity & Inclusion, Health & Wellbeing, Sustainability and RAP commitments.

As a purpose-driven organisation, MinterEllison and its people recognise their ethical, social and professional responsibilities to use their time and expertise to assist vulnerable members of our community and community organisations. Our commitment to addressing unmet need through the provision of pro bono legal services is the core element of our social impact strategy. We prioritise long-term community partnerships featuring a blend of pro bono legal work, volunteering, financial assistance and in-kind support. We also provide significant pro bono assistance towards growing the social enterprise sector. Through PB&CIP, MinterEllison seeks to inspire its people and those with whom it works.

Our PB&CIP is central to how we create sustainable value and tangible benefits for our pro bono clients, our people and our communities. It focuses on the key areas of homelessness (including domestic and family violence), human rights and access to justice, empowering young people, First Nations empowerment and reconciliation and social enterprises. In FY23, over 63,500 hours of pro bono legal services were provided by MinterEllison lawyers.

### OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

MinterEllison's commitment to Responsible Business and operational ESG is reflected in our Responsible Procurement Policy and to the Compliance Standards we share with our suppliers. We prioritise suppliers that share our ESG commitments, including minimising the risk of Modern Slavery in supply chains, limiting and offsetting GHG omissions consistent with our Net Zero 2030 Target and, wherever possible delivering positive social impact outcomes, including encouraging First Nations economic empowerment. We regularly report our procurement and broader ESG outcomes internally and externally, for example our RAP outcomes to Reconciliation Australia, our Net Zero commitments to Climate Active and our Workplace Diversity and Inclusion outcomes to WGEA and the AWE Index. Further, our pro bono contributions to the Community are reported to the Australian Pro Bono Centre. More broadly, across the firm our internal governance practices, are overseen by our Office of General Counsel, our Chief Risk Officer and our Partnership Board, including workplace practices and safety, confidentiality, information security, diversity and inclusion, ethical business practices, community involvement; regulatory, including tax compliance.

#### GENDER EQUALITY

**POLICY**  
PUBLISHED

**GENDER EQUITY TARGET**

34% FEMALE

PARTNERS

60% FEMALE

LEGAL STAFF

72% FEMALE

NON-LEGAL STAFF

65% FEMALE

SENIOR PROMOTIONS

**INITIATIVES:**

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

#### INCLUSIVE WORKPLACE

**POLICY**  
PUBLISHED

**POLICY**  
PUBLISHED

**INITIATIVES:**

- Internal D&I networks or committees
- Membership - DCA
- LCA Diversity and Inclusion Charter
- External D&I programs and/or forums hosting
- Training - Awareness and unconscious bias
- Membership - Aust Network On Disability
- Membership - Pride in Diversity
- Training - LGBTQ+ awareness
- AWEI survey
- IDAHOBIT
- Wear it Purple Day
- World Aids Day
- Internal LGBTQ+ networks or committees
- Pro bono support
- Training - LGBTQ+ awareness
- Gender pronouns promotion
- Trans Awareness Week
- Mardi Gras
- Gender affirmation policy
- InterFirm events
- AWEI award

#### FLEXIBLE WORKPLACE

**POLICY**  
PUBLISHED

20 WEEKS

PAID PARENTAL LEAVE

PRIMARY CARER

4.0 WEEKS

RETURN TO WORK AFTER PARENTAL LEAVE

SECONDARY CARER

99%

**INITIATIVES:**

- Flexible work hours
- Part time options
- Job sharing
- Remote working tools and systems
- Time in lieu
- Carer's leave
- Study leave
- Purchased leave
- Career breaks
- Adjusted KPIs after absences
- Sabbaticals
- Bonus leave
- Domestic violence leave

#### PSYCHOLOGICAL WELLBEING

**POLICY**  
PUBLISHED

STAFF SURVEYS

**INITIATIVES:**

- Minds Count -TJMF Guidelines
- R U OK? program
- Psychological support/ EAP
- Mental health first aid training and support
- Mental Health Awareness Week
- Resilience at Law
- Salary continuance
- External mental health programs hosting
- Domestic violence strategy

#### PHYSICAL WELLBEING

**POLICY**  
PUBLISHED

STAFF SURVEYS

**INITIATIVES:**

- Ergonomics program
- Flu vaccinations
- Gym memberships
- Team events
- Wellness awareness and promotion
- Subsidised health insurance
- Health EAP

#### CLIMATE ACTION

GHG IMPROVEMENT TARGET

**ACTION PLAN**  
PUBLISHED

**POLICY**  
PUBLISHED

**INITIATIVES:**

- Telecommuting
- Green Star rated buildings 4-6 star
- Energy efficient refits undertaken
- Specify energy efficient appliances
- Teleconferencing facilities and training
- Earth Hour
- End of trip facilities
- NABERSs Energy Rating
- Climate Active - Carbon Neutral
- Efficient building and lighting automation
- Renewable Electricity
- Voluntary Carbon Offsets

**GROSS EMISSIONS**  
2,390t - 0.96t per employee

**BUILDINGS**

29%  
0.02t/emp

0%

1.3%

729t  
30%

**TRAVEL**

0.24%

66%  
0.63t/employee

3.7%  
0.04t/employee

1,661t  
70%

**CARBON OFFSETS & RENEWABLES**

69%

100%

**NET EMISSIONS**  
0t - 0t per employee

#### ENVIRONMENTAL MANAGEMENT

**POLICY**  
PUBLISHED

ENV. MANAGEMENT SYSTEM (EMS) IN DEVT

**INITIATIVES:**

- Office green teams

#### RECYCLING OFFICES

100%

100%

88%

88%

% office availability

#### PAPER USAGE

45,491  
2022 employees

79%  
recycled content

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

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

#### INDIGENOUS RECONCILIATION

**POLICY**  
PUBLISHED

RAP STRETCH ACTION PLAN LEVEL

**INITIATIVES:**

- Reconciliation Action Plan
- Cultural awareness training
- NAIDOC Week
- National Reconciliation Week
- Internships and employment
- Scholarships and student mentoring
- First Nations Procurement
- Pro bono support
- Collaboration for reconciliation
- Funding and donations
- Supply Nation Membership

#### NON LEGAL VOLUNTEERING

**PROGRAM**  
VOLUNTEERING

NON-PROFIT BOARD SUPPORT

**INITIATIVES:**

- NFP Boards
- Organised staff volunteering
- Student tutoring and mentoring
- Secondments to NFPs
- Skilled volunteering program
- Community volunteering
- Arts support
- CPD for community sector lawyers

#### CHARITABLE GIVING

**PROGRAM**  
CORP. GIVING

**INITIATIVES:**

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

#### LEGAL PRO BONO

**STRATEGY**  
PUBLISHED

PRO BONO CENTRE TARGET

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

Click for further information from AusLSA:

