



AUSTRALIAN LEGAL SECTOR ALLIANCE **LEGAL SECTOR SUSTAINABILITY UPDATE**

MEMBER REPORT

Executive Summary

2025 AusLSA Sustainability Insight Report

The 2025 reporting year demonstrates a maturing and increasingly coordinated approach to sustainability across the Australian legal sector. AusLSA members continue to strengthen their environmental performance, workplace culture, governance capability, and community contributions, showing that sustainability is now embedded in firm strategy, risk management, and professional identity.

A defining theme for 2025 is the opportunity for collective sector-wide action. With shared challenges such as Scope 3 supplier emissions, modern slavery risk, and rising expectations for ESG transparency, the legal sector is positioned to benefit significantly from collaboration. Collective supplier engagement, industryaligned climate strategies, shared due diligence processes, and emerging carbonfinancing models all offer pathways for deeper impact and reduced duplication of efforts across firms.

Evolving ESG Reporting and Regulatory Landscape

AusLSA completed a major **update to** its sustainability reporting framework in 2025, aligning more closely with leading global standards including the GHG Protocol, GRI Standards, UN Global Compact, UN SDGs, and ISO 14064, while

maintaining relevance for the Australian legal sector. The launch of the new AusLSA Sustainability Reporting and Analysis Tool further strengthened data quality, consistency, and user experience. In 2026, the platform will undergo an additional upgrade to introduce enhanced analytics and interactive dashboards, giving members deeper insight into their sustainability performance and improving their ability to monitor progress over time.

These improvements come at a pivotal moment: the Australian Government has introduced a more ambitious 2035 climate target, aiming for a 62-70% reduction in emissions from 2005 levels. At the same time, entities are preparing for mandatory climate reporting under the AASB, prompting legal firms to build capability in climate governance, transition planning, and emissions measurement, both for their own operations and to advise clients.

Key Insights from 2025 Member Results

Environment

Among the Scope 3 categories captured through AusLSA reporting, business travel remains the largest source of emissions, underscoring the need for coordinated sector-wide strategies on travel demand management, data accuracy, and supplier engagement. More firms are also aligning with science-based target pathways and maturing their environmental

management systems to support longterm decarbonisation. This year, AusLSA introduced purchased goods and services as an optional reporting category, recognising that supplier-related emissions typically represent the largest component of Scope 3 for professional services and will be increasingly important for firms preparing for future climate disclosures.

People

Workplaces across the sector are becoming more inclusive, flexible, and wellbeingfocused. Firms invested in psychosocial health, diversity and inclusion, gender equality, and professional development, with a clear shift toward assessing the impact of initiatives rather than solely tracking participation or policy adoption.

Governance

Governance frameworks continue to strengthen across firms, supported by more consistent reporting practices, deeper integration of ESG into enterprise risk management, and growing specialist capability. This year, AusLSA also introduced a new measure of full-time equivalent staff dedicated to ESG roles. Across all reporting members, firms reported a combined 61 ESG FTEs, underscoring the sector's increasing investment in specialist sustainability capability and more robust governance

Sustainable procurement and modern slavery risk oversight remain priorities, and firms are building clearer processes for responsible business conduct and supplier engagement.

Community

Community contribution remains a core strength of the sector. Firms demonstrated sustained commitment to legal pro bono, volunteering, and philanthropy, while First Nations reconciliation continued to deepen through stronger governance, RAP progression, cultural capability, and longterm partnerships. The sector is showing a growing emphasis on culturally safe justice, community-led partnerships, and increased economic participation for First Nations peoples.

Modern Slavery and Supply Chain Responsibility

AusLSA expanded its support for members through the 2025 Modern Slavery Webinar Series, which covered:

- priorities for the newly-established Office of the Australian Anti-Slavery Commissioner
- · effective grievance mechanisms and remediation, and

rights risks across supply chains.

responsibility. These sessions reflect rising expectations for transparency, supplier engagement, and meaningful action in addressing human

· best-practice approaches to supply chain

Looking Ahead: A Collective Path Forward

The 2025 results show a sector that is increasingly proactive, data-driven, and strategically aligned with national and global ESG expectations. The next leap in sustainability performance will come from working together, leveraging shared knowledge, collective purchasing power, joint supplier strategies, and aligned approaches to net-zero pathways and human rights due diligence.

AUSTRALIAN

LEGAL SECTOR ALLIANCE

As the regulatory environment evolves and stakeholder expectations rise, coordinated action offers the most powerful opportunity for the legal sector to accelerate decarbonisation, strengthen ethical practice, and deliver meaningful, long-term social and environmental value.

Brendan Bateman Co-Chair, AusLSA Partner, Clayton Utz Consultant

Kelvin O'Connor. AusLSA Co-Chair AusLSA

Paul Fencaros. AusLSA General Manager & Secretary

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Brendan Bateman Kelvin O'Connor

Co-Chair Partner, Clayton Utz



Co-Chair, Principal, Adjutus Consulting Services



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Head of Property & Workplace, Africa, Asia Pacific and Middle East, Gilbert + Tobin **DLA Piper**



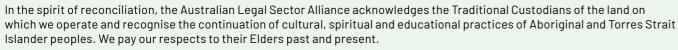
Eloise Schnierer

Head of Corporate Social Responsibility,



Stuart Napthali

Partner, Maddocks





Partner, Norton Rose

Fullbright



Jacqueline Plant Joanna Renkin

Partner, Pro Bono, Community & Environment, Lander & Rogers



Joshua Martin

Foresight Consulting Group, Specialist Board Member



Paul Fencaros

AusLSA General Manager & Secretary

Cover Photo: Paul Fencaros, AusLSA General Manager



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AusLSA Navigation



Our Environment

Environmental Management

Climate Action

Electricity

Business Travel

Paper Use, Recycling & Waste



^{0ur} People

Employee Wellbeing

Diversity

Flexible Working

Gender Equality

Staff Development



Our Governance

Public Sustainability Reporting

Sustainable Procurement

Enterprise Risk Management

Codes of Conduct



Our Community

Legal Pro Bono

Community Volunteering

Corporate Giving

First Nations Reconciliation









About the Australian Legal **Sector Alliance**

The Australian Legal Sector Alliance (AusLSA) is a not-for-profit network of Australian law firms, partners and stakeholders working together to advance sustainability across the legal sector.

Founded and funded by its members, AusLSA provides tools, resources, and a collaborative framework to help firms plan, implement, and track their sustainability initiatives.

Vision

For the Australian legal sector to be recognised globally as a leader in social and environmental sustainability, creating lasting societal value.

Mission

To work collaboratively to inspire and embed sustainable practices across people & workplace, community, environment, and governance.

The AusLSA Principles

Recognising value Collaborating

Building a shared understanding of the benefits of sustainability across stakeholders. our businesses.

Strengthening the capacity of peers, suppliers and beyond.

Leading debate

Promoting best practice within the legal sector and

Measuring, managing and continuously improving sustainability outcomes.

Taking action

Reporting progress openly and transparently

Being accountable

AusLSA's Executive Members 2025

AusLSA thanks its six Executive Members for their ongoing leadership, strategic guidance, and financial support.

We also acknowledge Foresight Consulting Group, who provide administrative support and specialist expertise through their appointment to AusLSA's Board of Directors.

CLAYTON UTZ



LANDER & ROGERS







Focus and Direction

In 2025, AusLSA updated its annual reporting questionnaire and enhanced the Sustainability Reporting and Analysis Tool (SRAT) to strengthen alignment with the Greenhouse Gas Protocol. A key development was the introduction of optional reporting for Scope 3 Category 1 (Purchased Goods and Services), enabling members to capture emissions from their supply chains with greater accuracy. These updates allow member firms to report more comprehensively on their environmental impact, including emissions associated with electricity use, business travel, and procurement of goods and services.

In 2026, AusLSA's priority is to leverage these enhanced reporting capabilities to drive collaboration and sector-wide transformation. Many sustainability challenges extend beyond the boundaries of individual firms, and collective action will be critical to delivering meaningful progress.

Key areas of focus include:

- Scope 3 emissions Advancing measurement and reduction through coordinated supplier engagement and further enhancements to AusLSA's Scope 3 reporting capability.
- Modern slavery risk Strengthening transparency and due diligence, including through a member-led modern slavery consortium.
- **Green leasing** Providing solutions to partner with commercial office building owners and landlords to reduce the environmental footprint of leased office spaces.

These shared priorities present an opportunity for AusLSA members to leverage their collective influence and expertise to create change at scale. Collaboration will be central to building a more sustainable, resilient, and socially responsible legal sector.



AusLSA's Sustainability Framework

Reporting is structured around four sustainability pillars:



Environment

Environmental Management, Climate Action, Electricity, Business Travel, Paper Use, Recycling & Waste



People

Employee Wellbeing, Diversity, Flexible Working, Gender Equality, Staff Development



Governance

Public Sustainability Reporting, Sustainable Procurement, Enterprise Risk Management, Codes of Conduct



Community

Legal Pro Bono, Community Volunteering, Corporate Giving, First Nations Reconciliation

Recent Updates

In 2025, AusLSA undertook a **major review of the Sustainability Reporting and Analysis Tool (SRAT)** to align with the latest **global ESG standards** while staying tailored to the legal sector. Enhancements included:

- Optional reporting of Scope 3 Category 1 (Purchased Goods & Services), improving the capture of supply chain emissions.
- A refreshed questionnaire aligned with the Greenhouse Gas Protocol, GRI, UN Global Compact, SDGs, and ISO 14064.



Reporting Principles



Materiality

Focusing on issues most relevant to stakeholders.



Completeness

Ensuring comprehensive and accurate reporting boundaries.



Responsiveness

Highlighting sector-wide issues while recognising firm-level approaches.

Purpose & Value

AusLSA reporting enables member firms to:



Benchmark

Compare performance against peers and sector-wide trends.



Demonstrate accountability

Provide transparency to clients, staff, and stakeholders.



Track progress

Measure outcomes across environmental, social, and governance areas.



Leverage insights

Build resilience and deliver broader social and environmental value.

How We Report

At the end of each financial year, members report through AusLSA's **Sustainability Reporting and Analysis Tool (SRAT)**, developed with **INFORMED 365**. The tool allows flexible data entry, applies the latest **national and international emissions factors**, and provides **analysis and benchmarking functions** to help firms manage and track their sustainability programs.

Acknowledgments

AusLSA's reporting framework has been developed and refined over many years, with the support of organisations that provide expertise across key areas of sustainability. Their guidance has helped ensure that the framework reflects the issues most material to Australian law firms.

We gratefully acknowledge the ongoing contributions of:

- INFORMED 365 reporting tool and analytics
- Australian Pro Bono Centre legal pro bono programs
- Workplace Gender Equality Agency gender equality and flexible working
- Workplace Giving Australia charitable giving and non-legal volunteering
- **Pride in Diversity** LGBTQI+ inclusion
- Reconciliation Australia First Nations reconciliation
- Minds Count Foundation psychological wellbeing
- Better Sydney corporate governance and modern slavery
- Foresight Consulting Group climate action and emissions measurement

Global Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Goals (SDGs) provide a universal framework for addressing the world's most pressing environmental, social, and economic challenges. For Australia's legal sector, they offer a practical way to connect purpose with measurable impact — translating the profession's influence into meaningful contributions to global sustainability priorities.

The SDGs are most relevant where law firms can collectively drive change: through their people, workplaces, communities, supply chains, and governance practices. AusLSA's Sustainability Framework aligns directly with the SDGs, enabling members to measure and report their performance in these areas while contributing to broader global progress.

Through this alignment, firms are taking action across AusLSA's four pillars — **People**, **Community**, **Environment**, and **Governance** — to improve wellbeing, inclusion, and access to justice, while reducing environmental impact and promoting ethical business practices. The profession's increasing focus on transparency, equity, and climate responsibility demonstrates how collaboration across the sector can create measurable progress toward shared goals.

By aligning ESG reporting with the SDGs, AusLSA members can benchmark progress, communicate outcomes more effectively, and demonstrate leadership in sustainable business and governance. This alignment reflects the legal sector's ongoing commitment to sustainability and its capacity to lead by example — contributing to a fairer, more resilient, and sustainable future for Australia and the global community.

AusLSA Reporting Area	Topic	Aligned UN SDG			
	Environmental Management	SDG 12 - Responsible Consumption & Production			
	Climate Action	SDG 13 - Climate Action			
	Electricity	SDG 7 - Affordable & Clean Energy			
	Business Travel	SDG 13 - Climate Action			
	Paper Use, Recycling & Waste	SDG 12 - Responsible Consumption & Production			
	Employee Wellbeing	SDG 3 – Good Health & Wellbeing			
	Diversity	SDG 10 - Reduced Inequalities			
	Flexible Working	SDG 8 - Decent Work & Economic Growth			
	Gender Equality	SDG 5 - Gender Equality			
	Staff Development	SDG 4 - Quality Education			
☐ Governance	Public Sustainability Reporting	SDG 16 - Peace, Justice & Strong Institutions			
	Sustainable Procurement	SDG 12 - Responsible Consumption & Production			
	Enterprise Risk Management	SDG 8 - Decent Work & Economic Growth			
	Codes of Conduct	SDG 16 - Peace, Justice & Strong Institutions			
& Community	Legal Pro Bono	SDG 16 - Peace, Justice & Strong Institutions			
	Community Volunteering	SDG 11 - Sustainable Cities & Communities			
	Corporate Giving	SDG 17 - Partnerships for the Goals			
	First Nations Reconciliation	SDG 10 - Reduced Inequalities			

AusLSA members contribute most directly to goals such as:



By aligning sector-wide reporting with the SDGs, AusLSA members can **benchmark** progress, communicate impact more clearly with stakeholders, and demonstrate their role in advancing sustainable development in Australia and globally.



FEATURE ARTICLE

Tackling Modern Slavery: Driving Change Through Industry Collaboration



Robin Mellon Better Sydney

Since the introduction of Australia's Modern Slavery Act 2018, thousands of organisations have engaged in annual reporting, transparency, and risk assessment. Beyond compliance, many have sought to embed continuous improvement into their operations and strategies. Yet challenges persist – limited supplier engagement, inadequate identification of non-compliance, and the increasing global prevalence of modern slavery highlight the scale of the problem. Against this backdrop, progress is being achieved where organisations come together to share knowledge, build communities of practice, and collaborate across industries.

As CEO of Better Sydney, I work with over a dozen industry collaborations that address modern slavery risks. The most effective initiatives recognise that modern slavery is not a problem to be solved in isolation. It is a systemic, global issue requiring collective, sustained responses. Through the AusLSA Modern Slavery Collab learning series (2023-2024) and the Modern Slavery Webinar Series in 2025, it has become evident that the legal sector has a distinctive role. Law firms and in-house legal teams not only need to assess their own operations and supply chains, but also support clients in moving from compliance to deeper strategic integration, industry leadership, sustainable procurement and systemic influence.

Learning From Other Sectors

Much of the progress in tackling modern slavery comes from learning across industries.

The Australian Travel Industry Association (ATIA), for example, has established a Modern Slavery Collaboration to help its members embed ethical practices in travel and tourism. This is an industry with significant risks — ranging from cleaning and hospitality through to exploitative practices in 'voluntourism' and orphanage tourism. ATIA's program demonstrates

how genuine collaboration can support businesses to understand risks, raise awareness, establish safe reporting channels, measure progress, and deliver practical improvements. Their experience reinforces the value of industry associations as trusted convenors that help members navigate complex supply chains across diverse cultural and linguistic contexts.

Australia's property and construction sector has also made significant strides. In 2025, the Property Council's Human Rights and Modern Slavery Working Group launched two important resources:

Impact Metrics for Addressing Modern Slavery in Property and Construction, developed with Edge Impact and the Australian Red Cross, which sets out measurable targets across governance, supply chain, grievance and remediation, and collaboration. Critically, this work incorporated insights from people with lived experience of exploitation, ensuring that strategies are informed by the realities faced by vulnerable workers.

The Indicators of Vulnerability to Modern Slavery in Property and Construction, developed with ERM and Domus 8.7, reframes the issue through the lens of vulnerability. By focusing on systemic drivers such as insecure work, business practices, and legal gaps, the guide helps businesses better understand how risk is created and how to support workers before exploitation

Although developed for property and construction, these frameworks are transferable across industries. The principles of measuring impact and identifying vulnerability are equally relevant in sectors as varied as health, education, agriculture, and professional services.

Cross-Sector Adaptation

Collaboration also enables good practice to be adapted and scaled. In March 2024, the Property Council launched its Pathway to Respecting Human Rights and Addressing Modern Slavery Risks. Recognising its value, the Telco Together Foundation worked with Edge Impact in February 2025 to tailor the framework for the telecommunications sector. By adding industry-specific case studies, research and checklists, the Pathway provides suppliers with consistent, practical tools, while ensuring the framework reflects the realities of telecommunications supply chains. This example demonstrates how collective resources can be reshaped to meet different sector needs, while still providing a common language and consistent standards.

Building Communities of Practice

Another important avenue for collaboration comes through communities of practice. The UN Global Compact Network Australia (UNGCNA) hosts a Modern Slavery Community of Practice that creates space for businesses to learn together, share interventions, and prepare for regulatory change. By running three streams - Optimising, Implementing, and SME - the initiative ensures relevance across organisations of

different sizes and levels of maturity. It also engages with government agencies, including the Office of the Australian Anti-Slavery Commissioner, to co-develop guidance on human rights due diligence.

Communities of practice are particularly valuable because they allow organisations to share candidly about challenges as well as successes. This not only accelerates learning but also helps avoid duplication of effort, ensuring resources are directed where they can have the greatest impact.

Beyond Compliance: Towards Systemic Solutions

Ultimately, the most significant opportunities lie in moving beyond compliance and embracing systemic solutions. Addressing modern slavery requires businesses to look at the underlying conditions — such as aggressive pricing, short-term contracting, or lack of worker protections — that allow exploitation to flourish. Identifying high-risk practices, high-risk geographies, vulnerable supply categories, and at-risk populations must become a shared exercise across industries.