#### CODE OF CONDUCT /RISK MANAGEMENT

**POLICY**

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

#### SUSTAINABLE SUPPLY CHAIN MANAGEMENT

**POLICY**

BOTH CURRENT AND NEW SUPPLIERS

MODERN SLAVERY PROGRAM

FEDERAL LEGISLATION PARTICIPATION

**SUPPLIER STANDARDS COVER:**

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

#### SUSTAINABILITY REPORTING

**REPORT**

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

**REPORTING COVERS:**

- Standalone ESG/ sustainability report
- Standalone environmental sustainability report
- Website - ESG targets and performance information
- Website - ESG commitments information



2023 AusLSA  
SUSTAINABILITY  
PROFILE



**Moray & Agnew**  
**Headcount:** 635 (FTE)  
**Floor Area:** 11,888m2  
**Number of Offices:** 7

Moray & Agnew is a national law firm with 600 staff and 105+ partners and offices in Sydney, Melbourne, Brisbane, Canberra, Newcastle, Perth and Cairns. Built on a solid history in insurance law, client demand has guided our growth into commercial litigation & dispute resolution, construction & projects, corporate & commercial, property & development, and workplace legal services. The management of our firm is focused on client satisfaction, and organised by practice group or discipline, rather than office location, thus providing clients with access to national and integrated legal services. Moray & Agnew is committed to being a good corporate citizen and this impacts everything we do in relation to our people, our clients, our community and our environment.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

M&A is committed to creating a workplace that fosters teamwork, trust and respect. We support employee development through training, promotion pathways, talent reviews and our new firm-wide mentoring program.

We value employee individuality and promote inclusion through adoption of flexible working arrangements and a hybrid working model. We are committed to equal opportunity, with a comprehensive Diversity and Inclusion policy, employee reference groups (LGBTIQA+, Aboriginal and Torres Strait Islander, Gender, Parents & Caregivers and Health & Wellbeing) a Reconciliation Action Plan and as signatory to the Law Council of Australia Diversity and Inclusion Charter. M&A also promotes gender equality, with the fifth highest percentage of female Partners, 44% according to the AFR Law Partnership Survey July 2023, and as a signatory to the LIV Charter for the Advancement of Women. M&A has also obtained Family Friendly Workplace and Breastfeeding Friendly Workplace accreditations and is liaising with researchers on mature age worker initiatives.

M&A also strongly advocates for health and wellbeing in the workplace with corporate deals on health insurance, fitness and wellness products, a team of Mental Health First Aiders, EAP services, vicarious trauma training.

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

Moray & Agnew's goal is to further our commitment to ensuring our operations and processes minimise negative effects on our environment. Our business has a small environmental footprint and our Environmental Policy is part of our broader corporate sustainability framework and approach which aligns with the AS ISO 20400:2018 Guideline on Sustainable Procurement. We have a holistic strategy for environmental management and whenever possible, operate with a circular economy approach, according to environmentally conscious measures that:

- minimise the use of resources and maximise re-use, including recycling where possible
- conform to all aspects of sustainable energy usage
- minimise the consumption of energy, water, paper and other material inputs
- minimise business-related travel at all times for both internal meetings and, where possible, for settlements, conferences and mediations, and
- minimise the generation of waste.

We encourage our employees to remain highly mindful of the environmental impact of the resources used and to lessen Moray & Agnew's environmental footprint by improving efficiency and increasing productivity. We carry out annual in-house audits to determine compliance with our waste elimination and reduction of CO2 emissions plan. Climate change and energy efficiency targets are set following audits of our usage.

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

Moray & Agnew is committed to being a model corporate citizen, and to making a meaningful contribution to positive outcomes for the broader community in which we operate. A commitment to achieving sustainable corporate and social outcomes is central to how the firm conducts business and is a principal element in our delivery of legal services. In addition to our Pro Bono activities, one of the many CSR initiatives Moray & Agnew actively supports in our community relates to the Cerebral Palsy Alliance (CPA). The firm has had an association with the CPA for a number of years, supporting the Cerebral Palsy Alliance Research Foundation and in particular the Australian Congenital Cytomegalovirus Register (ACMVR). The firm provides a substantial donation towards the cost of two research assistants to help establish and maintain the ACMVR which ensures research-based, clinical practice is implemented to protect children from lifelong disability and assists with the identification of strategies to aid in the prevention of Cerebral Palsy. Moray & Agnew also supports 'STEPtember', Australia's leading health and wellness fundraising event.

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

Moray & Agnew has a well-defined responsibility framework for governance and regulatory compliance within the firm, which includes the work of our managing partners, leadership and management teams. As part of this we have documented decision making processes and authorities which include the identification, control and monitoring of risks. These are embedded in Moray & Agnew's management, operations, practices, and culture. Our programme encompasses our commitment to strategic priorities and includes client service excellence, ethical conduct, legal professional obligations, business continuity, operational risk and assurance. We also have a Risk Management Committee (RMC) which is tasked with identifying, mitigating, and managing all forms of risks. The RMC, reports to the firm's National Executive, and in consultation with the National Managing Partner is responsible for business continuity and compliance.

**GENDER EQUALITY**

**POLICY**

**44% FEMALE** **57% FEMALE** **81% FEMALE** **88% FEMALE**

**GENDER PROFILE**

**INITIATIVES:**

- International Women's Day • LCA Diversity and Inclusion Charter • Equitable briefing pledge (e.g. CommBar/LCA) • Training - Gender awareness unconscious bias • Internal D&I networks or committees • LSNSW Charter - Advancement of Women

**INCLUSIVE WORKPLACE**

**POLICY** **POLICY**

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • LCA Diversity and Inclusion Charter • Membership - Pride in Diversity • IDAHOBIT • Internal LGBTQ+ networks or committees • Training - LGBTQ+ awareness • Gender pronouns promotion • Mardi Gras

**FLEXIBLE WORKPLACE**

**POLICY**

**18.0 WEEKS** **4.0 WEEKS** **94%**

**PAID PARENTAL LEAVE** **RETURN TO WORK AFTER PARENTAL LEAVE**

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**

**INITIATIVES:**

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

**PHYSICAL WELLBEING**

**INITIATIVES:**

- Ergonomics program • Flu vaccinations • Gym memberships • Massages • Wellness awareness and promotion • Subsidised health insurance • Onsite fruit and healthy catering • Health EAP

**CLIMATE ACTION**

**INITIATIVES:**

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

**GROSS EMISSIONS**  
592t - 0.93t per employee

**BUILDINGS**

87% 0% 0.55% 518t 87%

**TRAVEL**

0.89% 10.9% 0.74% 74t 12.5%

**CARBON OFFSETS & RENEWABLES**

0% 0%

**NET EMISSIONS**  
592t - 0.93t per employee

**RECYCLING OFFICES**

100% 100% 15.0% 40%

% office availability

**PAPER USAGE**

29,550 42%

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

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

**INDIGENOUS RECONCILIATION**

**INITIATIVES:**

- NAIDOC Week • Internships and employment • Scholarships and student mentoring • Pro bono support • Volunteering and secondments

**NON LEGAL VOLUNTEERING**

**INITIATIVES:**

- NFP Boards • Blood donations

**CHARITABLE GIVING**

**INITIATIVES:**

- Charitable foundation • Internal appeals and collections • External charity events and appeals • Host external charity events

**LEGAL PRO BONO**

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

Click for further information from AusLSA:

**CODE OF CONDUCT /RISK MANAGEMENT**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**SUPPLIER STANDARDS COVER:**

- Environmental impacts • Indigenous inclusion • Modern Slavery



2023 AusLSA  
SUSTAINABILITY  
PROFILE



**Mullins Lawyers**  
**Headcount:** 93 (FTE)  
**Floor Area:** 1,870m2  
**Number of Offices:** 1

Mullins is a leading independent Queensland law firm offering a unique work environment that truly cares for its people and provides genuine career development and advancement opportunities.