Collaboration also connects modern slavery to broader sustainability goals. Issues such as gender equality, climate action, living wages, and water resilience are deeply interlinked. The UN Global Compact's Forward Faster campaign highlights how achieving progress in one area often depends on cooperation across others. For example, delivering living wages requires long-term collaboration with suppliers, workers, and policymakers, not just isolated company commitments.

A Call to Collective Action

As Henry Ford observed: "Coming together is the beginning. Keeping together is progress. Working together is success."

For the legal sector, the opportunity is clear. By continuing to collaborate — within the profession, with clients, across industries, and with communities legal organisations can help drive meaningful change. Success depends on organisations sharing knowledge, developing joint resources, measuring impact, and addressing vulnerabilities collectively.

Modern slavery is a complex challenge, but it is not insurmountable. By coming together, keeping together, and working together, we can ensure that progress is not only possible but sustained – and that people remain at the centre of our efforts.

Australian Legal Sector Alliance Member Report 2025

FEATURE ARTICLE

Greening the Legal Sector: Why Tackling Supply Chain Emissions is a Team Sport



Tanya Harris Head of Sustainability Lander & Rogers

The Australian legal sector is entering a new era of ESG accountability. The past 12 months have seen a decisive shift in the regulatory and disclosure landscape — positioning law firms not only as advisers on ESG and climate risk, but as active contributors to environmental outcomes. As service providers, we sit squarely within our clients' value chains. In other words, we are their (carbon) Scope 3.

This shift presents a compelling opportunity to demonstrate leadership, embed decarbonisation integrity into our operations, and strengthen our value as trusted partners. Achieving this requires more than ancillary efforts. It calls for firm-level transparency, consistent supplier engagement, and above all, sector-wide collaboration.

A Collective Challenge, and a Shared Opportunity

As we discussed in the May 2025 Enhancing Sustainability in the Supply Chain webinar co-hosted by AusLSA, CitySwitch and Lander & Rogers, law firms and other professional services face common sustainability priorities and common decarbonisation pain points. While our direct emissions and modern slavery risk profiles are relatively low, the key source of our environmental impact lies in purchased goods and services: typically travel, technology, office fitouts, and outsourced services. These categories remain material and difficult to measure.

Additional hurdles include lean ESG teams with dedicated operational focus, inconsistent internal data to track progress credibly, and fragmented approaches to engaging suppliers. Disclosure in the legal sector remains well behind ASX-listed benchmarks, highlighting clear opportunities to strengthen external transparency and internal capability building alike.

Yet these challenges also highlight where our strengths lie. As a sector, we are highly networked, responsive to stakeholder expectations, and capable of rapidly embedding change once priorities are clearly set. Our collective influence as advisers to some of Australia's most emissions-intensive sectors, is significant and underleveraged.

Industry Alliances: Turning Insight Into Action

Peer collaboration is now essential for meaningful decarbonisation. The Australian Legal Sector Alliance (AusLSA) plays a critical role in coordinating voluntary carbon disclosure, advocating for collective ambition, and building capability across law firms. The AusLSA annual member report establishes a necessary sector baseline and performance benchmark. Now is the time to raise the bar on ambition and action to meet market expectations.

Partnerships with broader business alliances like the UN Global Compact Network Australia enable alignment with best practice, international frameworks, and crossjurisdictional expectations. Legal sector alliances in the UK and EU such as the Legal Sustainability Alliance (UK) and Legal Charter 1.5 (UK) demonstrate the power of collective action: from joint target-setting and shared supplier engagement approaches to transparency through public reporting.

The Australian legal sector can leverage these examples for similar success: a mature professional network, increasing client demand for credible ESG action and data, and a rising generation of talent motivated by purpose as well as pay.

From Strategy to Action: Four Focus Areas

The Enhancing Sustainability in the Supply Chain webinar reinforced four key enablers for legal firms for collective impact:

1. Identify What's Material

Map sustainability issues that matter most to your firm, clients, and community; climate resilience, carbon emissions, circular economy, access to justice, First Nations engagement. Apply both impact and financial materiality lenses to guide decisions.

Meet and Move Beyond Compliance

Anticipate client and stakeholder expectations by understanding your Scope 3 profile and prepare a realistic 18-24 month plan to measure and act. Align with local and global frameworks to ensure credibility and consistency, reducing duplication and internal reporting burden.

Improve Data Integrity

Start with available data - spend, supplier policies, carbon footprints and build from there. Integrate financial, operational and ESG data to guide priorities. Partner with procurement, finance and IT to strengthen data governance and use in decisionmaking.

Engage and Collaborate

Build long-term supplier relationships grounded in shared benefit. Use a consistent industry collaboration approach to communicate expectations, support data collection, and codesign decarbonisation initiatives.

The Path Forward

Clients, regulators and employees are already raising their expectations. Law firms that act now will build resilience, retain trust, and future-proof their business. This begins with investing in strong governance science-based targets, sustainable procurement policies, and credible, assured reporting.

Firm-level action is not enough. The complexity of Scope 3 decarbonisation requires coordinated, sectorwide effort. By leveraging industry alliances and scaling knowledge-sharing, the Australian legal sector can deliver real, measurable impact.

We're in this together. Let's seize the opportunity!

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FEATURE ARTICLE

Carbon Financing: An Innovative Legal Collaboration at the Intersections of ESG



Kayne Harwood
Executive Director Climate Finance
Save the Children Global Ventures



Michael Ryland
President
Global Alliance of Impact Lawyers

Earlier this year, Save the Children established a landmark collaboration with eight UK based law firms to deliver child-focused climate adaptation in vulnerable communities. This marked the first time law firms have collaborated to directly fund climate action using carbon finance as the mechanism. By collaborating, the firms were able to fund a project they could own and shape to their ESG priorities, while locking in future supply of high-quality carbon credits and sharing risk.

The firms established a framework to govern the collaboration and selected an agroforestry project with smallholder tea farmers in Nandi, Kenya to co-finance. Alongside carbon removal credits, the project will deliver nutritional gains, gender equity, and child welfare benefits in a region with high food insecurity and poor childhood nutrition. The example holds lessons for how professional service firms can show leadership in taking action at the intersection of ESG priorities and provides a blueprint that Australian law firms could replicate.

The intersection of environmental, social, and governance (ESG) priorities is increasingly the locus for legal sector innovation. Forward-looking law firms around the world are reshaping their business models and client value through ESG-driven innovation, demonstrating how proactive engagement and collaborative design can enable more robust and strategic outcomes for firms and their clients.

Collaborative Innovation at ESG Intersections

This example demonstrates the power of collaboration and intersectional thinking to solve ESG issues. Rather than limiting action to technical carbon offsetting, the UK law firms co-created a shared legal and governance infrastructure designed to deliver measurable impact in climate, community resilience, and social equity.

Membership of the collaboration requires that firms are taking action on emission reporting, target setting and reductions. Members receive high-quality removal credits that they can retire to make formal offsetting claims or as a contribution to global mitigation goals. The project also measures social and environmental benefits that can contribute to a firm's other CSR commitments.

How It Worked

Participating firms acted as co-creators and financiers of the project, shaping its goals, governance, and legal structure to achieve integrity and replicability, as well as providing long-term investment.

- Community impact with carbon co-benefits: The project was framed around climate resilience, livelihoods and nutrition first, with carbon credits as a co-benefit for the funders.
- Legal infrastructure: Firms contributed pro bono legal expertise to draft the collaboration framework and project agreements. The model is intended for open-source adoption by others in the sector, catalysing broader transformation.
- Designed for integrity: Firms' integrity concerns drove project design. For example, win-win actions, like inter-cropping avocado, sustainably improves farmer incomes. This ensures farmers are incentivised to keep the trees and carbon in the ground.
- Participatory planning: Extensive stakeholder consultations ensured community concerns, fair benefit distribution, and land rights were central to project design.
- Long-term Financial Sustainability: The project required significant upfront investment, enabled through pre-sale of credits generated between 2030-2039. From 2040 onwards the credits will be owned by the local community, potentially generating significant future revenue.

Lessons for Law Firms

- The Nandi project demonstrates how law firms can move from mere compliance to strategic integration of environment and social requirements, creating high-integrity, community-led climate actions and frameworks to scale these.
- By collaborating and pooling resources law firms can co-fund carbon projects that they can own and shape, rather than purchasing offsets through brokers. This approach can increase value creation while limiting risk exposure.
- 'Owning' a project also increased opportunities for employee engagement with the firms' own climate action, an important issue for many employees.
- Having established ESG governance frameworks at the board level (e.g., an ESG and Responsible Business Committee) helped firms to efficiently review and approve participation.
- Legal Sector sustainability and impact alliances provide launchpads for collaborative action and platforms for scaling. Participating UK firms were convened by the Legal Charter 1.5 alliance, and the Global Alliance of Impact Lawyers (GAIL) has conducted a global webinar and published articles promoting the approach.

Opportunity

This model sets a new benchmark for legal sector engagement with ESG, proving that law firms can play a catalytic role in advancing integrated sustainability — where environmental restoration and social betterment go hand in hand in the world's most climate-vulnerable communities.

AusLSA, GAIL and Save the Children are exploring ideas to replicate the successful UK carbon financing model in Australia and are inviting feedback and interest from AusLSA members who would like to understand how this approach could support their sustainability and climate impact goals.

AUS LSA

MEMBER RESULTS 2025

Environment

The Australian legal sector continues to demonstrate strong engagement in environmental management and climate leadership. In 2025, AusLSA members expanded their measurement and reporting coverage, reaffirming that sustainability is now a central element of governance and risk management.

Environmental Management

Environmental management systems (EMS) continue to play a central role in how firms monitor, plan, and improve their environmental performance.

A growing number of AusLSA members now apply structured approaches such as the AusLSA Environmental Management System (AEMS) or ISO 14001-aligned frameworks.

Firms with established systems are consistently showing better data quality and stronger year-on-year performance improvements, with environmental metrics now integrated into broader ESG and governance oversight.

Climate Action

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Member Performance

Law firms continue to strengthen their climate action commitments, reflecting steady progress in policy development, target setting, and implementation. In 2025:

- 65% of member firms had developed or were developing a GHG emissions reduction policy;
- 65% had adopted or were developing emissions reduction targets;
- 23% had a formal climate action plan in place, with a further 37% developing one;
- 61% had committed to near-term science-based targets; and
- **46**% had committed to net-zero science-based targets.

These figures demonstrate a maturing and increasingly strategic approach to emissions reduction, where firms are embedding targets within governance structures and aligning them with client expectations and regulatory trends.

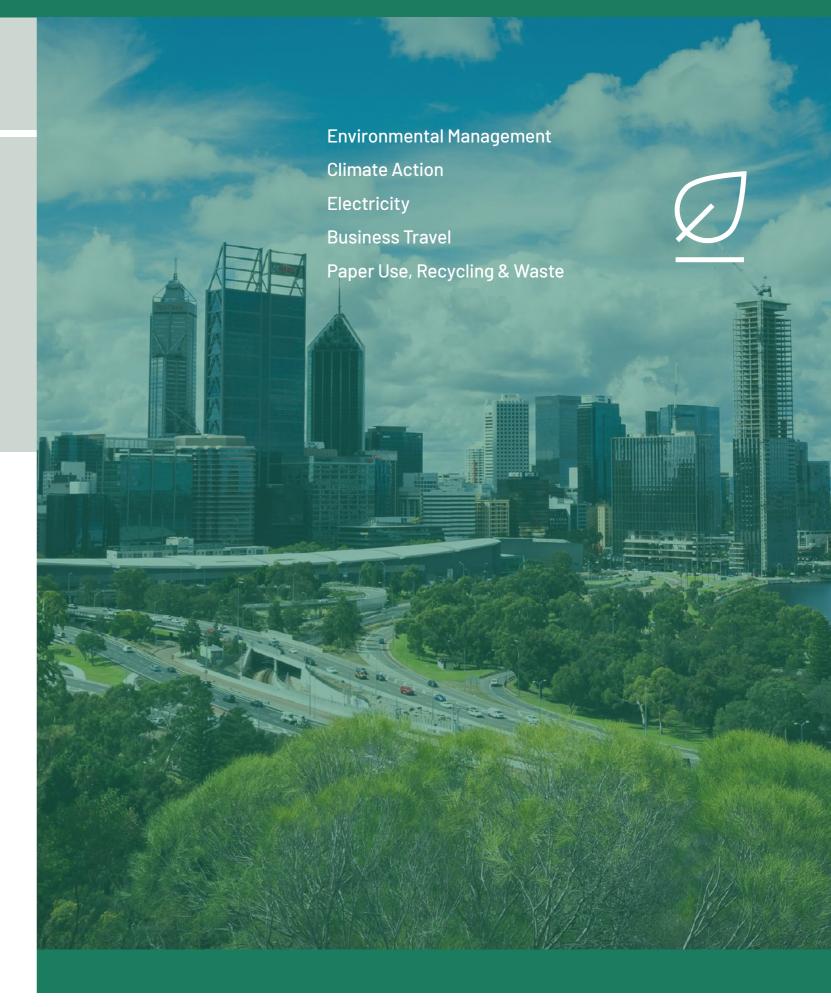
2025 Emissions Profile

In 2025, the **total gross GHG** emissions reported by AusLSA members were approximately **32,156 tonnes CO**₂**e.** As a result, **gross per-capita emissions decreased by about 30%**, largely due to reductions in business-travel activity and lower emissions factors for air travel in 2025.

Emissions summary:

- Scope 1 (direct emissions)
 represent less than 1% of the
 total footprint,
- Scope 2 (market-based electricity use) represents roughly 35%; and
- Scope 3 (indirect emissions, primarily air travel) accounts for the remaining 64%, making it the dominant source of GHG emissions for the sector.

The reclassification of natural-gas use to **Scope 3 (Category 8 – leased assets)** improves alignment with the GHG Protocol and provides a more accurate reflection of firms' operational control.



Australian Legal Sector Alliance Member Report 2025



Environment

National and Market Context

Australia's strengthened 2035 climate target of a 62–70% emissions reduction from 2005 levels further cements the national direction toward decarbonisation. The Federal Government's focus on renewable energy, electrification, and low-carbon technologies aligns closely with the transition underway in professional services.

For the legal sector, these developments present both opportunity and expectation:

- Operationally, firms are under pressure to reduce emissions from energy and travel while improving data accuracy and disclosures.
- Commercially, clients increasingly expect law firms to model credible ESG practices as they advise on climate-related regulation, governance, and risk.
- Strategically, firms that integrate sustainability into core operations and services will be better positioned to lead in a rapidly transforming market.

Electricity

Electricity use remains a major determinant of environmental performance, accounting for **35% of total emissions in 2025**.

Approximately 36% of total electricity consumption was sourced from green electricity purchases, reflecting continued progress in renewable electricity procurement through both purchased GreenPower and building-level renewable-energy agreements.

The broader Australian electricity market continues to shift rapidly, with renewables now exceeding one-third of total generation.

Many AusLSA member offices operate within high-efficiency (4 Star NABERS or higher) buildings, contributing directly to reductions in Scope 2 emissions intensity.

Business Travel

Business travel remains the largest single contributor to AusLSA members' emissions, representing approximately 64% of total gross emissions in 2025. Air travel dominates this category, with car travel contributing only marginally.

Many firms now apply **responsible-travel frameworks**, requiring justification for flights, setting internal carbon budgets, and offsetting unavoidable emissions. This reflects a mature and sustained shift in the sector's culture of mobility.

Further progress will depend on embedding lower-emission travel options, continuing to normalise virtual engagement, and improving travel-data integration within emissions-tracking systems for greater accuracy and accountability.

Paper Use, Recycling & Waste

Total paper use per person decreased by 45% from 38 kilograms in 2024 to 21 kilograms in 2025. While this likely reflects the sector's ongoing shift toward digital workflows and electronic filing, some of the reduction may also be due to under-reporting or reduced data accuracy among members.

Most firms continue to prioritise sustainable-procurement options, including paper certified by the Forest Stewardship Council (FSC) or the Programme for the Endorsement of Forest Certification (PEFC).

Waste-management performance across member offices remains consistently strong:

- 99% recycle paper;
- 98% separate and recycle packaging materials;
- 82% manage organic waste; and
- 89% reuse or recycle ICT equipment.

These results confirm the maturity of waste and resource-efficiency systems. Future improvements will focus on circular-procurement models and stronger supplier partnerships.

Key Observations and Outlook

- 1. Air travel remains the largest contributor to the sector's emissions profile, underscoring the need for targeted travelmanagement strategies and further investment in virtual-collaboration tools.
- Electricity-related emissions continue to decline, reflecting both member action and the broader grid transition toward renewables.
- Formal climate action plans and science-based targets are now established practice among leading firms, aligning the sector with Australia's national 2035 trajectory.
- Reclassification of naturalgas use to Scope 3 (Category 8) improves methodological accuracy and alignment with the GHG Protocol.
- Environmental-management systems are driving measurable improvements in data quality, accountability, and performance benchmarking.
- Waste-management and procurement practices are mature, but greater emphasis on recycled-content products and supplier engagement can deliver additional benefits.

Summary

The 2025 results confirm that the Australian legal sector continues to make steady, measurable progress in reducing environmental impact and embedding sustainability into core business operations. Law firms are aligning their climate strategies with Australia's strengthened 2035 national targets and demonstrating leadership in renewable-energy adoption, emissions reduction, and transparent reporting.

The sector's challenge now is to accelerate progress on travel emissions and deepen integration of science-based targets into operational planning — ensuring that environmental responsibility remains not only a compliance expectation but a defining characteristic of modern, trusted legal practice.