We are an innovative and dynamic firm with over 90 staff that acts for an impressive group of clients performing high-quality legal work across a range of commercial practice areas.

We have a culture that embraces a collaborative environment with a genuine work-life balance.

Mullins heavily supports the industries and communities in which we operate, this is done through charitable donations, sponsorships, and pro bono work.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

Mullins Lawyers is committed to fostering an environment that combines hard work and fun; leaders who inspire; and a supportive culture that values career development and personal growth.

Through this commitment, Mullins has developed the Mullins Lifestyle program, which promotes an active and vibrant social community. Through this program, we encourage all staff to get involved with a variety of events, activities, and workshops throughout the year.

The Mullins Lifestyle Program activities have ‘champions’ to promote participation in each event. This allows staff from all levels of the organisation the opportunity to demonstrate leadership and provides the chance for each staff member to get involved.

Mullins values career development and encourages this through an accessible professional development program. This allows staff to gain access to workshops and courses which will assist with their development within the firm.

**GENDER EQUALITY**

**24% FEMALE**  
PARTNERS

**25% FEMALE**  
LEGAL STAFF

**85% FEMALE**  
NON-LEGAL STAFF

**66% FEMALE**  
SENIOR PROMOTIONS

**INITIATIVES:**

- International Women’s Day • Equitable briefing pledge (e.g. CommBar/LCA)
- Host or lead external programs and/or forums • Internal D&I networks or committees

**INCLUSIVE WORKPLACE**

**100% DIVERSITY**

**INITIATIVES:**

- Internal D&I networks or committees • External D&I programs and/or forums hosting • Wear it Purple Day

**FLEXIBLE WORKPLACE**

**14.0 WEEKS**  
PRIMARY CARER

**2.0 WEEKS**  
SECONDARY CARER

**98%**  
RETURN TO WORK AFTER PARENTAL LEAVE

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**

**INITIATIVES:**

- R U OK? program • Psychological support/ EAP • Domestic violence strategy

**PHYSICAL WELLBEING**

**INITIATIVES:**

- Flu vaccinations • Internal exercise sessions • Gym memberships • Team events • Onsite fruit and healthy catering



OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

Mullins is committed to identifying opportunities to reduce the environmental impact of its operations and implementing initiatives that have a positive impact on the environment. The firm’s actions are guided by a commitment to the Sustainability Development Goals (SDGs) developed and adopted by the United Nations in 2015. Alignment to the SDGs supports us in both ensuring our sustainability policy is purpose-driven and reporting on our actions in language that is consistent with a common global framework.

In 2022 we commissioned a carbon audit of the firm’s operations by Katestone Environmental Pty Ltd which provided a baseline on current greenhouse gas emissions and energy consumption as well as informing carbon offset and renewable energy decisions. This audit has informed our; carbon reduction targets, carbon offset choices, energy reduction targets and renewable energy choices (noting the building we occupy as a tenant has achieved a 6.0 star NABERS Energy rating (including GreenPower), a 4.0 star Water rating, and a 3.5 star Waste rating.

Our environmental initiatives include a net carbon emission target, paper lite program, staff education and support, carbon neutral firm travel target, comprehensive recycling program, social impact and opportunities, governance impact and working towards obtaining a Climate Active Certification.

**CLIMATE ACTION**

**INITIATIVES:**

- Telecommuting • Green Star rated buildings 4-6 star • National Greenhouse and Energy Reporting (NGERs) compliant reporting • Teleconferencing facilities and training • Earth Hour • End of trip facilities • NABERSs Energy Rating • Efficient building and lighting automation • Energy audits in previous two years

**GROSS EMISSIONS**  
178t - 1.9t per employee

**BUILDINGS**  
98% 0.09t/m² 0% 0.16% 174t 98%

**TRAVEL**  
0% 0.62% 1.5% 3.7t 2.1%

**CARBON OFFSETS & RENEWABLES**  
0% 0%

**NET EMISSIONS**  
178t - 1.9t per employee

**ENVIRONMENTAL MANAGEMENT**

**INITIATIVES:**

- World Environment Day

**RECYCLING OFFICES**  
  
% office availability

**PAPER USAGE**

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

- Other Certifications • PEFC Australian Forestry standard



OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

Mullins Lawyers is committed to giving back to the community in which we operate. We do this in several ways including providing pro bono legal services, engaging local suppliers for goods and services we purchase and supporting local charities and communities in need.

Our Charities Committee oversees the firm’s formal charity activities and meets four times a year to identify opportunities to give back to the community. This includes selecting a yearly charity to support, which is put forward by staff across the firm.

Throughout the year the firm encourages staff to participate in workplace-based activities to support and raise funds for the selected yearly charity, these activities include breakfast clubs, raffles, casual dress days and chocolate box sales. These donations are presented to a charity representative at the Annual Christmas Day of Giving.

In addition to our selected annual charity, the firm supports a number of national well-being and charity days during the year. The fundraising activities and internal presentations are led by the Diversity and Inclusion Committee.



**INDIGENOUS RECONCILIATION**

**INITIATIVES:**

- Cultural awareness training • NAIDOC Week

**NON LEGAL VOLUNTEERING**

**INITIATIVES:**

- NFP Boards • Organised staff volunteering • Paid volunteer time • Blood donations • Community volunteering

**CHARITABLE GIVING**

**INITIATIVES:**

- Internal appeals and collections • External charity events and appeals • Host external charity events

**LEGAL PRO BONO**

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

Click for further information from AusLSA:

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

At Mullins Lawyers (Mullins) we recognise the crucial role that governance and sustainability play in shaping a better future for our clients, employees, and the community in which we operate. Our commitment to these principles is deeply ingrained in our values and operations. As a result, we have developed a comprehensive approach to governance and sustainability that guides our priorities and actions.

The firms’ priorities have been focused on ethical and transparent practices, diversity and inclusion, environmental responsibility, and community engagement.

To reinforce our commitment to these priorities, we established robust guiding policies. Our Environmental, Social and Governance Committee, comprising equity partners, oversees the implementation and enforcement of our sustainability and governance policies. This committee ensures that our actions align with our values and are consistently integrated into our operations.