<u>aus</u> LSA

Greenhouse Gas Emissions

Total Gross GHG Emissions $32,156 \text{ tCO}_2\text{e}$

Tonnes Per Head

1.44



Scope 3

Tonnes Per Head 0.92

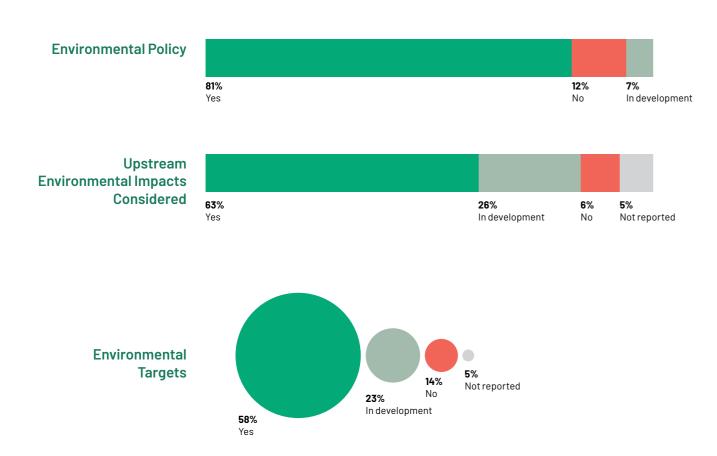
20,678 tCO₂e

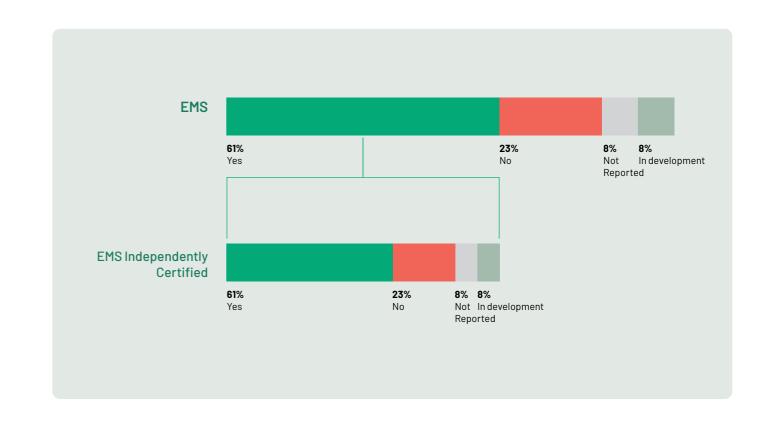
Additional Scope 3 Emissions

Note: Other Scope 3 emissions may occur but are not included in AusLSA reporting due to data and methodological limitations. Purchased Goods and Services - often a major Scope 3 source for professional services firms - is currently optional for AusLSA reporting members and not included in the total gross emissions.

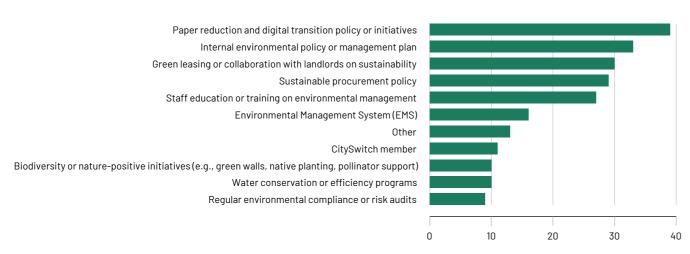


Environment

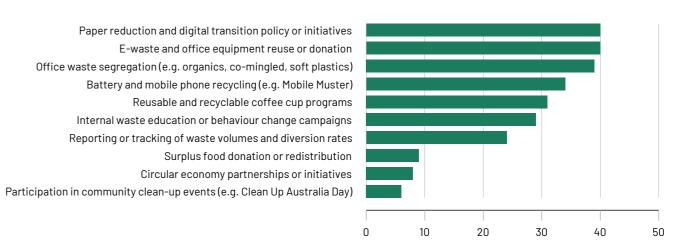


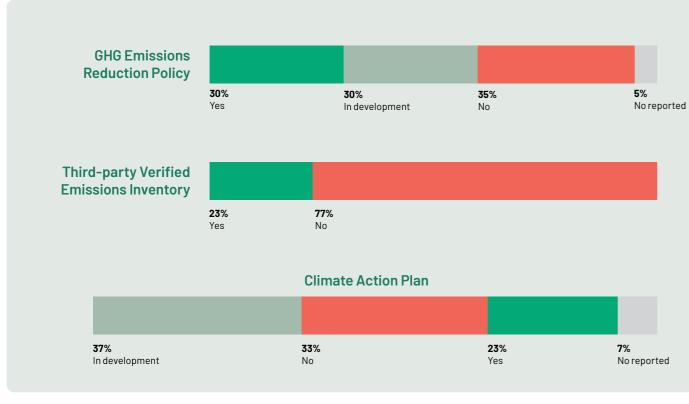


Environmental Initiatives



Waste Management Initiatives



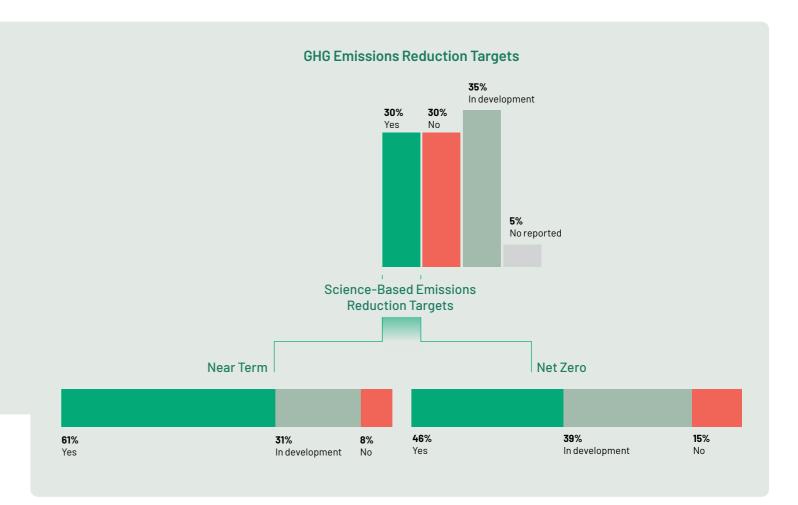


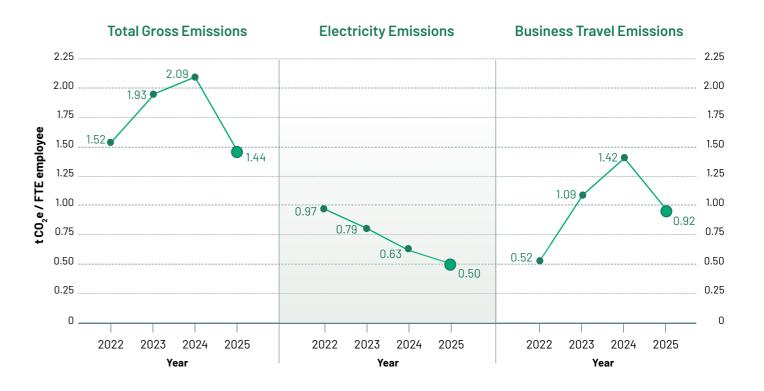




GHG Reduction and Energy Efficiency Initiatives







Electricity Usage Mix

MEMBER RESULTS 2025

People

The Australian legal sector continues to demonstrate strong commitment to creating healthy, inclusive, and high-performing workplaces. In 2025, AusLSA members strengthened their focus on employee wellbeing, workplace diversity, flexibility, and staff development, recognising that people are central to sustainable business performance and positive social impact.



Employee wellbeing continues to be a priority across the legal sector, with firms increasingly adopting comprehensive, evidence-based approaches to psychosocial and physical wellbeing.

In 2025:

- 93% of AusLSA members had a formal psychosocial wellbeing policy, and 79% had a physical wellbeing policy.
- Firms delivered an average of 10 psychosocial and 8 physical wellbeing initiatives during the year.
- 54% of firms conducted annual employee surveys to assess whether staff feel adequately supported by wellbeing programs.

These results confirm that wellbeing is now embedded in firm culture and governance. Many firms have established wellbeing committees, appointed mentalhealth champions, and integrated

wellbeing metrics into leadership accountability frameworks.

The national conversation on workplace mental health continues to evolve. Following updates to Australia's Model Work Health and Safety Regulations (2023–24), firms are now expected to manage psychosocial hazards with the same diligence as physical risks, strengthening prevention and early-intervention practices across the sector.

Workplace Diversity

Workplace diversity remains a defining strength of the Australian legal profession, with firms continuing to expand their focus beyond gender to encompass inclusion across culture, ability, identity, and background.

In 2025:

- 95% of firms had a formal diversity and inclusion policy.
- Among those firms, all had a formally appointed officer or

committee with recognised responsibilities to oversee and implement the policy.

Firms increasingly view diversity as a business asset that drives innovation, collaboration, and stronger client outcomes. Diversity councils and data-led reporting are becoming standard, allowing firms to better track representation and inclusion outcomes.

Flexible Working

Flexible working is now a permanent and defining feature of modern legal practice, with firms recognising the importance of these options in attracting and retaining talent and supporting wellbeing.

- 96% of firms reported offering formal flexible-working options beyond statutory minimum requirements.
- Firms offered an average of 16 different flexible working initiatives to their employees, with the most common initiatives being study leave,



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flexible working hours, hybrid work options, and part-time arrangements.

 Average paid parental leave was 21 weeks for primary carers and 13 weeks for secondary carers, which remains consistent from 2024.

Hybrid working continues to evolve, with firms focusing on maintaining team connection, knowledge sharing, and equitable access to development opportunities for remote and in-office staff alike.

This year's results highlight that flexible work is now a strategic enabler of productivity, gender equality, and staff wellbeing — no longer a discretionary benefit but a defining feature of a modern, inclusive legal workplace.

Gender Equality

Gender equality in the legal profession continues to progress steadily, supported by mature governance frameworks and datadriven accountability.

In 2025:

- 98% of firms had a gender equality policy in place, and 65% had gender equality targets.
- Women represented 37% of partners and 62% of lawyers, continuing the upward trend in female representation at senior levels.
- Firms implemented an average of 9 gender equality initiatives, including equal pay frameworks, gender awareness training, and leadership development programs.

Recent updates to the Workplace Gender Equality Agency (WGEA) reporting framework have also prompted firms to review pay-equity data and strengthen transparency in gender composition reporting. These policy shifts are accelerating accountability and benchmarking across the sector.

Staff Development

Professional staff development remains central to employee engagement and retention, with firms investing in structured learning, leadership, and mentoring programs that promote both professional and personal growth.

- 98% of AusLSA members provided structured staff development programs.
- 88% included dedicated staff training and development in the firm's budget
- Firms offered an average of 9 staff development initiatives, with almost all firms offering external training or seminar attendance, personal and professional skills development, mentoring, and technology training.

Staff development programs increasingly focus on **future skills**, including digital literacy, emotional intelligence, and inclusive leadership, reflecting the evolving needs of modern legal practice. Firms are also linking professional development to ESG awareness, enabling lawyers to integrate sustainability and ethical considerations into client service.

Key Observations and Outlook

- Employee wellbeing continues to mature, with firms integrating psychosocial health into governance and risk frameworks.
- Workplace diversity is broadening in scope, with stronger focus on First Nations engagement, disability inclusion, and cultural diversity, and a growing emphasis on evaluating outcomes.
- 3. Flexible working remains universal, with continued progress toward equitable parental leave and assessment of hybrid-model effectiveness.
- Gender equality continues to advance through transparent reporting and leadership development, with data increasingly used to track outcomes.
- 5. **Staff development** is becoming more strategic, linking professional growth with measurable impacts on inclusion, innovation, and performance.

Summary

The 2025 results reaffirm that people remain central to sustainability in the Australian legal sector. AusLSA members continue to create inclusive, flexible, and supportive workplaces where wellbeing, equality, and professional growth are embedded in firm culture and governance.

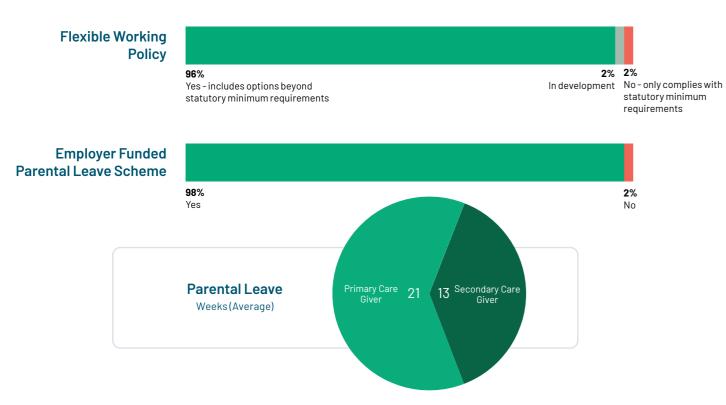
The next step is to measure impact more effectively to ensure policies deliver real outcomes for people and performance. Firms are increasingly shifting from tracking participation to assessing results: how wellbeing initiatives affect engagement, how diversity efforts influence leadership representation, and how flexibility and development support equitable careers.

Demonstrating measurable impact will define the next stage of maturity for the profession, turning commitment into evidence and ensuring that good practices create meaningful, lasting benefits for individuals, firms, and the sector.

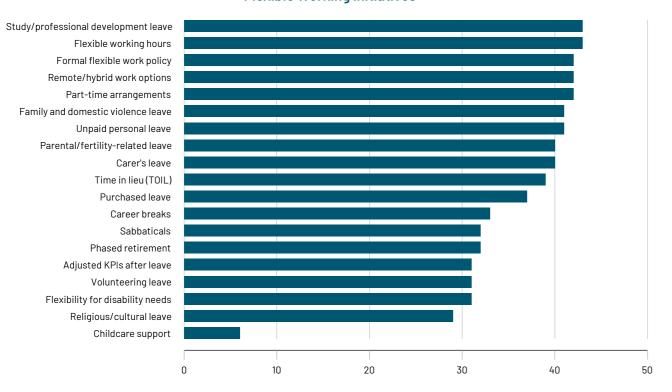
LSA

People

People

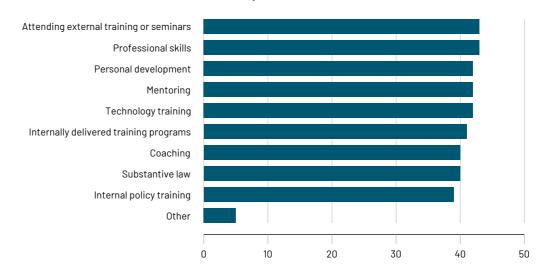


Flexible Working Initiatives





Staff Development Initiatives

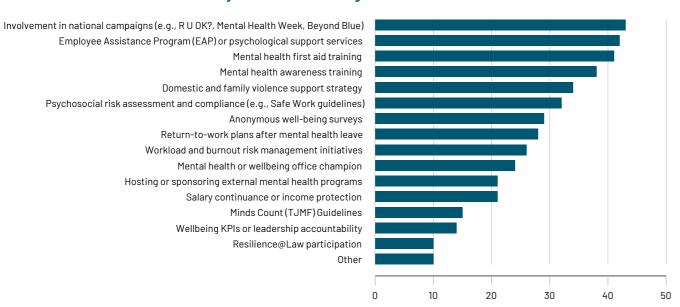


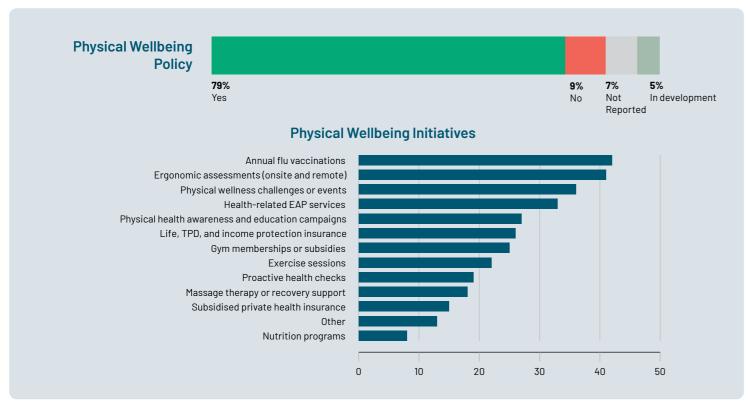


People



Psychosocial Wellbeing Initiatives



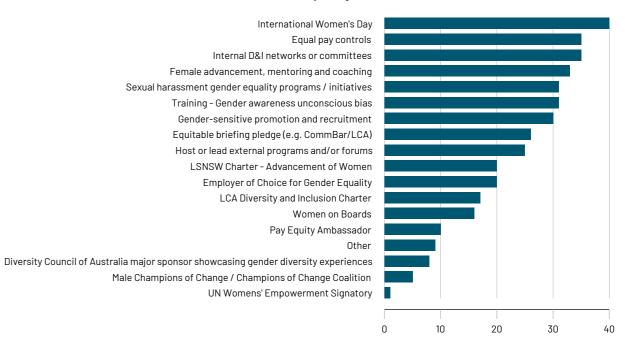








Gender Equality Initiatives



MEMBER RESULTS 2025

Governance

Strong organisational governance underpins the credibility and effectiveness of sustainability commitments. In 2025, AusLSA members continued to strengthen their governance frameworks, ensuring sustainability principles are integrated into firm strategy, risk oversight, procurement, and ethical conduct. Governance now extends beyond compliance to demonstrate transparency, accountability, and resilience across environmental, social, and ethical dimensions.

Public Sustainability Reporting

Transparent sustainability reporting continues to expand across the legal sector, reflecting growing expectations from clients, regulators, and employees.

In 2025:

- 96% of AusLSA members participated in AusLSA's annual sustainability reporting program.
- 63% of firms promoted the AusLSA Sustainability Insight Report publicly through their website or social channels.
- 53% of firms also undertook additional reporting through external frameworks such as the UN Global Compact, Carbon Disclosure Project, Climate Active, or a standalone sustainability report.