**CODE OF CONDUCT /RISK MANAGEMENT**

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**



# 2023 AusLSA SUSTAINABILITY PROFILE



**Russell Kennedy Lawyers**  
**Headcount:** 325 (FTE)  
**Floor Area:** 6,842m2  
**Number of Offices:** 2

Russell Kennedy is a commercial law firm with more than 300 people in Melbourne and Sydney. At Russell Kennedy we are committed to providing exceptional legal strategies and solutions to our clients, guided by market-leading expertise across our key sectors of focus.

We're committed to making a difference for our clients, providing opportunities for our people, and delivering lasting change for our community. As part of our team, you'll receive hands-on experience, quality mentoring and access to valuable learning opportunities. We encourage a professional and committed work ethic, while recognising the importance of an enjoyable working environment and balanced lifestyle.

At Russell Kennedy, we respect and celebrate the things that make each of us different. The firm is dedicated to creating an environment that is characterised by equal access and respected participation of all groups and individuals. This is regardless of differences, including culture, ethnicity, race, sex, gender identity, age, religion, personal circumstances, physical features, abilities and disabilities, socioeconomics and sexual orientation. We believe we have a culture where individuals of all backgrounds and abilities feel included.



## 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 people, therefore it is important that the firm creates an environment that supports a diverse and flexible workforce.

Russell Kennedy is proud to be an equal opportunity employer and is certified as a WGEA Employer of Choice for Gender Equality. We are committed to being a LGBTIQ friendly and disability confident employer. In July 2023, Russell Kennedy's first Reconciliation Action Plan (RAP) received endorsement from Reconciliation Australia. Russell Kennedy also supports and promotes a range of initiatives including, the Russell Kennedy Women's Network and our Diversity and Inclusion committee, with 4 key focuses: Access RK (Accessibility and Disability), Kaleidoscope (Cultural Diversity), Pride@RK (LGBTIQ and first nation inclusion (RAP).

## 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 of power and other resources.

Covid 19 had a significant, positive, impact on our environmental sustainability. As business has returned to a post covid normal in 2022/23 RK seen an increase in the general consumption of goods and services, not to pre covid levels but up in a number of categories up by over 200% on 20221/22 numbers, namely personal mileage claims, Taxis and domestic flights. Encouragingly paper consumption has only increased by a marginal amount.

## OUR COMMUNITY SUMMARY AND HIGHLIGHTS:

Led by our Pro Bono Practice Group, we promote access to justice by identifying key areas of unmet legal need and building and maintaining expertise in those areas. Over many years, RK's Pro Bono Practice has developed expertise in legal issues affecting asylum seekers and refugees, people in immigration detention, not-for-profits and charities, wills and estates, dispute resolution, and employment. In the last 8 years we have run three major test cases: SZQRB v Minister for immigration and Citizenship [2012] FCA 1053, [2013] HCA Trans 323, M64 v Minister for Immigration and Border Protection [2015] HCA 50 and BMF 16 v Minister for Immigration and Border Protection [2016] FCA 1530 and successfully run 11 medical transfer matters for refugees. Since 2019, the Pro Bono Practice has partnered with Monash Law School's clinical programme in running a Climate Justice Clinic (CJC) that gives students the opportunity to expand and apply their knowledge of climate law. We have strong links to community organisations such as the Asylum Seeker Resource Centre, Refugee Legal, the Human Rights Law Centre, Environmental Justice Australia, Youthlaw, Victorian Aboriginal Legal Service and Justice Connect. We have also embarked on planning for our Reflect Reconciliation Action Plan

## OUR GOVERNANCE SUMMARY AND HIGHLIGHTS:

At Russell Kennedy we are committed to compliance with the law and recognise that we have a responsibility to uphold the highest levels of ethical and risk management standards. We are governed by a Board comprising six Principals. The Legal Risk and Compliance Manager reports to the Managing Director, and is responsible for the firm's legal risk management and compliance activities and establishing a risk aware culture. Russell Kennedy has documented policies and procedures in areas such as people and culture, finance, and IT (including the requirement for cyber security training). There is a well established code of conduct and a business continuity plan which incorporates an emergency management plan. Russell Kennedy does not have a formal supply chain management policy but does work collaboratively with its suppliers to ensure that where ever possible, environmentally sustainable products are purchased. This collaboration takes into account source of production, manufacturers and suppliers ethical processes such as fair trade, packaging materials where appropriate and whole of life cycle impacts including product use and fit for purpose, consumption (low versus high yield) and finally end of life disposal.

**GENDER EQUALITY**

46% FEMALE

PARTNERS

60% FEMALE

LEGAL STAFF

86% FEMALE

NON-LEGAL STAFF

64% FEMALE

SENIOR PROMOTIONS

**INITIATIVES:**

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

**INCLUSIVE WORKPLACE**

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • LCA Diversity and Inclusion Charter • Training - Awareness and unconscious bias • Membership - Aust Network On Disability • Staff Surveys - D&I • Managing Partners Diversity Forum • Membership - Pride in Diversity • Training - LGBTQ+ awareness • AWEL survey • IDAHOBIT • Wear it Purple Day • Internal LGBTQ+ networks or committees • Pro bono support • Training - LGBTQ+ awareness • Gender pronouns promotion • Trans Awareness Week • Pride March • Mardi Gras • Midsumma • Gender affirmation policy • InterFirm events • AWEL award

**FLEXIBLE WORKPLACE**

26 WEEKS

PAID PARENTAL LEAVE

6.0 WEEKS

RETURN TO WORK AFTER PARENTAL LEAVE

97%

PRIMARY CARER

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**

**INITIATIVES:**

- R U OK? program • Psychological support/ EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management • Mental health office champion

**PHYSICAL WELLBEING**

**INITIATIVES:**

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

**CLIMATE ACTION**

**INITIATIVES:**

- Telecommuting • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Earth Hour • End of trip facilities • Efficient building and lighting automation

**GROSS EMISSIONS**

392t - 1.2t per employee

**BUILDINGS**

81%

0.05t/yr

0%

0.05t/yr

1.8%

0.02t/employee

326t 83%

**TRAVEL**

0.53%

0.19t/employee

14.9%

0.02t/employee

1.4%

0.02t/employee

66t 16.9%

**CARBON OFFSETS & RENEWABLES**

0%

0%

**NET EMISSIONS**

392t - 1.2t per employee

**ENVIRONMENTAL MANAGEMENT**

**INITIATIVES:**

- World Environment Day

**RECYCLING OFFICES**

100%

100%

100%

100%

% office availability

**PAPER USAGE**

7.32t

90% recycled content

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

- Forestry Stewardship Council (FSC) certified

**INDIGENOUS RECONCILIATION**

**INITIATIVES:**

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

**NON LEGAL VOLUNTEERING**

**INITIATIVES:**

- NFP Boards • Organised staff volunteering • Blood donations • Student tutoring and mentoring • CPD for community sector lawyers

**CHARITABLE GIVING**

**INITIATIVES:**

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

**LEGAL PRO BONO**

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

Click for further information from AusLSA:

**CODE OF CONDUCT /RISK MANAGEMENT**



2023 AusLSA  
SUSTAINABILITY  
PROFILE



**Sparke Helmore Lawyers**  
**Headcount:** 814 (FTE)  
**Floor Area:** 14,096m2  
**Number of Offices:** 9.0

We have come a long way since our doors opened in the Hunter in 1882, evolving and expanding our capabilities and services to reflect the changing landscape and needs of our clients. Yet some things remain constant - our ability to collaborate and deliver results. Working together effectively lies at the heart of everything we do and achieve, whether it's with our clients, people, suppliers, or communities in which we serve.