These results demonstrate increasing maturity in the collection, disclosure, and governance of sustainability information. Many firms are aligning their reporting frameworks with international

standards such as the Global Reporting Initiative (GRI), the Task Force on Climate-related Financial Disclosures (TCFD), the Sustainable Development Goals (SDGs), and the Greenhouse Gas Protocol.

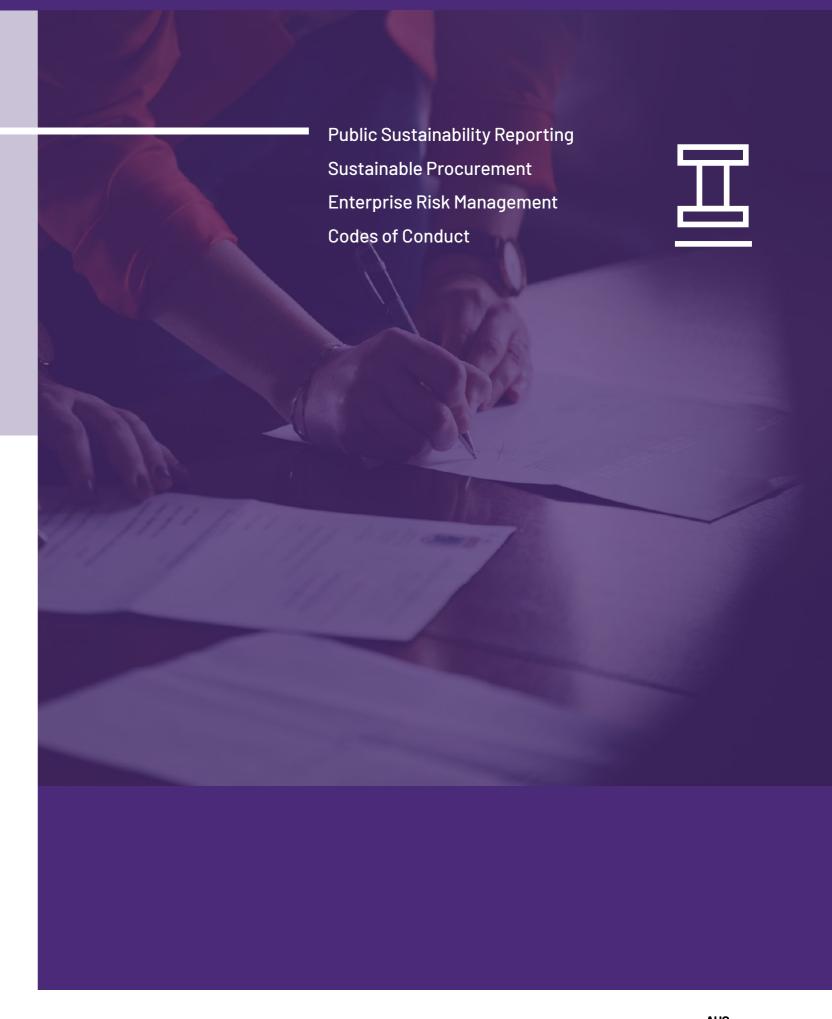
Nationally, Australia's corporate landscape is preparing for a significant regulatory shift, with the introduction of mandatory climate-related financial disclosure standards under the Australian Accounting Standards Board (AASB). These will require large entities - and likely, their legal advisors - to improve data systems and governance processes for nonfinancial reporting. For law firms, the trend towards structured and verifiable ESG disclosure reinforces the importance of transparent governance as both a compliance and reputational imperative.

Sustainable Procurement

Sustainable procurement remains a cornerstone of responsible governance, addressing the social and environmental impacts embedded in firms' supply chains. In 2025:

- 88% of firms had a sustainable procurement program or policy in place or under development, and 63% of firms have a sustainable procurement policy aligned with ISO 20400 Sustainable Procurement.
- Those that had a procurement policy in place, 97% considered modern slavery and human rights, 90% included environmental or climate impacts, and 68% included First Nations engagement.
- 95% of firms have either undertaken a formal modern slavery risk assessment or have a general understanding of modern slavery risk in their supply chains.
- 90% of firms now apply sustainability standards to both new and existing supplier contracts.

This reflects a growing understanding that ethical supply chains are critical to managing both legal and reputational risk. Firms



Governance

continue to embed due diligence processes under the Modern Slavery Act 2018 (Commonwealth), and many are aligning procurement with broader ESG commitments and Reconciliation Action Plans.

Across Australia, the Federal Government's Sustainable Procurement Guide and the ongoing Modern Slavery Reporting Review (2025) highlight increased scrutiny of supplier conduct and the need for measurable outcomes. The legal sector's progress in this area demonstrates growing capability to balance commercial performance with ethical responsibility.

Enterprise Risk Management

Risk management frameworks in law firms are evolving to address a wider spectrum of environmental, social, and ethical risks, alongside traditional operational and financial risks.

- 88% of firms had a documented risk management plan reviewed regularly by their leadership team.
- 96% maintained a Business Continuity Plan (BCP) to ensure resilience during disruption.
- 74% had formally integrated sustainability or ESG risks into their broader enterprise risk framework.

The integration of non-financial risk into governance processes reflects a broader shift in professional services. Firms are increasingly considering climate change, human rights, and data security as key risk domains. This proactive approach aligns with the ASX Corporate Governance Principles (5th Edition), which emphasise risk oversight and ESG accountability at board and executive levels.

ESG Governance and Resourcing

For the first time, AusLSA measured the extent of **dedicated ESG and sustainability resourcing** within member firms. The results highlight growing organisational investment in sustainability governance and delivery capacity.

Across reporting firms:

- The average number of fulltime equivalent (FTE) staff with dedicated ESG roles was 1.4, ranging from 0 to 9 per firm.
- A total of 61 FTEs were employed across all reporting AusLSA members.

These roles include professionals focused on **environmental sustainability**, **social impact**, and **ESG strategy implementation**. The findings indicate a clear trend toward formalising sustainability responsibilities reflecting both

responsibilities, reflecting both increased client expectations and the complexity of managing environmental and social risks.

As firms continue to integrate ESG

As firms continue to integrate ESG considerations into governance frameworks, dedicated resourcing will play a critical role in maintaining data integrity, coordinating crossfunctional initiatives, and ensuring the credibility of public disclosures.

Codes of Conduct

Codes of conduct remain a foundation of ethical and professional governance, defining the behaviours and standards expected across law firm operations.

In 2025:

- 98% of firms had a documented code of conduct addressing ethics, integrity, and professional standards, and 88% provided dedicated training on conduct and ethics.
- 98% a grievance or complaints mechanism

Law firms are increasingly embedding integrity frameworks into partner and staff education, reinforcing ethical culture and accountability. The scope of many codes has expanded to include areas such as workplace conduct, anti-corruption, bullying and harassment, and conflicts of interest.

A growing number of firms also link ethical conduct to leadership evaluation, recognising that governance effectiveness depends on culture as much as policy.

Key Observations and Outlook

- Transparency and accountability continue to strengthen, with growing alignment between voluntary sustainability reporting and emerging regulatory standards.
- Sustainable procurement is maturing, with a shift from policy adoption to measurable supplier outcomes and alignment with national frameworks.
- Risk management now integrates environmental, social, and ethical dimensions, enhancing firms' resilience and strategic foresight.
- 4. **Dedicated ESG** resourcing is emerging as a key enabler of governance maturity, supporting consistent data, reporting quality, and internal accountability.
- Codes of conduct are evolving into comprehensive ethical frameworks linked to leadership accountability and firm culture.
- 6. Measuring the impact and effectiveness of governance systems will be the next frontier, ensuring that reporting and risk frameworks translate into real organisational resilience and stakeholder trust.

Summary

The 2025 results confirm that the Australian legal sector continues to strengthen its governance maturity, embedding sustainability principles into reporting, procurement, risk, and ethics. Firms are now investing in dedicated ESG roles, improving data integrity, and aligning governance frameworks with emerging national and global standards.

As regulatory expectations evolve and stakeholder scrutiny intensifies, governance will remain the cornerstone of sustainable practice — ensuring that law firms operate with integrity, manage risk effectively, and maintain the confidence of clients, employees, and the community.

LSA

□ Governance

Sustainable Procurement Policy

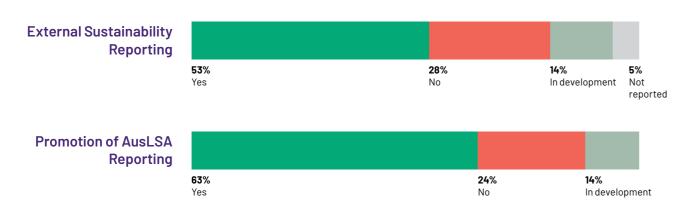
72%

Yes

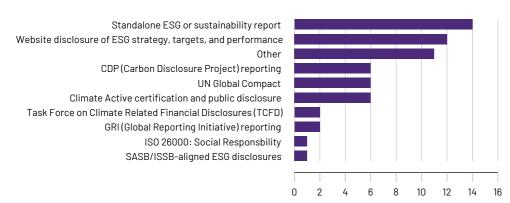
12%

No

44



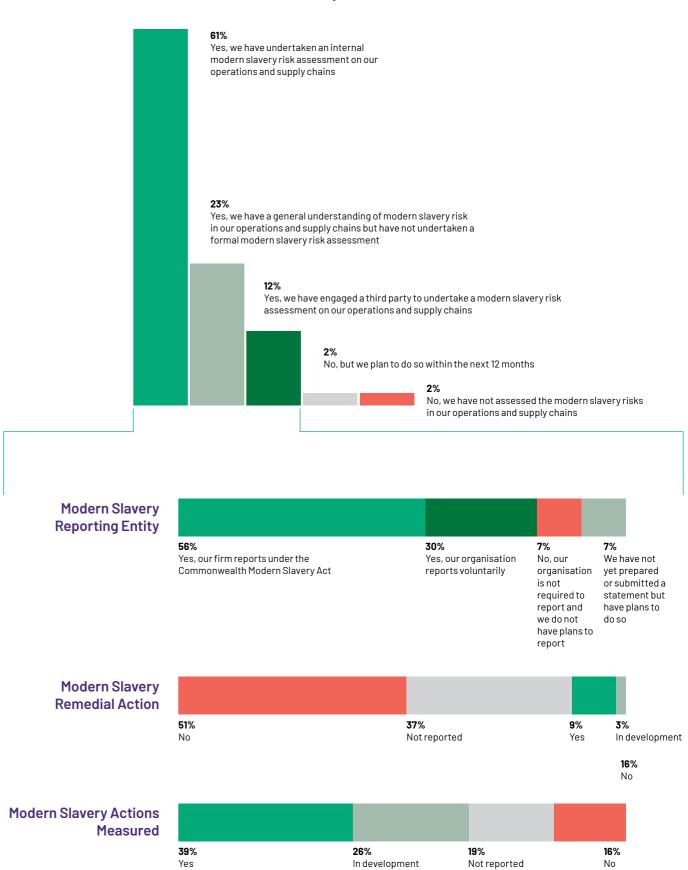
Types of External Sustainability Reporting



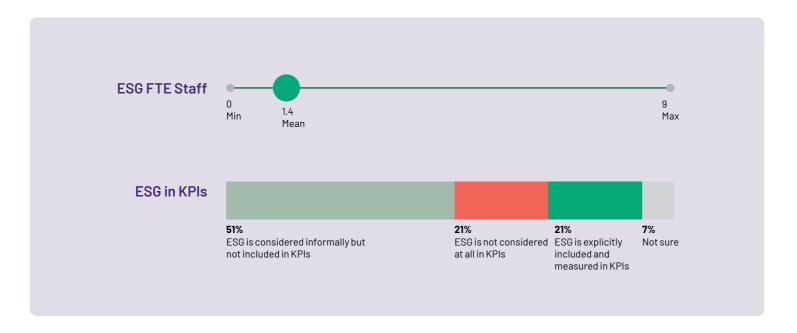
Sustainable Procurement Policy 55% Yes Modern slavery and human rights Environmental sustainability and climate impacts Ethical business conduct (e.g., anti-bribery, fraud, corruption)

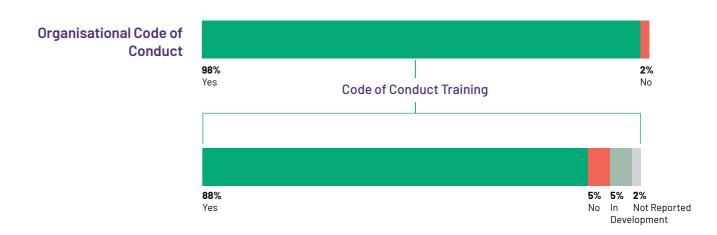


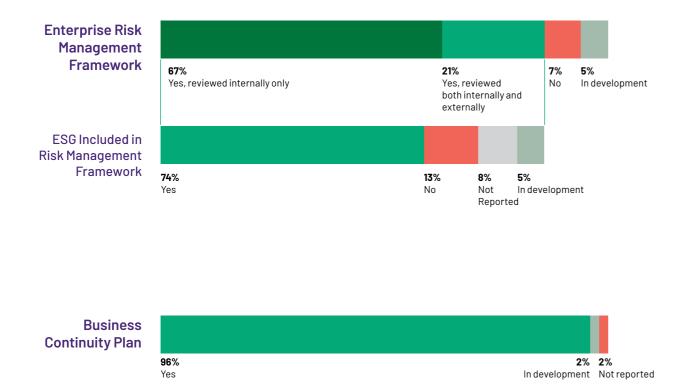
Modern Slavery Risk Assessment

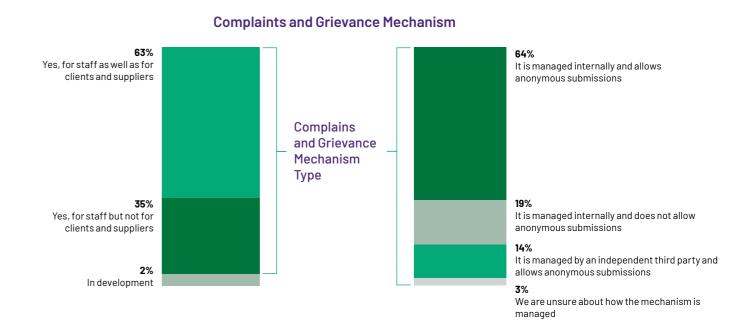


Not reported









MEMBER RESULTS 2025

Community

The Australian legal sector continues to demonstrate a strong commitment to social responsibility and community engagement. In 2025, AusLSA members invested deeply in pro bono practice, volunteering, corporate philanthropy, and reconciliation with Aboriginal and Torres Strait Islander peoples. These activities show a profession that increasingly views community contribution as a strategic, cultural, and ethical responsibility integral to firm identity, workforce expectations, and organisational purpose.

Legal Pro Bono

Legal pro bono remains a core pillar of community contribution in the Australian legal sector, and in 2025, member participation continued to strengthen. Firms are demonstrating both commitment and capability in the way they structure, coordinate, and deliver pro bono support.

In 2025:

- **86**% of firms had a formal pro bono strategy.
- 84% had a formally appointed coordinator or manager responsible for pro bono work.
- 77% had adopted the Australian Pro Bono Centre's Aspirational Target, of which 76% had already met their target.

These results demonstrate that pro bono is not only well established but increasingly governed and professionally supported. Many firms now link pro bono participation to lawyer development programs, partner accountability, and ESG reporting.

This reflects national trends, with rising demand for legal assistance across community legal centres and Indigenous organisations. Insights from the Colin Biggers & Paisley Foundation Pro Bono & Community Impact Report 2025 also highlight the growing emphasis on pro bono services supporting First Nationsled organisations and culturally safe justice initiatives. This focus is becoming more common across the sector and contributes to more equitable access to justice.

Community Volunteering

Community volunteering continues to be a deeply embedded expression of corporate social responsibility. In 2025, firms demonstrated strong levels of participation and a wide range of activities that support community capability, leadership, and social connection.

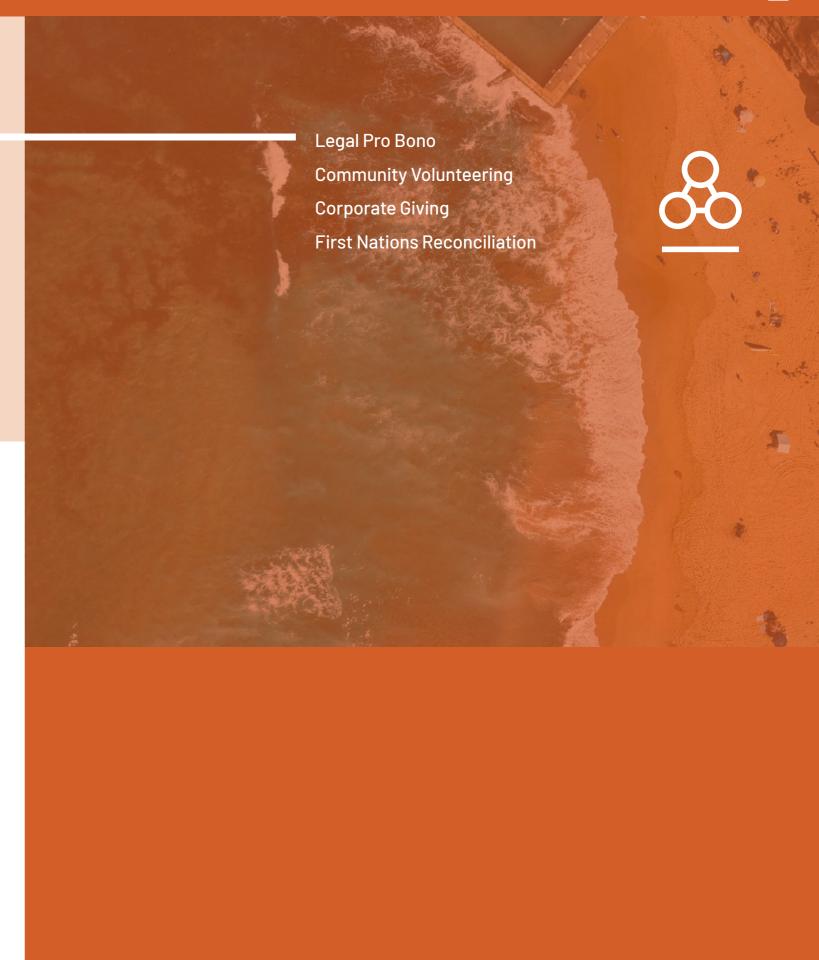
In 2025:

 93% of firms coordinated or formally supported employee participation in volunteering.