As a truly national, award-winning firm, we cover six core areas of law - Commercial Insurance, Corporate & Commercial, Government, Property Environment & Finance, Insurance Statutory Lines and Workplace with more than 30 specialised areas of expertise. We're more than 850 people strong across nine offices, servicing an enviable client base of Australian and global organisations.

Our collective vision and shared values guide and inspire how we work at Sparke Helmore. It's what unites us - and enables us - to grow, transform, lead and connect with one another.

As a corporate citizen, we are responsible for and committed to supporting work practices, policies, and initiatives that contribute positively to the welfare of our people and the social fabric of our society.



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**

41% FEMALE

PARTNERS

63% FEMALE

LEGAL STAFF

80% FEMALE

NON-LEGAL STAFF

70% FEMALE

SENIOR PROMOTIONS

**INITIATIVES:**

- International Women's Day • Employer of Choice for Gender Equality
- Pay Equity Ambassador • Equitable briefing pledge (e.g. CommBar/LCA) • Host or lead external programs and/or forums • Female advancement, mentoring and coaching • Internal D&I networks or committees
- LNSW Charter - Advancement of Women

**INCLUSIVE WORKPLACE**

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees
- Membership - DCA • External D&I programs and/or forums hosting
- Membership - Aust Network On Disability • Staff Surveys - D&I • Membership - Pride in Diversity • Training - LGBTQ+ awareness • IDAHOBIT • Wear it Purple Day
- Internal LGBTQ+ networks or committees • Pro bono support • External LGBTQ+ programs hosting • Training - LGBTQ+ awareness • Gender pronouns promotion
- Mardi Gras • InterFirm events

**FLEXIBLE WORKPLACE**

14.0 WEEKS

PAID PARENTAL LEAVE

PRIMARY CARER

4.0 WEEKS

SECONDARY CARER

87%

RETURN TO WORK AFTER PARENTAL LEAVE

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**

**INITIATIVES:**

- R U OK? program • Psychological support/ EAP • Training - Mental health awareness and management • Salary continuance • External mental health programs hosting • Domestic violence strategy

**PHYSICAL WELLBEING**

**INITIATIVES:**

- Ergonomics program • Flu vaccinations • Team events • Wellness awareness and promotion • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

To further our commitment to a sustainable future, we are currently undertaking the implementation of an Environmental Management System with AusLSA. In this process we have updated our Environmental Policy, created an Environmental Impacts Register and are currently finalising our Environmental Management Plan. An Environmental Steering Committee and Environmental Working Group have been established to drive and monitor actions, and implement the initiatives identified in the Environmental Management Plan. Local Green Committees will also be formed to drive initiatives, educate and change behaviour at a local office level. The firm's Environmental Management Plan focuses on reducing our environmental footprint through reducing electricity consumption, paper consumption and waste to landfill, and reviewing our supply chain policies and procedures.

**CLIMATE ACTION**

**INITIATIVES:**

- Telecommuting • Green Star rated buildings 4-6 star • Energy efficient refits undertaken • Specify energy efficient appliances • Teleconferencing facilities and training • Policy on flight offsets • Earth Hour • End of trip facilities • NABERSs Energy Rating • Efficient building and lighting automation • Renewable Electricity • Energy audits in previous two years

**GROSS EMISSIONS**

660t - 0.81t per employee

**BUILDINGS**

49%

0.02m²

0%

0.02m²

1.5%

0.02m²

330t 50%

**TRAVEL**

2.9%

0.37t/employee

46%

0.37t/employee

0.89%

0.37t/employee

330t 50%

**CARBON OFFSETS & RENEWABLES**

56%

0%

**NET EMISSIONS**

660t - 0.81t per employee

**ENVIRONMENTAL MANAGEMENT**

**RECYCLING OFFICES**

100%

100%

33%

67%

% office availability

**PAPER USAGE**

22,239

240 employees

83%

Recycled content

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

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

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

We provide non-legal support to local not-for-profit organisations and charities through our Community Program, as well as pro bono legal advice through our Pro Bono Practice. The focus of these programs is to have a positive impact on our local communities and build local connections.

Through our dedicated Pro Bono Practice, we provide free legal assistance to disadvantaged individuals, as well as eligible not-for-profit and charitable organisations and social enterprises, allowing them to extend on their capacity to make a difference. In FY22/23, we provided 16,427 hours of pro bono legal assistance.

Pro bono legal work is highly valued by the firm and every lawyer is encouraged to participate in our Pro Bono Practice. In 2013, we signed up to the voluntary National Pro Bono Target of an average of 35 pro bono hours per lawyer, per year, which is a target we exceed each year. In FY22/23, we completed an average of 39.9 hours per lawyer.

Through our Community Program, we provide donations, fundraising and volunteering opportunities for our staff. For many years now, our staff have enjoyed volunteering to make dinner for families through the Meals from the Heart program at their local Ronald McDonald House chapter.



**INDIGENOUS RECONCILIATION**

**INITIATIVES:**

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Pro bono support

**NON LEGAL VOLUNTEERING**

**INITIATIVES:**

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

**CHARITABLE GIVING**

**INITIATIVES:**

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

**LEGAL PRO BONO**

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

Click for further information from AusLSA:

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

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 policies and procedures in place to promote good governance, including an enterprise risk management framework, compliance programs, ethical business practices (including fraud and corruption management) and is advised by our Head of Internal Legal and Risk. 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 STANDARDS COVER:**

- Human rights • Environmental impacts • Indigenous inclusion • Gender equality

2023 AusLSA  
SUSTAINABILITY  
PROFILE



**Swaab**  
**Headcount:** 89 (FTE)  
**Floor Area:** 1,852m2  
**Number of Offices:** 1

Swaab was established by Fredrick Swaab, in Sydney, Australia, in 1981 and has grown to become a haven for innovation, entrepreneurship, family business, small to medium enterprises, corporates, high-net-worth individuals and government clients. We hold a unique position in the market place, as a firm with both full-service Commercial and Family law offerings. Our success come from putting our people and clients first by living our values of: Commitment, Integrity, Excellence, Generosity of Spirit, Unity and Innovation. Our strong and enduring culture is the result of developing and nurturing long-term client relationships. Our Lawyers have studied Law, Media, Marketing, Science, Mathematics, Economics and Nursing to mention a few. Most are awarding winning and accredited specialists with deep expertise in their chosen field of practice.