- 91% supported staff and partners to participate in community or notfor-profit organisations outside the legal sector.
- Firms implemented an average of six volunteering activities or initiatives.

These programs include corporate volunteering days, community events, mentoring, NFP board service, skills-based volunteering, and secondments. This breadth of activity reflects a mature approach that balances personal engagement with organisational capability and community needs.

Nationally, formal volunteering rates continue to decline, creating additional pressure on community organisations. In this context, the structured and predictable support provided through corporate volunteering programs – particularly where firms leverage their legal, governance, and strategic expertise – plays an increasingly important role in the sustainability of the NFP sector.



<u>AUS</u> LSA

& Community

Corporate Giving

Corporate giving remains strong across AusLSA members, with firms continuing to support charitable causes through structured programs, staff engagement, and long-term partnerships.

In 2025:

- 84% of firms had a formal corporate giving strategy.
- Firms reported an average of five corporate giving activities.
 The most common initiatives included external charity events and appeals, internal fundraising drives, and firm-funded donation programs.

Corporate giving programs are increasingly aligned with ESG and reconciliation priorities, contributing to stronger partnerships and clearer reporting of community outcomes. This aligns with national philanthropic trends emphasising longer-term relationships, transparency, and measurable social value.

First Nations Reconciliation in Australia

First Nations reconciliation continues to be one of the most significant areas of community leadership within the legal sector. In 2025, AusLSA members demonstrated broad participation across cultural capability, governance, economic participation, and community-led partnerships.

- 68% of firms had a formal reconciliation policy, with a further 16% developing one.
- 47% of all member firms had both a dedicated committee and a designated officer responsible for reconciliation implementation. A further 19% had either a committee or officer.

These structures underscore a recognition that reconciliation requires clear governance, leadership accountability, and ongoing investment in cultural capability.

53% of firms had an active **Reconciliation Action Plan (RAP)**. RAP levels included:

Reflect: 39%Innovate: 35%Stretch: 22%

- Elevate: 4%

This progression demonstrates that many firms are moving beyond foundational commitments toward more strategic, measurable, and outcomes-focused reconciliation initiatives.

In 2025, firms reported an average of **seven** reconciliation activities. Common activities included participation in Indigenous awareness events, pro bono and business support for First Nations organisations, cultural capability training, funding and donations, mentoring, affirmative procurement, and partnerships with Indigenous-led organisations.

These activities reflect a maturing and multidimensional approach to reconciliation aligned with national expectations around cultural capability, self-determination, and economic empowerment.

These results reflect a sector increasingly aligned with national expectations for cultural capability, economic inclusion, and respectful, community-led partnership approaches. Insights from the Colin Biggers & Paisley Foundation Pro Bono & Community Impact Report 2025 provide further evidence of this shift, highlighting how long-term partnerships, First Nations procurement strategies, and culturally safe service practices are becoming more embedded across the profession.

Reconciliation in Australia continues to evolve, contributing to a growing emphasis on:

- truth-telling and historical awareness
- · culturally safe workplace practices
- First Nations economic participation

- long-term partnerships with First Nations-led organisations
- community-led justice initiatives

Across the legal sector, firms are increasingly expected to demonstrate structured, sustained, and measurable commitments to reconciliation. This includes shifting from activity-based reporting to impact-oriented frameworks that emphasise long-term outcomes and respectful relationships.

Key Observations and Outlook

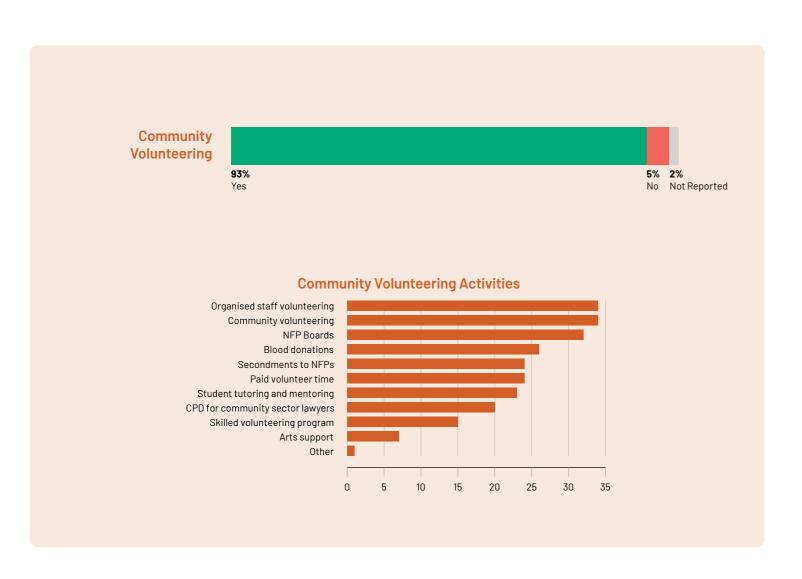
- Legal pro bono engagement remains strong, with firms embedding strategy, coordination, and national targets into governance structures.
- Volunteering programs are diverse and well established, providing critical capability and leadership support to community organisations.
- Corporate giving is increasingly strategic, supporting long-term community partnerships and clear social outcomes.
- First Nations reconciliation continues to mature, with strong governance, growing RAP adoption, and deeper cultural capability evident across the sector.
- Across all community domains, firms are shifting from measuring activity to measuring impact, reflecting rising expectations for transparency and community-focused outcomes.

Summary

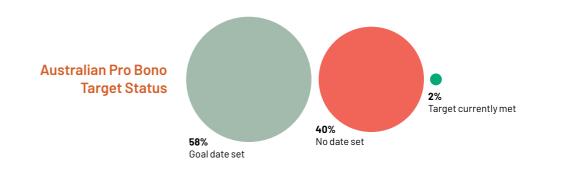
The 2025 results confirm that AusLSA members continue to be strong contributors to community wellbeing, resilience, and justice. Pro bono practice, volunteering, corporate giving, and reconciliation initiatives are now deeply embedded within firm culture, governance, and social-purpose strategies. The next phase of maturity will focus on evaluating long-term impact, ensuring that contributions deliver meaningful, sustained outcomes for First Nations communities, community organisations, and the broader community.

& Community

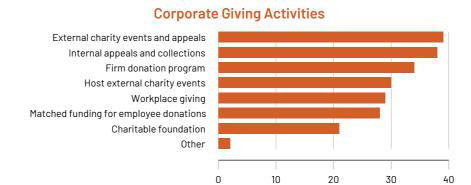




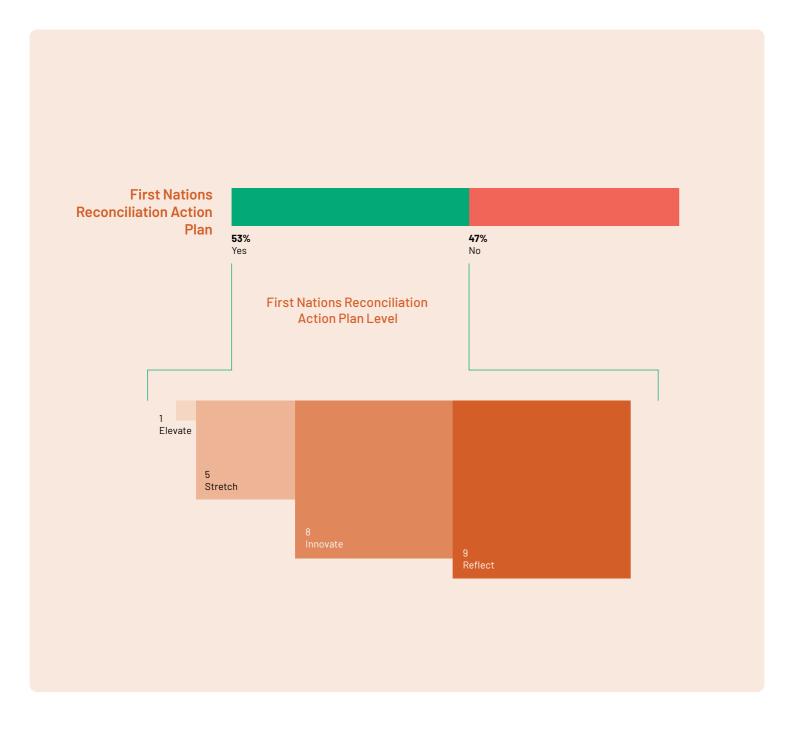


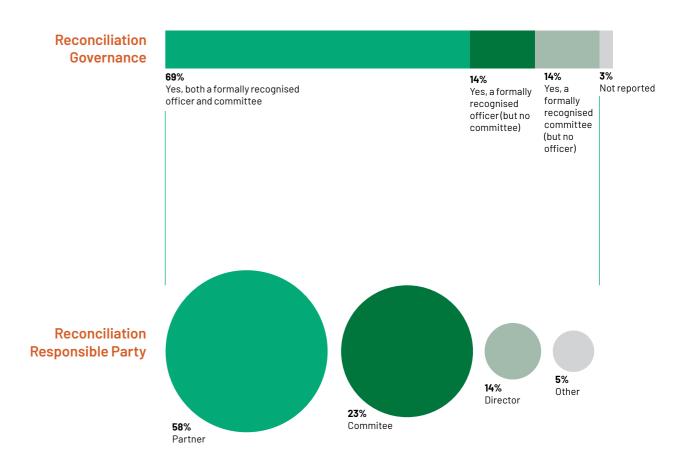




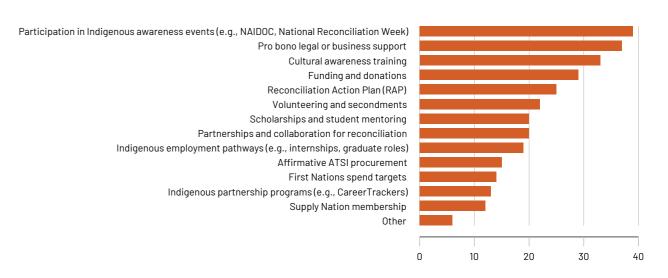








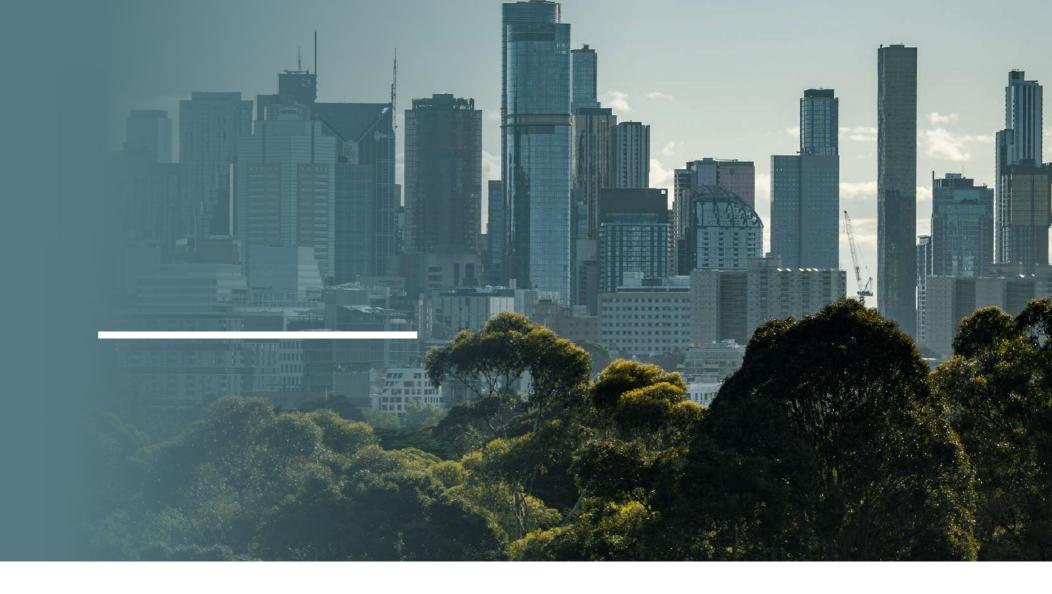
First Nations Reconciliation Activities



2025 AUSLSA SUSTAINABILITY PROFILE



Executive Members



CLAYTON UTZ



Maddocks

LANDER & ROGERS

NORTON ROSE FULBRIGHT



Executive Member Reporting Legend

Environment

	Ø	Environme	ental Policy	A formal policy outlining impacts.	a commitment to mana	ging and reducing environmental	
Environmental Management		Environme System (E	ental Management MS)	A structured system to monitor, manage, and improve environmental performance.			
	CERTIFIED	EMS Certification		EMS has been externally certified to a recognised standard (e.g., ISO 14001, AEMS).			
	CO ₂	GHG Redu	ction Policy	A documented policy to reduce greenhouse gas emissions.			
	GHG	GHG Redu	ction Target	A commitment to measurable emissions reduction targets.			
Climate Action	NEAR TERM SBT	Near-term	ı SBT Target	Near-term science-based emissions reduction target set in line with SBTi.			
	NET ZERO	Net Zero S	BT Target	Long-term science-based emissions reduction target to achieve net-zero emissions.			
		Climate Action Plan		A structured decarbonisation plan outlining actions, timelines, and responsibilities for reducing emissions and responding to climate risks			
		Ĭ			<u> </u>	&	
Paper Use, Recycling & Waste	Orgai	nic Waste	e-Waste Recycling	Paper Recycling	Commingled Recycling	Paper Use	
				n recycling programs in place. panics and ICT Equipment		Total annual paper use	



58

Governance

Public Sustainability Reporting	ESG ⊘ — ⊘ —	External ESG Reporting	Public disclosure of the firm's environmental, social, and governance performance through recognised reporting frameworks.
	AUS LSA Ø —	Promotion of AusLSA Reporting	Active communication or publication of the firm's AusLSA sustainability results to internal or external stakeholders.
		Sustainable Procurement Policy	A formal policy guiding responsible purchasing decisions that consider environmental and social impacts.
Sustainable	E 20400	ISO 20400 Standard	A sustainable procurement policy aligned with the principles and guidance of ISO 20400.
Procurement		Modern Slavery Risk Assessment	A structured process for identifying, assessing, and addressing modern slavery risks in operations and supply chains.
		Modern Slavery Act Reporting	Indicates that the firm is a reporting entity under the Modern Slavery Act 2018 (Commonwealth) and required to submit annual statements.
	RISK	Enterprise Risk Management (ERM) Framework	A structured framework for identifying, assessing, and managing organisational risks.
Risk Management	RISK ESG RISKS	ESG Risks Included	Environmental, social, and governance risks formally integrated into the firm's enterprise risk management processes.
		Business Continuity Plan (BCP) / Emergency Response Plan (ERP)	Plans outlining how the firm prepares for and responds to operational disruptions or emergencies.
	\$\frac{1}{2}	Code of Conduct	A formal code establishing expected ethical behaviour and professional standards for staff.
Code of Conduct		Code of Conduct Training	Training provided to staff to ensure understanding and adherence to the firm's code of conduct.
		Complaints & Grievance Mechanism	A formal process enabling staff and stakeholders to raise concerns or complaints confidentially and safely.











People

		Flexible Working Policy	A formal policy outlining the firm's commitment to supporting flexible work arrangements.
Flexible Working	Q	Employer Parental Leave Scheme	An employer-provided parental leave program offering paid leave entitlements beyond statutory requirements.
Staff Development		Staff Development Policy	A documented policy defining the firm's approach to training, learning, and professional development.
Diversity	202	Diversity and Inclusion Policy	A formal policy promoting an inclusive workplace and supporting diversity across all staff levels.
Employee Wellbeing	\bigcirc	Psychosocial Wellbeing Policy	A policy outlining measures to support mental health and manage psychosocial risks in the workplace.
	₩	Physical Wellbeing Policy	A policy supporting healthy work environments and initiatives that promote physical wellbeing.
	\$	Gender Equality Policy	A formal policy addressing gender equality in recruitment, development, and workplace practices.
		Gender Equality Target	A commitment to measurable targets that improve gender representation at various levels of the firm.
Gender Equality		Staff Gender Profile	
	100%	100% 100%	The percentage breakdown of staff by gender across the firm.
	Male	Female Non-Binary/Other	



Community

Community		NFP Staff Participation	Supports for staff and partners to participate in not-for-profit or community organisations outside the legal sector.
Volunteering	(April)	Community Volunteering	The firm coordinates or formally supports employee participation in community volunteering activities.
Legal Pro Bono	1	Pro Bono Strategy	A formal strategy outlining the firm's approach to delivering and managing legal pro bono work.
		Pro Bono Target Signatory	Indicates that the firm is a signatory to the Australian Pro Bono Centre's Aspirational Target.
Corporate Giving	\$	Corporate Giving Plan	A structured approach to charitable giving, fundraising, or community investment activities.
First Nations Reconciliation		First Nations Reconciliation Policy	A formal policy or strategy for advancing reconciliation with Aboriginal and Torres Strait Islander peoples.
	A	Reconciliation Action Plan	A Reconciliation Action Plan endorsed by Reconciliation Australia that guides reconciliation commitments and activities.