OUR PEOPLE  
SUMMARY AND HIGHLIGHTS:

We know service delivery is everything to our clients. At Swaab we pride ourselves in creating an environment where people want to come to work and be inspired to do great things. We have taken the time and care to build a community that genuinely supports each other, where our people are encouraged to grow and learn, and our successes are celebrated. Taking care of each other, having fun together, and working collaboratively to ensure we deliver the best service to our clients are at our core. We measure the impact of our people programs, culture and work experience through a yearly staff satisfaction survey. We recognise and reward staff in various ways through promotion, Swaab Superstar program (a quarterly program where staff can nominate fellow colleagues for an act that is in line with our firm values), a financial incentive scheme and other initiatives including staff events.

We have invested recently in the development of an EVP (employee value proposition) as well as the development of our leaders to help build leadership skills.

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

A founding member of the Australian Legal Sector Alliance (AUSLSA), an industry-led association with a mission to work collaboratively to promote sustainable practices across the legal sector. Swaab is committed to our initiatives, both simple and complex, we have introduced stationery recycling drives, waste recycling, and reducing power usage through such initiatives as meeting room lighting reductions and utilities such as follow me print to avoid unnecessary printing. We continue to encourage a paper-lite approach to encourage everyone to reduce paper use.

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

We firmly believe that lawyers don't merely have a duty to the court and to their clients - we also have a duty to behave with the utmost integrity and humanity. This belief runs through everything we do. It's because we believe that actions speak louder than words that we do pro bono work, get involved in charity fundraising, promote social equity causes and do whatever we can to minimise our impact on the environment.

Priorities include:

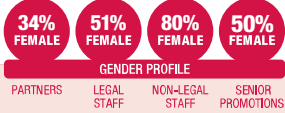
- Minds Count Foundation
- LifeLine
- Tour de Cure
- Leukaemia Foundation



OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

Swaab has a formal policy on sustainability. The five pillars of the firm's sustainability initiative are people, community, environment, pro bono and supply chain. Sustainability is regarded as an integral part of our business management practice. We have a sustainability committee comprised of partners and staff who take responsibility for each pillar of the sustainability initiative. We are signatory to the Law Council's Diversity Equality Charter, Charter for the Advancement of Women and Law9000 certified.

GENDER  
EQUALITY



INITIATIVES:

- International Women's Day
- Female advancement, mentoring and coaching
- Equal pay controls
- Showcasing gender diversity experiences
- Women on Boards

INCLUSIVE  
WORKPLACE



INITIATIVES:

- Recruitment and promotion for D&I
- External D&I programs and/or forums hosting
- Staff Surveys - D&I
- Wear it Purple Day

FLEXIBLE  
WORKPLACE



INITIATIVES:

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

PSYCHOLOGICAL  
WELLBEING



INITIATIVES:

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

PHYSICAL  
WELLBEING



INITIATIVES:

- Proactive health checks
- Flu vaccinations
- Internal exercise sessions
- Gym memberships
- Team events
- Wellness awareness and promotion
- Onsite fruit and healthy catering
- Life & TPD insurance

CLIMATE  
ACTION

INITIATIVES:

- Telecommuting
- Green Star rated buildings 4-6 star
- Energy efficient refits undertaken
- National Greenhouse and Energy Reporting (NGERs) compliant reporting
- Specify energy efficient appliances
- Teleconferencing facilities and training
- Earth Hour
- Ride to Work Day
- End of trip facilities
- Climate Active Program
- NABERSs Energy Rating
- Efficient building and lighting automation

GROSS EMISSIONS

94t - 1.1t per employee

BUILDINGS



TRAVEL



CARBON  
OFFSETS &  
RENEWABLES



NET EMISSIONS

94t - 1.1t per employee

ENVIRONMENTAL  
MANAGEMENT



INITIATIVES:

- World Environment Day

RECYCLING  
OFFICES



PAPER  
USAGE



INITIATIVES:

PAPER CERTIFICATION:

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

INDIGENOUS  
RECONCILIATION

INITIATIVES:

- NAIDOC Week
- Pro bono support

NON LEGAL  
VOLUNTEERING



INITIATIVES:

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

CHARITABLE  
GIVING



INITIATIVES:

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

LEGAL  
PRO BONO



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



Click for further information from AusLSA:

CODE OF CONDUCT  
/RISK MANAGEMENT



SUSTAINABLE SUPPLY  
CHAIN MANAGEMENT



SUPPLIER STANDARDS COVER:

- Human rights
- Environmental impacts
- Fair labour practices
- Fair consumer and competition practices
- Gender equality
- Diversity and Inclusion

SUSTAINABILITY  
REPORTING



REPORTING COVERS:



2023 AusLSA SUSTAINABILITY PROFILE



Thomson Geer  
Headcount: 600 (FTE)  
Floor Area: 11,823m2  
Number of Offices: 6

Thomson Geer is a major Australian corporate law firm.

We are trusted by companies, governments and institutions to act for their commercial and legal interests.

With more than 650 people, including over 140 partners, operating out of our offices in Sydney, Melbourne, Brisbane, Perth, Adelaide and Canberra, we are one of the 10 largest firms operating in Australia.

Thomson Geer is a full service firm and many of the firm’s practitioners are acknowledged as leading lawyers in their fields.

Thomson Geer provides a full range of corporate legal services to clients across the public and private sectors. Our affiliate government relations consultancy TG Public Affairs provides first class, tri-partisan public affairs advice to blue chip foreign and Australian corporations.

Thomson Geer has built a major Australian law firm around the principles of quality and value. Add to that a unique ability to provide insights into the Australian policy and public affairs system, and we are well suited to the times.



OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Thomson Geer’s people are core to the success of our business. The law is an incredibly rewarding profession, but we recognise that it can also be demanding. For this reason, we aim to maintain an environment that is flexible, friendly, personable, collegiate and professionally stimulating.

We firmly believe in equal opportunity, diversity and inclusion. It is inherent to the way we operate and is reflected in the firm’s Diversity and Inclusion Statement. We are proud to participate in a number of initiatives to advance the interests of women, as well as being a member of the Australian Network on Disability and Diverse Women in Law.

Maintaining legal knowledge both broadly and in specific areas is of key importance. Thomson Geer delivers a comprehensive training and development program and all staff attend the various legal and non-legal seminars and courses on offer. We also support opportunities to undertake external study.

We also know that wellbeing has a significant impact on motivation, morale and performance at work. Our wellbeing@work program provides a range of resources and tools for our people so that they can maintain a healthy and balanced lifestyle.

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.

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

At Thomson Geer, we understand the importance of giving back to our community. A broad and real understanding of issues faced by all members of the community, including those who cannot afford legal representation, increases development and awareness of our staff, make us well rounded and informed, and is of course the right thing to do.

Our firm provides pro bono legal advice to marginalised and disadvantaged groups across all States in which we operate. Our lawyers are encouraged to spend up to 100 hours per year on approved pro bono matters and receive financial credit for this time.

Thomson Geer is pleased to have formalised our commitment to advancing the interests of Aboriginal and Torres Strait Islander communities with the development of our first Reconciliation Action Plan. The RAP outlines activities already undertaken at the firm including procurement from Indigenous businesses, pro bono work, and supporting Indigenous community initiatives.

We are constantly looking for ways that we can connect our lawyers with pro bono and support opportunities that will utilise their skills to make a meaningful contribution to our local communities.

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.

GENDER EQUALITY

POLICY PUBLISHED

30% FEMALE PARTNERS

52% FEMALE LEGAL STAFF

78% FEMALE NON-LEGAL STAFF

64% FEMALE SENIOR PROMOTIONS

INITIATIVES:

- International Women’s Day
- Equitable briefing pledge (e.g. CommBar/LCA)
- Host or lead external programs and/or forums
- Female advancement, mentoring and coaching
- Training - Gender awareness unconscious bias
- Gender sensitive promotion and recruitment
- Equal pay controls
- Women on Boards

INCLUSIVE WORKPLACE

POLICY PUBLISHED

INITIATIVES:

- Recruitment and promotion for D&I
- External D&I programs and/or forums hosting
- Training - Awareness and unconscious bias
- Membership - Aust Network On Disability

FLEXIBLE WORKPLACE

POLICY PUBLISHED

26 WEEKS PAID PARENTAL LEAVE PRIMARY CARER

2.0 WEEKS SECONDARY CARER

85% RETURN TO WORK AFTER PARENTAL LEAVE

INITIATIVES:

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

PSYCHOLOGICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- R U OK? program
- Psychological support/ EAP
- Training - Mental health awareness and management

PHYSICAL WELLBEING

POLICY PUBLISHED

INITIATIVES:

- Ergonomics program
- Proactive health checks
- Flu vaccinations
- Gym memberships
- Team events
- Wellness awareness and promotion
- Subsidised health insurance
- Onsite fruit and healthy catering
- Health EAP

CLIMATE ACTION

INITIATIVES:

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

GROSS EMISSIONS

786t - 1.3t per employee

BUILDINGS

70% 0.03m²

0% 0.37t/employee

0.40% 0.01t/employee

554t 71%

TRAVEL

0%

29%

0.85%

231t 29%

CARBON OFFSETS & RENEWABLES

0%

0%

NET EMISSIONS

786t - 1.3t per employee

ENVIRONMENTAL MANAGEMENT

POLICY PUBLISHED

RECYCLING OFFICES

100% 100% 100% 100%

% office availability

PAPER USAGE

37,906 20% recycled content

INITIATIVES:

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

PAPER CERTIFICATION:

- PEFC Australian Forestry standard

INDIGENOUS RECONCILIATION

POLICY PUBLISHED

RAP REFLECT ACTION PLAN LEVEL

INITIATIVES:

- Reconciliation Action Plan
- Cultural awareness training
- NAIDOC Week
- National Reconciliation Week
- Internships and employment
- First Nations Procurement
- Pro bono support
- CareerTrackers participation

NON LEGAL VOLUNTEERING

PROGRAM VOLUNTEERING

NON-PROFIT BOARD SUPPORT

INITIATIVES:

- NFP Boards
- Organised staff volunteering
- Blood donations
- Student tutoring and mentoring
- Secondments to NFPs
- Community volunteering
- CPD for community sector lawyers

CHARITABLE GIVING

PROGRAM CORP. GIVING

INITIATIVES:

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

LEGAL PRO BONO

STRATEGY PUBLISHED

PRO BONO CENTRE TARGET

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

Click for further information from AusLSA:

CODE OF CONDUCT /RISK MANAGEMENT

POLICY

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

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

POLICY

BOTH CURRENT AND NEW SUPPLIERS MODERN SLAVERY PROGRAM FEDERAL LEGISLATION PARTICIPATION

SUPPLIER STANDARDS COVER:

- Human rights
- Fair labour practices
- Modern Slavery

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED

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2023 AusLSA  
SUSTAINABILITY  
PROFILE



**Wotton + Kearney**  
**Headcount:** 524 (FTE)  
**Floor Area:** 5,979m<sup>2</sup>  
**Number of Offices:** 9

Wotton + Kearney is Australasia’s largest specialist insurance and risk law firm.

Founded in 2002, W+K has grown from two partners to be a recognised leader in insurance law with 72 partners and over 360 lawyers across 9 offices in Australia and New Zealand.

W+K is the ‘go to’ firm in our region for the majority of local, global and London market insurers, as well as local brokers and corporate insurers - particularly with the more complex issues facing the market. The firm is highly regarded in the areas of general liability (including product liability and recall, property damage, public liability and institutional abuse claims), financial lines (including D&O, regulatory investigations and professional liability claims) and complex property, energy and infrastructure claims. Additionally we have specialist teams in the areas of class actions, cyber and technology, environmental liability, healthcare, marine and WHS/employment, as well as a growing commercial disputes offering.

W+K has a reputation for leading some of the Australasian insurance market’s most complex and high-profile disputes. We are also proud of our Community Footprint program which is making contributions to reduce inequality and address climate action, mental health and wellness, and social justice issues.



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 our workforce our key focus is on promoting diversity in leadership positions, in particular the proportion of women in senior roles. The Gender Employee Network, 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 ✓

GENDER EQUALITY TARGET

39% FEMALE

62% FEMALE

75% FEMALE

56% FEMALE

39% FEMALE

62% FEMALE

75% FEMALE

56% FEMALE

**INITIATIVES:**

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

**INCLUSIVE WORKPLACE**  
POLICY  
PUBLISHED ✓

INCLUSIVE WORKPLACE

**INITIATIVES:**

- Recruitment and promotion for D&I • Internal D&I networks or committees • Membership - DCA • External D&I programs and/or forums hosting • Training - Awareness and unconscious bias • Staff Surveys - D&I • Training - LGBTQ+ awareness • IDAHOBIT • Wear it Purple Day • Internal LGBTQ+ networks or committees • Training - LGBTQ+ awareness • Gender pronouns promotion • InterFirm events

**FLEXIBLE WORKPLACE**  
POLICY  
PUBLISHED ✓

FLEXIBLE WORKPLACE

20 WEEKS

4.0 WEEKS

100%

20 WEEKS

4.0 WEEKS

100%

**INITIATIVES:**

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

**PSYCHOLOGICAL WELLBEING**  
POLICY  
PUBLISHED ✓

PSYCHOLOGICAL WELLBEING

**INITIATIVES:**

- R U OK? program • Black Dog Institute program • Psychological support/ EAP • Mental health first aid training and support • Mental Health Awareness Week • Training - Mental health awareness and management • External mental health programs hosting • Domestic violence strategy • Mental health office champion

**PHYSICAL WELLBEING**  
POLICY  
PUBLISHED ✓

PHYSICAL WELLBEING

**INITIATIVES:**

- Ergonomics program • Flu vaccinations • Team events • Onsite fruit and healthy catering • Health EAP

OUR ENVIRONMENT  
SUMMARY AND HIGHLIGHTS:

At W+K we take seriously our role as a responsible global citizen. We have an active Environment & Sustainability Committee which helps drive our environmental initiatives and raise awareness of environmental and sustainability issues.