Australian Legal Sector Alliance Member Report 2025

CLAYTON UTZ

Clayton Utz Headcount (FTE): 1,520

Floor Area: 35,380m² Number of Offices: 6 Clayton Utz is a leader in legal services, bringing together teams of committed and collaborative lawyers who work to provide our clients with the right solutions and bring value to their businesses. We are much more than our commercial client work. We have a genuine commitment to environmental sustainability, community, diversity & inclusion, and pro bono which is evident through our external commitments. We are a founding member of AusLSA and have been recognised as a WGEA Employer of Choice for Gender Equality

for the last 10 years. Clayton Utz was also the first law firm to become an Australian Workplace Equality Index Platinum Employer, reflecting our long-term leadership in LGBTQIA+ inclusion. With FY25 being the tenth year in a row that we have averaged over 50 pro bono hours per lawyer, pro bono is an entrenched part of our lawyers' everyday practice.



Our Environment

We aim to minimise our use of resources, maximise re-use and recycle where possible. To do this, we focus on understanding and measuring our impacts, while simultaneously 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.

In FY25, the firm met over 68% of our electricity needs from renewable sources through the purchase of 100% renewable electricity for its Sydney, Melbourne and Canberra offices.



Our People

Our values of authenticity, belonging, collaboration, diversity of thought, and entrepreneurial spirit underpin our workplace culture and 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 - including measuring our people's experience regularly to ensure we understand what we're doing well and where we could improve.

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

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

Health, safety and wellbeing - our broad range of health, safety and wellbeing programs are essential in caring for our people, promoting sustainable high performance, meeting our legal and regulatory obligations and aligning with the expectations of a modern workplace.

Diversity and inclusion - we continue to progress our established strategy, which covers gender, flexibility, LGBTIQA+ inclusion, cultural diversity and disability. We educate our leaders and encourage participation in internal interest groups.



Our Governance

We have a robust governance structure to support our risk management approach, with a Finance Risk and Audit Committee sub-committee forming 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.

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.



Our Community

We continued our established community partnerships with over 20 charities across the country to connect our people and utilise their resources, skills and enthusiasm. Through grants from the Clayton Utz Foundation and in office fundraising, we donated \$960,800 to 46 charities.

This year we granted the Clayton Utz Access to Justice Award, offering \$100,000 to support an innovative access to justice program or project, plus pro bono legal support. Inner Melbourne Community Legal's Health Justice Partnership was announced as the successful program.

We are working to develop First Nations cultural capability across our people and practice. The process is ongoing, and we are committed to cultural safety, removing barriers, and meeting the cultural needs of our people and workplace. The

firm procured over \$693,000 in goods and services from First Nations owned businesses, and 22% of CU Foundation grants were to programs supporting First

Pro bono work is fundamental to who we are as a firm, and part of our lawyers' everyday practice. In FY25 we provided 55,686 pro bono hours, averaging 63.6 hours per lawyer, acting for 813 people (and advising 696 more at legal clinics), along with 241 NFPs. 90% of our partners and lawyers conducted pro bono work.

2025 AUSLSA SUSTAINABILITY PROFILE

Environment



Emissions Inventory



Environmental Management













tCO_e

Climate Action



% of total (Market-based)

* 5	Scope 1 Refrigerants	23		1%
	Scope 2 Electricity (Location-based)	1,473		_
5	Scope 2 Electricity (Market-based)	565		26%
7	Scope 3 Air Travel	1,506		69%
⇒	Scope 3 Car Travel	75		2%
9)	Scope 3 Leased Assets	2		0%
tal	(Gross - Location-based) (tCO ₂ e)	3,079	Per Person	2
tal	(Gross - Market-based) (tCO ₂ e)	2,171	Per Person	1.4
P	Carbon offsets (tCO ₂ e)	2,171		-
tal I	Net (Market-based) (tCO ₂ e)	0	Per Person	0

Paper Use, Recycling & Waste 43,104kg

People Flexible Working

Employer Parental Leave Scheme Flexible Working Policy





Staff Development



209

Diversity

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Employee Wellbeing

Gender Equality Gender Equality Target

Clayton Utz





	tal Leave are giver	Staff Gender Profile											
Primary	Secondary		Partners	:		Legal Sta	ff	No	on-Legal S	staff	Promot	ted Last 12	Months
26 Weeks	26 Weeks	68% Male	31% Female	1% Non-Binary /Other	38% Male	61% Female	1% Non-Binary /Other	29% Male	70% Female	1% Non-Binary /Other	34% Male	62% Female	4% Non-Binary /Other

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Internal environmental policy or management plan
 Staff education or training on environmental management
- Paper reduction and digital transition policy or initiatives
- Green leasing or collaboration with landlords on sustainability
- Environmental Management System (EMS)
- ·CitySwitch member

CLIMATE ACTION INITIATIVES

- Voluntary carbon offsetting
- Teleconferencing systems and virtual
- meeting practices • Renewable electricity purchases
- Remote and hybrid work practices
 NABERS Energy rating participation
- Green Star-rated buildings (4-6 star)
- Energy-efficient lighting and appliances
- Employee education and awareness training Air travel policy
- •Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Circular economy partnerships or initiatives Surplus food donation or redistribution
- Reusable and recyclable coffee cup programs
 Reporting or tracking of waste volumes and
- diversion rates Paper reduction and digital transition policy or
- initiatives
- Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
- Internal waste education or behaviour
- change campaigns
 E-waste and office equipment reuse or donation
- · Battery and mobile phone recycling (e.g. Mobile Muster)

FLEXIBLE WORKING INITIATIVES

- · Flexibility for disability needs
- Childcare support
- Phased retirement • Career breaks
- Purchased leave Religious/cultural leave
- Volunteering leave
 Study/professional development leave
- Family and domestic violence leave Carer's leave
- Unpaid personal leave Time in lieu (TOIL)
- Formal flexible work policy • Remote/hybrid work options
- Flexible working hours
- Part-time arrangements

STAFF DEVELOPMENT INITIATIVES

- Technology training Professional skills
- Substantive law
- •Personal development
- Mentoring
 Internally delivered training programs
- Internal policy training
- Coaching
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Women on Boards
- Sexual harassment gender equality programs / initiatives
- •Internal D&I networks or committees • Female advancement, mentoring and coaching • Equitable briefing pledge (e.g. CommBar/LCA)
- Equal pay controls
- Employer of Choice for Gender Equality

■ Governance

Public Sustainability Reporting



















Sustainable

Procurement













Risk

Management







Code of Conduct





Community

Community Volunteering



Legal Pro Bono

Corporate Giving



First Nations Reconciliation



Stretch

EXTERNAL REPORTING TYPES

- Standalone ESG or sustainability report
- Carbon Credit Retirement Certificate Modern Slavery Statement publication

SUPPLIER STANDARD COVERAGE

- •Ethical business conduct (e.g., anti-bribery, fraud,
- Engagement with social enterprise or Indigenous suppliers
 Diversity, equity, and inclusion (DEI)
- · Community and social impact
- Modern slavery and human rights • Environmental sustainability and climate impacts

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

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

Blood donations

CORPORATE GIVING INITIATIVES

- Workplace giving
 Matched funding for employee donations
- Internal appeals and collections

Charitable foundation

- Host external charity events
 Firm donation program
- •External charity events and appeals

FIRST NATIONS RECONCILIATION INITIATIVES

- Volunteering and secondments Supply Nation membership Scholarships and student mentoring

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- Reconciliation Action Plan (RAP) Pro bono legal or business support
- Partnerships and collaboration for reconciliation
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week) •Indigenous partnership programs (e.g.
- CareerTrackers) •Indigenous employment pathways (e.g., internships,
- graduate roles) • Funding and donations • First Nations spend targets
- Cultural awareness training • First Nations partnerships and procurement
- initiatives







DLA PIPER

Headcount (FTE): 587

Floor Area: 12,883m² Number of Offices: 4 DLA Piper is a global law firm committed to helping clients succeed wherever they do business. With offices across the Americas, Europe, the Middle East, Africa, and Asia Pacific, we deliver exceptional outcomes on cross-border projects, critical transactions, and highstakes disputes.

We embed sustainability and ESG into the fabric of our firm – supporting clients in managing their societal and environmental impact while actively improving our own. Our responsible business priorities span climate action, social impact, and inclusive culture. We aim to halve emissions by 2030 and become a net-zero law firm by 2040, with targets approved by the Science Based Targets initiative.

We empower underrepresented communities through initiatives like Head Start and the Global Scholarships Programme, and we collaborate with clients and suppliers to drive positive ESG outcomes. Our governance includes board-level oversight and firm-wide

engagement, including carbon literacy training and local sustainability champions.

DLA Piper is a signatory to the UN Global Compact and holds ISO 14001 and 50001 certifications. We've earned top ESG ratings from CDP, EcoVadis, and Impactvise, and our pioneering corporate solar PPA will power our UK and EU offices with renewable energy.

Through innovation and impact, we help build a fairer, more sustainable future.



Our Environment

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

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

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

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



Our People

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

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

At all levels within the organisation, we support and practice equal employment opportunity, applying best practice approaches to our recruitment, performance management, promotion, talent identification and training and development processes to ensure that all

employment decisions and activities are made solely on the basis of merit, taking into account all relevant skills and experience, without bias and prejudice.

We strive not only to comply with legislation but to take a progressive approach to create the mix



Our Governance

Sustainability is a board-level topic at DLA Piper International. Our Board approves the firmwide sustainability strategy, including carbon reduction and Inclusion targets. The Board also reviews and signs off key policies, e.g., Environmental Sustainability Policy, Energy Management Policy, Sustainable Procurement Policy, Human Rights and Modern Slavery Policy and our Supplier Code of Conduct. Since 2023, the Board and Executive receives biannual (twice-yearly) updates on the firm's progress against our net zero and near-term carbon reduction targets.

The Executive receives regular reports on the firm's sustainability performance from the Managing Director, Sustainability, and the Chief Operating Officer.

DLA Piper's Sustainability Steering Committee is the primary governance body at the firm on sustainability. It reports to the Managing Director, Sustainability and advises the Managing Partner and the Executive, who are in turn accountable to the Board for our sustainability performance. The Committee is chaired by the International Head of Sustainability, and composed of regional representatives and support functions from across the firm.

A range of other working groups and sub-committees support the executive, including the Inclusion Council, Procurement Action Committee, International Energy and Climate Change Committee, and Safety, Health and Environment Management Planning Committee.



Our Community

DLA Piper is committed to actively participating in the wider community, as individuals and as a firm. To address access to justice gaps, we provide pro bono legal advice to marginalized individuals and communities, and provide pro bono legal services to more than 100 Australian and international charities and governments in developing countries every year. We are also committed to addressing barriers faced by underrepresented groups entering the legal profession and delivering programs that support a more inclusive legal profession. Two examples are our Global Scholarship Program and Head Start Program. Our Global Scholarship Program is a 2 year bespoke

scholarship that supports law students from Africa, South and West Asia, South Pacific and Latin America with mentoring, networking, career workshops and internships, as well paying for their university tuition fees. Our Head Start program gives talented young people from underrepresented groups support to enter and succeed in the legal profession. In Australia, we partner with CareerTrackers and provide paid internships to First Nations law students.



LSA







Environment **Environmental Management**

Scope 1 Refrigerants

Scope 3 Air Travel

Scope 3 Car Travel Scope 3 Leased Assets



Emissions Inventory



Scope 2 Electricity (Location-based)

Scope 2 Electricity (Market-based)











Climate Action



based)	% of total (Market-	tCO ₂ e
0%		2
_		528
19%		431
80%		1,806
1%		24
0%		0
4	Per Person	2,359
3.9	Per Person	2,262
-		
3.9	Per Person	2,262

Paper Use, Recycling & Waste 100% 100% 100%

People Flexible Working **Employee Wellbeing Staff Development Diversity Gender Equality** Employer Parental Leave Scheme Flexible Working Policy Gender Equality Target 202 \bigcirc 0 **Parental Leave Staff Gender Profile** per care giver Secondary Partners Legal Staff Non-Legal Staff Promoted Last 12 Months 26 70% 30% n% 39% 61% 0% 34% 66% 0% 25% 75% 0%

ENVIRONMENTAL MANAGEMENT INITIATIVES

• Staff education or training on environmental management

Total (Gross - Location-based) (tCO₂e) Total (Gross - Market-based) (tCO_e) Carbon offsets (tCO₂e) Total Net (Market-based) (tCO2e)

- Regular environmental compliance or risk audits
- Paper reduction and digital transition policy or initiatives
- Sustainable procurement policy
 Environmental Management System (EMS)
- Internal environmental policy or management plan · CitySwitch member

CLIMATE ACTION INITIATIVES

- Teleconferencing systems and virtual meeting practices
- Supplier emissions engagement
- Remote and hybrid work practices
- Green Star-rated buildings (4-6 star)
 Energy-efficient lighting and appliances
- Energy auditing
 Employee education and awareness training
- Climate Action Plan or decarbonisation strategy
- Renewable electricity purchases
- Sustainable procurement (e.g., ECO-Buy, green purchasing policies)

- NABERS Energy rating participation
 Aligned with Science-Based Targets Initiative (SBTi) Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs Participation in community clean-up events (e.g.
 - Clean Up Australia Day)
 - Paper reduction and digital transition policy or initiatives
 - Internal waste education or behaviour
 - change campaigns
 Reporting or tracking of waste volumes and

 - diversion rates
 - · Office waste segregation (e.g. organics, co-mingled, soft plastics)
 - E-waste and office equipment reuse or donation
 - ·Battery and mobile phone recycling (e.g.
 - Mobile Muster)

FLEXIBLE WORKING INITIATIVES

Weeks

- Phased retirement · Flexibility for disability needs
- Adjusted KPIs after leave
- •Sabbaticals
- Career breaksVolunteering leave
- Religious/cultural leave
 Study/professional development leave
- ·Parental/fertility-related leave • Family and domestic violence leave
- Carer's leave
 Unpaid personal leave • Time in lieu (TOII)
- Formal flexible work policy
- Remote/hybrid work options

Community

• Part-time arrangements Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Substantive law Technology training
- Professional skills
- •Personal development
- Mentoring
 Internally delivered training programs
- Internal policy training
- Coaching
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Equal pay controls
- Women on Boards
- Training Gender awareness unconscious bias • Pay Equity Ambassador
- Male Champions of Change / Champions of Change Coalition
- •International Women's Day
- •Internal D&I networks or committees
- Host or lead external programs and/or forums
 Female advancement, mentoring and coaching

- Employer of Choice for Gender EqualityDiversity Council of Australia major sponsor showcasing gender diversity experiences

Governance

Public Sustainability Reporting

of AusLSA Reporting ESG





















Sustainable

Procurement















Risk

Management









Code of Conduct





Legal Pro Bono

Corporate Giving

First Nations Reconciliation



Stretch

EXTERNAL REPORTING TYPES

- UN Global Compact
- Task Force on Climate Related Financial Disclosures (TCFD)
- •Standalone ESG or sustainability report SASB/ISSB-aligned ESG disclosures
- Modern Slavery Statement publication • GRI (Global Reporting Initiative) reporting •CDP(Carbon Disclosure Project) reporti

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights
- Community and social impact
 Diversity, equity, and inclusion (DEI)
- Environmental sustainability and climate impacts

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

Community Volunteering

- Community volunteering
- Student tutoring and mentoring Paid volunteer time
- Organised staff volunteering NFP Boards

CORPORATE GIVING INITIATIVES

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

FIRST NATIONS RECONCILIATION INITIATIVES

- Volunteering and secondments
- Indigenous partnership programs (e.g., CareerTrackers)

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- Supply Nation membership Funding and donations
- Partnerships and collaboration for reconciliation •Scholarships and student mentoring • Indigenous employment pathways (e.g., internships,
- graduate roles) Reconciliation Action Plan (RAP)
- Pro bono legal or business support • First Nations partnerships and procurement
- initiatives • Cultural awareness training
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)





Gilbert +Tobin

Gilbert + Tobin Headcount (FTE): 1,073

Floor Area: 14,565m² Number of Offices: 4 Gilbert + Tobin is built on enduring values of excellence, trust, respect, integrity and outstanding corporate citizenship. These values have underscored our growth, enabling us to become a leading firm of over 500 lawyers, trusted by our clients to navigate today's increasingly complex world. We are purpose-built for our clients' most complex work - across transactions, disputes and regulation. Our partners are plain-speaking leaders in their fields, delivering the highest quality legal advice and providing an exceptional edge for our clients. We

are innovators in the use of technology, redefining value and service in the legal industry.

In line with our commitment to outstanding corporate citizenship, we run one of Australia's largest full-time dedicated pro bono practices, with two partners, one special counsel and nine full-time pro bono lawyers. In FY2025, our team collectively provided over 28,000 hours of pro bono legal support. We are also deeply committed to reconciliation with Australia's First

Nations peoples. We maintain one of the strongest employment programs for First Nations law students and lawyers in the legal sector. We recognise our responsibility to the climate and natural environment and are committed to minimising our environmental impact while continuously working to improve our sustainability practices.



Our Environment

As a firm committed to outstanding corporate citizenship, and market leader in climate change and sustainability law, we actively measure and mitigate the environmental impacts of our operations and supply chain on the environment.

This year, we completed a remeasurement and audit of our FY2019 base year GHG emissions. We also made voluntary climate-related disclosures to the CDP, earning a C score for our transparency and climate action. Our continued commitment to CDP reporting and data assurance positions us strongly to help our clients navigate their climate transition strategies and comply with Australia's new mandatory climate-related financial disclosure regime.

Over 99% of our emissions fall under scope three, with the largest contributors being purchased goods and services (74%), business travel (17%) and employee commuting (5%). Since 2020, we have sourced 100% of our tenancy electricity from Greenpower.

Over the next year, we will establish new emissions reduction targets and an emissions reduction plan. We will also roll out a new AusLSA Environmental Management System.



Our People

Our people are at the core of our success. In 2023, we launched our People Compact, our employee value proposition, which reflects the reciprocal commitment between the firm and our people: to support and challenge one another to be the best we can possibly be. The Compact guides how we create outstanding opportunities for our people, our clients and the communities we serve.