We have an externally certified Environmental Management System to drive sustainability from within the firm. We have identified our firm’s key environmental impacts (energy consumption, paper use, business travel, waste to landfill and sustainable products) and developed a detailed plan to address them.

Our firm Environmental & Sustainability Policy is externally published and we are now ‘Paperlite’, replacing paper with electronic alternatives. W+K is carbon neutral. We have completed an audit of our greenhouse gas emissions and we are working with an external consultant to achieve full carbon neutral certification with Climate Active.

In February 2023, Wotton + Kearney was awarded a silver medal in recognition of sustainability achievement by EcoVadis, the world’s largest and most trusted provider of business sustainability ratings.

**CLIMATE ACTION**

**INITIATIVES:**

- Telecommuting • Green Star rated buildings 4-6 star • Teleconferencing facilities and training • Earth Hour • End of trip facilities • Climate Active Program • Climate Active - Carbon Neutral • Efficient building and lighting automation

GROSS EMISSIONS  
812t - 1.5t per employee

BUILDINGS

23%  
0.03t/m<sup>2</sup>

0%  
0.03t/m<sup>2</sup>

0.13%  
0.03t/m<sup>2</sup>

185t  
23%

TRAVEL

0%  
1.2t/employee

75%  
1.2t/employee

1.9%  
0.03t/employee

627t  
77%

CARBON OFFSETS & RENEWABLES

0%  
100%

NET EMISSIONS

0t - 0t per employee

**ENVIRONMENTAL MANAGEMENT**  
POLICY  
PUBLISHED ✓

ENV. MANAGEMENT SYSTEM (EMS)

AEMS CERTIFIED

AEMS CERTIFICATION

**RECYCLING OFFICES**

100%

100%

50%

33%

% office availability

**PAPER USAGE**

8910  
1760t/employee

29%  
Recycled content

**INITIATIVES:**

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

**PAPER CERTIFICATION:**

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

OUR COMMUNITY  
SUMMARY AND HIGHLIGHTS:

W+K is committed to making a difference in people’s lives through our pro bono and responsible business program - Community Footprint. We use our expertise to create a fairer and more inclusive society through our pro bono work and our community partnerships.

Reducing inequalities and ensuring no-one is left behind are integral to achieving the UN Sustainable Development Goals (SDGs). Our Community Footprint program focusses on SDG 5 Gender Equality, SDG 10 Reduced Inequalities, SDG 13 Climate Action, and SDG 16 Peace, Justice and Strong Institutions.

Supporting the rights of Aboriginal and Torres Strait Islander peoples is a priority of our program. Our pro bono efforts are focussed on removing systemic barriers to improve justice outcomes and improving access to the legal system.

We have formed long-term partnerships with charities across Australia and New Zealand to focus our advocacy, fundraising and volunteering efforts. We started a new partnership in FY23 with Indigenous Literacy Foundation to deepen our appreciation of Aboriginal and Torres Strait Islander peoples’ languages, histories and cultures. In 2023 we launched our Reflect Reconciliation Action Plan. Our RAP shows how we intend to stand with our First Nations people to build a better future for everyone.

**INDIGENOUS RECONCILIATION**  
POLICY  
PUBLISHED ✓

INDIGENOUS RECONCILIATION

**INITIATIVES:**

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week • National Reconciliation Week • Pro bono support • Volunteering and secondments • Funding and donations • Indigenous Literacy Day

**NON LEGAL VOLUNTEERING**  
PROGRAM  
VOLUNTEERING

NON-PROFIT BOARD SUPPORT

**INITIATIVES:**

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

**CHARITABLE GIVING**  
PROGRAM  
CORP. GIVING

CORP. GIVING

**INITIATIVES:**

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

**LEGAL PRO BONO**  
STRATEGY  
PUBLISHED ✓

PRO BONO CENTRE TARGET

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

Click for further information from AusLSA:

OUR GOVERNANCE  
SUMMARY AND HIGHLIGHTS:

W+K is committed to efficient, economical, ethical and environmentally sustainable practices. In 2023, W+K was awarded a silver medal in recognition of sustainability achievement by EcoVadis. W+K considers the ethical implications of our procurement activities and seeks to partner with suppliers that uphold the human rights of workers in their operations and supply chains and treat workers with utmost dignity and respect. More specifically, we require our suppliers to comply with our Supplier Code of Conduct to Address Modern Slavery.

W+K actively works to ensure that we meet all requirements in areas where regulations guide our work. Our business relies on a range of specialist skills, including Legal, Financial, Information Technology, People and Supplier practices. All professionals within the business are responsible for maintaining licensing and professional accreditations as active practicing professionals. Across the business, we are also guided by relevant legislative and compliance frameworks that inform the policies and practices of the firm and the day to day work of our people.

**CODE OF CONDUCT /RISK MANAGEMENT**

POLICY

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

POLICY

BOTH CURRENT AND NEW SUPPLIERS

MODERN SLAVERY PROGRAM

FEDERAL LEGISLATION PARTICIPATION

**SUPPLIER STANDARDS COVER:**

- Human rights • Environmental impacts • Fair labour practices • Modern Slavery

**SUSTAINABILITY REPORTING**

REPORT

AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED ✓

**REPORTING COVERS:**

- Standalone ESG/ sustainability report

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# AusLSA REPORTING MEMBERS



## AusLSA MEMBERS

- Addisons
- Allen & Overy
- Allens
- Ashurst
- Baker & McKenzie
- Barry Nilsson
- Bartier Perry Lawyers
- Carroll & O'Dea
- Clayton Utz
- Clyde & Co
- Coleman Greig
- Colin Biggers Paisley
- Corrs Chambers Westgarth
- Davies Collison Cave
- Dentons
- DLA Piper Australia
- FB Rice
- FPA Patent Attorneys
- Gadens
- Gilbert + Tobin
- Gilchrist Connell
- Griffith Barton Lawyers
- Hall & Wilcox
- Hickson's Lawyers
- Hunt & Hunt
- Jackson McDonald
- Holding Redlich
- K&L Gates
- King & Wood Mallesons
- Lander & Rogers
- Lawcover
- Macpherson Kelley
- Maddocks
- McCabe Curwood
- McCullough Robertson Lawyers
- McInnes Wilson Lawyers
- Minter Ellison
- Moray & Agnew
- Mullins
- Norton Rose Fulbright Australia
- RLW
- Russell Kennedy
- Sparke Helmore
- Swaab Attorneys
- The Lantern Legal Group
- Thomson Geer
- Wotton + Kearney



This year's cover image was produced by AusLSA using an original AI-generated image as a foundation and supplemented using Photoshop.