Our Compact is built on the values that define who we are. Excellence in everything we do. Energy to act with urgency and ambition. Collaboration that respects, listens and enables others. Innovation through curiosity, courage and imagination. Citizenship by acting with integrity and for the greater good.

We commit to listening, empowering and accelerating growth, rewarding performance and creating an environment that inspires pride in G+T. In return, we ask our people to bring their best, embrace and generate opportunities, and live our values in action.

This shared commitment shapes our approach to gender equity, diversity, flexible working, wellbeing and professional development. It's how we build a workplace where people feel valued, supported and inspired to thrive.



Our Governance

Australian Legal Sector Alliance Member Report 2025

Governance is the foundation of Gilbert + Tobin's integrity and long-term success. We are committed to the highest standards of ethical conduct, accountability and transparency, embedding governance practices that ensure our ESG commitments are realised in practice.

The firm's governance is led by our Board, under Partner oversight, which meets monthly to review operational performance and strategic priorities. Specialist committees — including our Risk Committee, People Leaders Group, Remuneration Committee and Sustainability Leadership Team — provide focused oversight across key areas.

Our Compliance, Legal and Risk (CLeaR) Team, administers our Risk Management Framework. They support compliance with laws, regulations and policies, provide internal legal advice, and oversee

enterprise risk. Regular engagement with practice groups and operational teams ensures risks are identified, assessed and mitigated effectively.

We also meet internationally recognised standards of security and resilience, holding ISO 27001 certification for information security and ISO 22301 certification for business continuity.

Our governance is more than a safeguard, it's a foundation for performance, integrity and impact.



Our Community

Outstanding corporate citizenship is central to who we are. Since our founding, we've been guided by the values of fairness and equity — using our skills and resources to make a positive contribution to society.

Our pro bono practice is one of the largest and most respected in Australia. In FY2025, we contributed over 28,000 hours of pro bono legal support to individuals and communities who could not otherwise access it. We also assist not-for-profit organisations and pursue systemic change to advance social justice.

We are equally committed to reconciliation with First Nations peoples. Through our long-standing Legal Cadetship Program and advocacy, we strengthen the legal profession's diversity and play a meaningful role in addressing disadvantage. We are currently developing a new Reconciliation Action Plan to shape this next phase of work.

Our impact is amplified through staff engagement, volunteering and giving, alongside partnerships fostered through the CSR team and the G+T Foundation. Established in 2019, the Foundation is funded by staff donations and firm events, and has raised over \$1 million to date, including \$200,000 in grants to charity partners in FY2025.

Together, these commitments reflect our view that business success and positive social impact go hand in hand.

AUS LSA





Environment **Environmental Management Climate Action**

Emissions Inventory	tCO ₂ e	% of total (Market-based)
Scope 1 Refrigerants	3	0%
Scope 2 Electricity (Location-based)	793	_
Scope 2 Electricity (Market-based)	0	0%
Scope 3 Air Travel	920	96%
Scope 3 Car Travel	33	2%
Scope 3 Leased Assets	0	0%
Total (Gross - Location-based) (tCO ₂ e)	1,750	Per Person 1.6
Total (<i>Gross</i> - <i>Market-based</i>) (tCO ₂ e)	956	Per Person 0.9
Carbon offsets (tCO ₂ e)	8,779	-
Total Net (Market-based) (tCO ₂ e)	0	Per Person 0



People Flexible Working **Employee Wellbeing Staff Development Diversity Gender Equality** Employer Parental Leave Scheme Flexible Working Policy Gender Equality Target 209 \bigcirc 0 **Parental Leave Staff Gender Profile** per care giver Secondary Partners Legal Staff Non-Legal Staff Promoted Last 12 Months 26 59% 41% n% 43% 57% 0% 29% 71% 0% 46%

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Sustainable procurement policy
 Staff education or training on environmental
- management
- Regular environmental compliance or risk audits
- Paper reduction and digital transition policy or initiatives
 Internal environmental policy or management plan
- Green leasing or collaboration with landlords on
- sustainability
- Environmental Management System (EMS)
- · CitySwitch member

CLIMATE ACTION INITIATIVES

- Voluntary carbon offsetting
- · Teleconferencing systems and virtual
- meeting practices • Renewable electricity purchases
- Remote and hybrid work practices
 NABERS Energy rating participation
- Green Star-rated buildings (4-6 star)
- · Employee education and awareness training
- · Climate Active certification
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs Reporting or tracking of waste volumes and
- diversion rates
- Paper reduction and digital transition policy or initiatives
- Office waste segregation (e.g. organics, co-mingled,
- soft plastics) •Internal waste education or behaviour
- change campaigns
 E-waste and office equipment reuse or donation
- Battery and mobile phone recycling (e.g. Mobile Muster)

FLEXIBLE WORKING INITIATIVES

Weeks

- Flexibility for disability needs Adjusted KPIs after leave
- Phased retirement
- •Sabbaticals
- Career breaks
- Purchased leave • Religious/cultural leave
- Religious/cultural leave
- Volunteering leave
- Study/professional development leave
- Family and domestic violence leave Parental/fertility-related leave
- Carer's leave
- Unpaid personal leave Formal flexible work policy
- Time in lieu (TOIL)
- Formal flexible work policy
- Remote/hybrid work options Part-time arrangements • Flexible working hours

Community

Community Volunteering

Substantive law

 Cultural awareness and antiracism Technology training

STAFF DEVELOPMENT INITIATIVES

- Professional skills
- Personal development
- Mentoring
- Internally delivered training programs Internal policy training
- •Coaching
- •Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Equitable briefing pledge (e.g. CommBar/LCA) Founding signatory to the Law Council of Australia's Gender Équitable Ériefing Policy, Women's Health Week, International Day for the Élimination of Violence Against Women, and Diverse Women in Law Sponsorship. • Women on Boards
- Training Gender awareness unconscious bias
- •Sexual harassment gender equality programs / initiatives
- Pay Equity Ambassador
- LSNSW Charter Advancement of Women LCA Diversity and Inclusion Charter
- •International Women's Day •Internal D&I networks or committees
- Host or lead external programs and/or forums Gender-sensitive promotion and recruitment
- Female advancement, mentoring and coaching
- Equal pay controls

- Employer of Choice for Gender Equality
 Diversity Council of Australia major sponsor showcasing gender diversity experiences

Governance

Public Sustainability Reporting



















Sustainable

Procurement













Risk

Management







Code of Conduct







Legal Pro Bono





Corporate Giving

-0-

First Nations Reconciliation

Stretch

EXTERNAL REPORTING TYPES

- Modern Slavery Statement publication
- Climate Active certification and public disclosure
 CDP(Carbon Disclosure Project) reporting

SUPPLIER STANDARD COVERAGE

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

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

CORPORATE GIVING INITIATIVES

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

FIRST NATIONS RECONCILIATION INITIATIVES

- Supply Nation membership
- Partnerships and collaboration for reconciliation Volunteering and secondments
- Scholarships and student mentoring
- Reconciliation Action Plan (RAP)
- Pro bono legal or business support
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week) •Indigenous partnership programs (e.g.
- CareerTrackers) •Indigenous employment pathways (e.g., internships,
- graduate roles)
 Funding and donations • Cultural awareness training
- First Nations spend targets
- First Nations partnerships and procurement initiatives

Gilbert + Tobin

54%

0%

LANDER & ROGERS

Lander & Rogers

Headcount (FTE): 741

Floor Area: 9,248m² Number of Offices: 3 Lander & Rogers is a leading independent Australian law firm and is a leader in legal technology and innovation through its award-winning LawTech Hub. The firm has grown organically resulting in a highly cohesive service focused on delivering the best law firm experience for its people, clients, and the communities in which it operates. The firm delivers a broad suite of commercial legal services, along with one of Australia's largest family law practices.

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. The firm is global in approach, working closely with the international referral network TerraLex, to provide international reach and access to leading expertise where clients need it most. Consistent with its values and culture, Lander & Rogers is strongly committed to pro bono &

community work, a diverse and inclusive workplace, and actively engaging in projects that champion sustainability and environmental wellbeing.



Our Environment

Lander & Rogers recognises climate change is having a real and increasing impact on our people, clients and communities. Responsible environmental management now, preserves our natural resources for the benefit of current and future generations.

As an early legal sector adopter of the most credible global initiative (SBTi), our Science-based target and tracking progress against our decarbonisation plan identified our FY2425 key priority - enhancing our data to proactively identify early intervention opportunities and inform operational decisionmaking. We embedded sustainability into the heart of our new Sydney-office fit out and relocation, deployed a third-party supplier screening platform to

provide oversight of commitments and governance practices in addition to risks and emissions data, and commenced our first double materiality assessment to evolve our environmental stewardship program to enhance internal and external transparency of our actions in coming years.



Our People

A diverse and inclusive workplace is essential to our collective success, and we are committed to fostering a supportive culture in which the unique backgrounds of our people are recognised and celebrated.

We have implemented a comprehensive range of people, culture, and capability programs to promote inclusion, diversity, wellbeing, and equal opportunity. Since 2020 Lander & Rogers has been named an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency, reflecting our commitment to pay equity, flexible work practices, gender neutral parental leave and the advancement of women into leadership.

In 2023 we achieved gender equity in our partnership and half of our practice groups are led or co led by women. We operate a fully flexible hybrid working policy with no mandated office days and support formal job share and job pair arrangements that have enabled part time colleagues to progress to senior roles. Our gender neutral parental leave provides 26 weeks paid leave, superannuation on unpaid leave and paid leave available within 18 months of birth or adoption to encourage participation by both parents.

We partner with Pride in Diversity to strengthen inclusion for people of diverse sexualities and genders, are members of the Australian Disability Network, and have recently launched an employee disability advisory committee to help ensure an inclusive and accessible workplace where everyone can thrive.

We are firmly committed to psychosocial safety and wellbeing, providing comprehensive EAP and counselling support, and holding Master level workplace accreditation with Mental Health First Aid Australia.



Our Governance

Australian Legal Sector Alliance Member Report 2025

Lander & Rogers' governance framework is an organised system of controls, mechanisms and processes through which the firm makes decisions in pursuit of our goals and objectives. The framework is designed to hold the firm, and our people, to account, ensuring our behaviours and objectives are aligned with our values and that we operate within legal and moral frameworks.

The firm is governed by a Board and Charter which provides guidance to the firm and is responsible for the direction and oversight of Lander & Rogers. Board members participate in the approval of the firm's strategic direction, monitoring of the firm's performance and appointment of the Chief Executive Partner and partners.

Our Risk and Compliance Framework outlines how we identify, assess, control, monitor and audit our key risks. The firm-wide Risk Assessment is reviewed and

approved by the Board annually, who regularly monitor progress in managing those risks.

Our Legal Practice risk is overseen by our Legal Risk Committee, who are responsible for implementing our Legal Risk Management Protocols. This document sets out the firm-wide policies and procedures that our Board requires all partners and employees, in all legal practice groups, to follow in their practice of law. The policies and procedures in this document provide assurance to our clients, regulators and other stakeholders of our:

- (a) compliance with all legal and ethical requirements;
- (b) professional conduct in all client matters at all times; and
- (c) business risk-aware decision making.



Our Community

At Lander & Rogers 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 and we can influence positive outcomes for our environment. Our Pro Bono Practice includes a focus on First Nations Justice, gender-based violence, forcibly displaced people and climate justice. 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 community engagement initiatives are driven by passionate action, a people-centred approach and are designed to make a positive

impact. 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.

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Environment

Emissions **

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Scope

Scope

Scope

Scope Scope

Total (Gross Total (Gross Carbo Total Net (Ma



Environmental Management













Climate Action



Inventory	tCO ₂ e	% of total (Marke	t-based)
e 1 Refrigerants	1		0%
e 2 Electricity (Location-based)	416		-
e 2 Electricity (Market-based)	0		0%
e 3 Air Travel	345		89%
e 3 Car Travel	41		5%
e 3 Leased Assets	0		0%
- Location-based) (tCO ₂ e)	804	Per Person	1.1
- Market-based) (tCO ₂ e)	387	Per Person	0.5
on offsets (tCO ₂ e)			-
arket-based) (tCO ₂ e)	0	Per Person	0

Paper Use, Recycling & Waste 100% 100% 100%

People Flexible Working **Employee Wellbeing Staff Development Diversity Gender Equality** Employer Parental Flexible Working Policy Gender Equality Target 202 \bigcirc 0 **Parental Leave** Staff Gender Profile per care giver Secondary Partners Legal Staff Non-Legal Staff Promoted Last 12 Months 26 49% 51% n% 28% 72% n% 19% 81% 0% 43% 57% 0% Weeks

ENVIRONMENTAL MANAGEMENT INITIATIVES

- •Internal quarterly progress reporting against environmental targets by site and floor, BRAD box and Cercle cup partnerships, circular economy integration into office fitouts and product selection, event hosting for sustainability-related topics external organisations

 • BRAD box and Cercle cup partnerships, circular economy
- integration into office fitouts and product selection. event hosting for sustainability-related topics external organisations
- Sustainable procurement policy
- •Staff education or training on environmental management
- Paper reduction and digital transition policy or initiatives • Internal environmental policy or management plan
- Green leasing or collaboration with landlords on sustainability
- · CitySwitch member
- Environmental Management System (EMS)
- · Biodiversity or nature-positive initiatives (e.g., green walls, native planting, pollinator support)

CLIMATE ACTION INITIATIVES

- Sustainable procurement (e.g., ECO-Buy, green purchasing policies)
- Climate Action Plan or decarbonisation strategy
- · Voluntary carbon offsetting Teleconferencing systems and virtual
- meeting practices Supplier emissions engagement
- Renewable electricity purchases
- Remote and hybrid work practices Green Star-rated buildings (4-6 star)
- Energy-efficient lighting and appliances Employee education and awareness training
- Climate Active certification
- Aligned with Science-Based Targets Initiative (SBTi)
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)
- Air travel policy

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs Reporting or tracking of waste volumes and
- diversion rates
- Participation in community clean-up events (e.g.
- Clean Up Australia Day)

 Paper reduction and digital transition policy or
- initiatives
- Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
- Internal waste education or behaviour

- change campaigns E-waste and office equipment reuse or donation • Circular economy partnerships or initiatives

FLEXIBLE WORKING INITIATIVES

- Phased retirement Sabbaticals
- Career breaks
- Purchased leave
- Religious/cultural leave Study/professional development leave
- Family and domestic violence leave
 Parental/fertility-related leave
- · Carer's leave
- Unpaid personal leave
- Formal flexible work policyRemote/hybrid work options
- Flexible working hours
- Part-time arrangements

Community

STAFF DEVELOPMENT INITIATIVES

- Technology training
- Professional skills Substantive law
- Personal development
- Mentoring Internal policy training
- •Coaching
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

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

Governance

Public Sustainability Reporting





















Sustainable

Procurement















Risk

Management















Code of Conduct

Community Volunteering

Legal Pro Bono

Corporate Giving

First Nations Reconciliation



Innovate

EXTERNAL REPORTING TYPES

- · CitvSwitch member annual report • UN Global Compact
- Modern Slavery Statement publication • Climate Active certification and public disclosure

SUPPLIER STANDARD COVERAGE

- Ethical business conduct (e.g., anti-bribery, fraud,
- Community and social impact
- Diversity, equity, and inclusion (DEI)
 Alignment with UN Global Compact and/or SDGs
- Modern slavery and human rights Environmental sustainability and climate impacts
- Engagement with social enterprise or Indigenous suppliers

corruption)

MODERN SLAVERY RISK ASSESSMENT

Yes, we have engaged a third party to undertake a modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

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

CORPORATE GIVING INITIATIVES

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

FIRST NATIONS RECONCILIATION INITIATIVES

- Volunteering and secondments Scholarships and student mentoring
- Pro bono legal or business support
- Partnerships and collaboration for reconciliation Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week) • Funding and donations • First Nations spend targets

initiatives

 Cultural awareness training First Nations partnerships and procurement



Maddocks

Maddocks

Headcount (FTE): 776

Floor Area: 12,613m²

Number of Offices: 3

Maddocks - the modern Australian law firm - is proudly independent and a leader in providing 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, high service standards and for being accessible, transparent and responsive to our client's commercial needs. We advise across consumer

markets, healthcare and technology, infrastructure and development and the education sector from our Canberra, Melbourne and Sydney offices. We are unmatched in the scale of our government work. Our specialist expertise includes corporate, private equity, intellectual property, dispute resolution and litigation, employment and safety, financial services, equity capital markets, franchising and insolvency. Our culture is built on a foundation of five core values that are promoted across the firm:

Integrity, Stewardship, Collaboration, Commitment to doing things better, and Respect for the individual and diversity. These values extend outside of the firm through our pro bono, grants and staff volunteering programs, ensuring we give back to the community at large.



Our Environment

Maddocks seeks to lead by example through the adoption, implementation and continued monitoring of environmentally sustainable practices in accordance with our Environmental Policy and Environmental Management System. During FY2025, 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 (including in relation to use of IT and AI)
- Reduce the number of international and domestic flights for staff

- Encourage sustainable thinking in our people, clients and communities
- Green Star rated buildings 4-6 star.

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



Our People

Maddocks is proud to be recognised as an Australasian Lawyer 5-Star Employer of Choice again in 2025, and as one of Australia's top graduate employers in the AAGE Top Graduate Employer Rankings. Our commitment to people and culture is reflected in our strategic focus on inclusion, development, wellbeing, and recognition. We hold a Bronze citation with the Australian Workplace Equality Index, and for 20 consecutive years have held the Workplace Gender Equality Agency Employer of Choice for Gender Equality citation. Our deeply embedded employee resource groups continue to shape our culture, delivering events such as International Women's Day and Connecting Past, Present and Future for NRW, aligned to our focus on fostering inclusion and belonging. Maddocks is a member of the Diversity Council of Australia, Pride in Diversity, and the Australian Disability

Network - memberships that support our inclusive practices. Our remuneration framework ensures fairness and gender pay equity, with a 1.5% median total remuneration pay gap. Career development is supported through programs like our Legal Excellence program, Partner Ready and Accelerate, while our Hybrid Work Policy and wellbeing strategy promote flexibility and mental health. Technology investments and inclusive recruitment campaigns enhance our employee experience and reinforce our vision to be the Modern Australian Law Firm.



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Our Governance

Australian Legal Sector Alliance Member Report 2025

Maddocks has recently undertaken a detailed review of its 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 updated a range of our key 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

Environmental, Social and Governance, Diversity and Inclusion, ethical conduct, information security, Artificial Intelligence, 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 Board delegated Committees, Service Group Directors and Practice Group Heads who report to the CEO. The CEO in turn reports to the Board.



Our Community

At Maddocks, we assist the community in various ways, including through our pro bono work, the Maddocks Foundation, the promotion of ethical procurement, and through the volunteering of our employees' time and skills.

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, refugees and asylum seekers, First Nations people and organisations, and not-for-profits generally.

Through our pro bono work, we support organisations working for the public good as well as individuals who cannot afford a lawyer and who would otherwise face barriers getting access to justice.

In FY25 total pro bono hours reached 17,576, equating to more than 42 pro bono hours for every full time lawyer. Maddocks is also a signatory to the National Pro Bono Target. In FY25, 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 almost \$19,000 to fund 10 projects. Maddocks also provided \$150,000 to 9 charities through the Maddocks Foundation.

Environment **Environmental Management Climate Action**

Scope 2 Electricity (Location-based)

Scope 2 Electricity (Market-based)













t-based)	% of total (Marke	tCO ₂ e
2%		13
_		548
73%		624
24%		207
2%		12
0%		0
1	Per Person	779
1.1	Per Person	856
-		
1.1	Per Person	856

Paper Use, Recycling & Waste 100% 100% 100%

People Flexible Working

Employer Parental Leave Scheme

Flexible Working Policy





Staff Development



Diversity

202

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Staff Gender Profile

Employee Wellbeing

Gender Equality Target

Gender Equality

Maddocks

Parental Leave per care giver Secondary 20







Promoted Last 12 Months

31% 69% 0%

ENVIRONMENTAL MANAGEMENT INITIATIVES

- · Biodiversity or nature-positive initiatives (e.g., green walls, native planting, pollinator support)
- Water conservation or efficiency programs
- Sustainable procurement policy

Emissions Inventory

Scope 1 Refrigerants

Scope 3 Air Travel

Scope 3 Car Travel Scope 3 Leased Assets

Total (Gross - Location-based) (tCO₂e) Total (Gross - Market-based) (tCO_e) Carbon offsets (tCO₂e) Total Net (Market-based) (tCO2e)

- ·Staff education or training on environmental management
- Paper reduction and digital transition policy or initiatives
- •Internal environmental policy or management plan • Green leasing or collaboration with landlords on
- Environmental Management System (EMS)

CLIMATE ACTION INITIATIVES

- $\bullet \, \mathsf{Teleconferencing} \, \mathsf{systems} \, \mathsf{and} \, \mathsf{virtual}$ meeting practices
- · Sustainable procurement (e.g., ECO-Buy, green
- purchasing policies) Remote and hybrid work practices
- NABERS Energy rating participation • Green Star-rated buildings (4-6 star)
- Energy-efficient lighting and appliances
- Employee education and awareness training Air travel policy
- •Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Surplus food donation or redistribution
- · Participation in community clean-up events (e.g. Clean Up Australia Day)
- Paper reduction and digital transition policy or
- initiatives Battery and mobile phone recycling (e.g.
- Mohile Muster)
- Reusable and recyclable coffee cup programs
- Reporting or tracking of waste volumes and diversion rates
- Office waste segregation (e.g. organics, co-mingled, soft plastics)
- •Internal waste education or behaviour
- change campaigns
 •E-waste and office equipment reuse or donation

FLEXIBLE WORKING INITIATIVES

Weeks

- · Family and domestic violence leave
- Carer's leave Flexibility for disability needs
- Adjusted KPIs after leave
- Phased retirement
- •Sabbaticals Career breaks
- Purchased leave
- Religious/cultural leaveVolunteering leave

- Study/professional development leave Parental/fertility-related leave
- Unpaid personal leave
- •Time in lieu (TOIL)
- Formal flexible work policy
- Remote/hybrid work options
- Part-time arrangements

• Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Technology training Substantive law
- Professional skills •Personal development
- Mentoring
 Internally delivered training programs
- Internal policy training
- Coaching
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

- •Sexual harassment gender equality programs / initiatives
- 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
- •LSNSW Charter Advancement of Women ·LCA Diversity and Inclusion Charter
- International Women's Day
- •Internal D&I networks or committees • Equitable briefing pledge (e.g. CommBar/LCA)
- Equal pay controls
- Employer of Choice for Gender Equality

Governance

Public Sustainability

Reporting External ESG Reporting















Sustainable

Procurement















Risk

Management









Code of Conduct





Community

Community Volunteering







Legal Pro Bono

Corporate Giving

-0-

First Nations Reconciliation

Reflect

EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

- Environmental sustainability and climate impacts • Ethical business conduct (e.g., anti-bribery, fraud,
- corruption) Modern slavery and human rights Engagement with social enterprise or
- Indigenous suppliers Diversity, equity, and inclusion (DEI)
 Community and social impact

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

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

CORPORATE GIVING INITIATIVES

- · Host external charity events
- Internal appeals and collections Firm donation program
- External charity events and appeals
- Charitable foundation • Maddocks Foundation and Small Grants

FIRST NATIONS RECONCILIATION INITIATIVES

- Cultural awareness training
- Volunteering and secondments • Reconciliation Action Plan (RAP)
- Pro bono legal or business support
- Partnerships and collaboration for reconciliation • Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week) • Indigenous partnership programs (e.g.,
- CareerTrackers)
- Funding and donations



NORTON ROSE FULBRIGHT

Norton Rose Fulbright Headcount (FTE): 853 Floor Area: 16,015m²

Number of Offices: 5

Norton Rose Fulbright provides a full scope of legal services to the world's preeminent corporations and financial institutions. Globally, more than 3,000 lawyers advise clients across 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. We are recognised for our client service in key industries, including financial institutions; energy, infrastructure and

resources; technology; transport; life sciences and healthcare; and consumer markets.

We integrate sustainability best practice into our decision making and operations. Our Social Impact and Sustainability Framework embeds social responsibility, environmental stewardship, community engagement, and advancing reconciliation into our business operations. Our Framework embodies the firm's global principles of quality, unity and integrity, and aligns with the

United Nations Sustainable Development Goals. We are committed to supporting socioeconomic diversity in the next generation of legal practitioners, increasing First Nations employment and becoming a more culturally competent firm, and reducing our impact on climate.

We are a signatory to the National Pro Bono Target set by the Australian Pro Bono Centre and during FY25, we completed over 27,000 hours of pro bono legal work.



Our Environment

Aligned to our global principle of Integrity, we are a responsible business in climate action and we are transparent in our broader sustainability actions. We recognise that, as a global firm supporting our clients in multiple jurisdictions, the way in which we operate has an impact on the environment. We also recognise that our environmental performance is important to our people, our clients, our suppliers, and stakeholders.

In 2022, we began measuring our global footprint across our operations worldwide, and within Australia. Our key impacts arise from waste generation, energy use, and resource consumption.

We continue to work towards zero waste by tracking our waste streams and educating our people. In FY25, our Sydney office diverted 15,096 kgs of waste to landfill.

The firm took a foundational step on our journey toward net zero in 2024. We powered our Australian operations with GreenPower, through the voluntary purchase and surrender of Large-Scale Generation Certificates.

Lastly, as an information intensive business, we consume a significant amount of paper. Our Australian offices source paper that is Forestry Stewardship Council certified (FSC), and carbon neutral. We also work with Shred-X, a closed-loop supplier, to both securely destroy documentation and recycle the paper we consume.



Our People

Norton Rose Fulbright values diversity, aiming to create an inclusive culture and a sense of belonging for all. Our Diversity, Equity and Inclusion strategy focuses on 5 pillars: cultural & racial diversity, carers, gender equity, disability confidence and LGBTIQ+ Inclusion. We work in a hybrid structure with many flexible and remote work options.

In 2025, women partners comprise 33% of our partnership with a strong talent pipeline of women including more than 60% senior women lawyers. We are awarded the WGEA Employer of Choice for Gender Equality citation year on year and we have been named a Gold tier employer in the Australian Workplace Equality Index for LGBTIQ+ inclusion in 2024 and 2025.

We have also been certified as a Family Inclusive Workplace by Parents At Work. We have a range of initiatives to ensure we meet our 40:40:20 gender diversity target including a focus on education and training including our active inclusion module, coaching for senior women (group and individual) and annual gender pay equity reviews. Our wellestablished learning and development curriculum strives to enhance our peoples' careers.

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 Governance

Norton Rose Fulbright Australia (NRFA) operates as a partnership, with 110+ partners. From 1 July 2025, NRFA financially integrated with Norton Rose Fulbright LLP, a partnership of 440+ partners covering the Europe, Middle East and Asia Pacific (EMEAPAC) regions.

Our firm is governed by our Partnership Committee, which is made up of elected and appointed partners and executives. Locally, the Australia Management Team (AMT), comprising Australia Country Head and nominated team leaders, operates as an advisory board to the EMEAPAC Management Committee on matters relevant to Australia. An important part of our governance program relates to the ethics and risk management of our firm. Led by the Head of Risk and General Counsel, NRFA's General Counsel and Compliance team is responsible for all risk

management matters, including ethical reporting, training, client engagement terms, conflict management, 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 reports to the Global Audit Committee and is comprised of the Head of Risk & General Counsel, Australia Country Head, CFO, other Business Services Heads, Sydney General Counsel and a member of our AMT.



Our Community

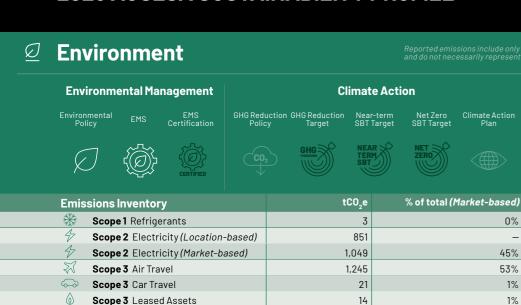
Aligned to our global principles of Quality and Unity, we are focused on supporting socioeconomic diversity in the next generation of legal practitioners and advancing reconciliation.

Our Michael French Memorial Scholarship with the University of Queensland was established in 2024, to honour NRF Partner, Michael French. The scholarship supports one student facing financial disadvantage who is studying a Bachelor of Laws (Hons) or a dual Bachelors degree with the Bachelors of Laws (Hons).

We have a proud history of supporting reconciliation at the firm, publishing our first Reconciliation Action Plan in 2014. Our Indigenous engagement and participation is guided by our leadership level Stretch Reconciliation Action Plan (RAP) 2022-2025, and Indigenous Participation Plan (IPP) developed in 2025.

Our people are empowered to support causes and charities important to them. The firm's state-based charity committees across our five offices work together to positively impact the communities they operate within.

This year, our people volunteered with a variety of organisations including OzHarvest, Ronald McDonald House, and Dig In. Recently, 26 members of our Melbourne team rolled up their sleeves and volunteered alongside the Meals with Impact team. Together, they produced 1135 meals for local charities and organisations in need.



Paper Use, Recycling & Waste 100% 100% 100%



STAFF DEVELOPMENT INITIATIVES

•Internally delivered training programs

• Attending external training or seminars

Substantive law

Mentoring

• Coaching

Technology training

Personal development

• Professional skills

ENVIRONMENTAL MANAGEMENT INITIATIVES

Total (Gross - Location-based) (tCO₂e)

Total (Gross - Market-based) (tCO_e)

Carbon offsets (tCO₂e)

Total Net (Market-based) (tCO,e)

- Internal environmental policy or management plan
 Staff education or training on environmental management
- Paper reduction and digital transition policy or initiatives
- Green leasing or collaboration with landlords or
- Environmental Management System (EMS)

CLIMATE ACTION INITIATIVES

2,134

2.332

1,354

978

• Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

Per Person

Per Person

Per Person

- Climate Action Plan or decarbonisation strategy
- Employee education and awareness training
- •Energy-efficient lighting and appliances •Green Star-rated buildings (4-6 star)
- Teleconferencing systems and virtual
- meeting practices • Sustainable procurement (e.g., ECO-Buy, green
- purchasing policies) • Renewable electricity purchases

SUSTAINABLE WASTE INITIATIVES

- Internal waste education or behaviour
- change campaigns
 Office waste segregation (e.g. organics, co-mingled,
- Paper reduction and digital transition policy or

0%

45%

53%

1%

1%

2.7

1.1

- Reporting or tracking of waste volumes and
- Reusable and recyclable coffee cup programs Surplus food donation or redistribution

- •Battery and mobile phone recycling (e.g. Mobile Muster)
- E-waste and office equipment reuse or donation

- soft plastics)
- initiatives
- diversion rates

FLEXIBLE WORKING INITIATIVES

- · Adjusted KPIs after leave
- Phased retirement Career breaks
- Purchased leave
- Religious/cultural leave Study/professional development leave
- Volunteering leave
- Family and domestic violence leave
- ·Parental/fertility-related leave
- Carer's leave
- Unpaid personal leave Formal flexible work policy
- Remote/hybrid work options
- Part-time arrangements Flexible working hours

GENDER EQUALITY INITIATIVES

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

Governance

Public Sustainability Reporting





of AusLSA Reporting















Sustainable

Procurement

















Risk

Management









Code of Conduct





Community

Community Volunteering



Legal Pro Bono

Corporate Giving

First Nations Reconciliation





Stretch

EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Skilled volunteering program Secondments to NFPs
- Paid volunteer time
- Organised staff volunteering NFP Boards
- Community volunteering

CORPORATE GIVING INITIATIVES

- Internal appeals and collections
- •External charity events and appeals

FIRST NATIONS RECONCILIATION INITIATIVES

- Volunteering and secondments
 Supply Nation membership
 Reconciliation Action Plan (RAP)
- Pro bono legal or business support
- Partnerships and collaboration for reconciliation • Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week)
- •Indigenous partnership programs (e.g.,
- CareerTrackers)
- Funding and donations
- First Nations spend targets • First Nations partnerships and procurement
- initiatives • Cultural awareness training

2025 AUSLSA SUSTAINABILITY PROFILE



AUSTRALIAN LEGAL SECTOR ALLIANCE

General Members



A&O SHEARMAN































































MinterEllison.

STANTON & STANTON

General Member Reporting Legend

Environment

			A formal policy outlining impacts.	a commitment to mana	ging and reducing environmental	
Environmental Management		Environmo System (E	ental Management MS)	A structured system to m performance.	nonitor, manage, and im	prove environmental
	CERTIFIED	EMS Certi	fication	EMS has been externally AEMS).	certified to a recognise	ed standard (e.g., ISO 14001,
	CO ₂	GHG Redu	ction Policy	A documented policy to r	educe greenhouse gas	emissions.
	GHG	GHG Redu	ction Target	A commitment to measu	rable emissions reduct	ion targets.
Climate Action	NEAR TERM SBT	Near-term	n SBT Target	Near-term science-base	d emissions reduction	target set in line with SBTi.
	NET ZERO	Net Zero S	BT Target	Long-term science-base emissions.	ed emissions reduction	target to achieve net-zero
		Climate Action Plan		A structured decarbonis responsibilities for reduc		
		Ů			٥o	
Paper Use, Recycling & Waste	Orgai	nic Waste	e-Waste Recycling	Paper Recycling	Commingled Recycling	Paper Use
		Pi		recycling programs in plac anics and ICT Equipment	e.	Total annual paper use



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Governance

Reporting	ESG ⊘ — ⊘ —	External ESG Reporting	Public disclosure of the firm's environmental, social, and governance performance through recognised reporting frameworks.
	AUS LSA Ø — Ø —	Promotion of AusLSA Reporting	Active communication or publication of the firm's AusLSA sustainability results to internal or external stakeholders.
Sustainable Procurement		Sustainable Procurement Policy	A formal policy guiding responsible purchasing decisions that consider environmental and social impacts.
	ISO 20400	ISO 20400 Standard	A sustainable procurement policy aligned with the principles and guidance of ISO 20400.
		Modern Slavery Risk Assessment	A structured process for identifying, assessing, and addressing modern slavery risks in operations and supply chains.
		Modern Slavery Act Reporting	Indicates that the firm is a reporting entity under the Modern Slavery Act 2018 (Commonwealth) and required to submit annual statements.
	RISK	Enterprise Risk Management (ERM) Framework	A structured framework for identifying, assessing, and managing organisational risks.
Risk Management	RISK ESG RISKS	ESG Risks Included	Environmental, social, and governance risks formally integrated into the firm's enterprise risk management processes.
		Business Continuity Plan (BCP) / Emergency Response Plan (ERP)	Plans outlining how the firm prepares for and responds to operational disruptions or emergencies.
Code of Conduct	%	Code of Conduct	A formal code establishing expected ethical behaviour and professional standards for staff.
		Code of Conduct Training	Training provided to staff to ensure understanding and adherence to the firm's code of conduct.
		Complaints & Grievance Mechanism	A formal process enabling staff and stakeholders to raise concerns or complaints confidentially and safely.











People

Florible Westing		Flexible Working Policy	A formal policy outlining the firm's commitment to supporting flexible work arrangements.
Flexible Working	Employer Parental Leave Scheme	An employer-provided parental leave program offering paid leave entitlements beyond statutory requirements.	
Staff Development		Staff Development Policy	A documented policy defining the firm's approach to training, learning, and professional development.
Diversity	200	Diversity and Inclusion Policy	A formal policy promoting an inclusive workplace and supporting diversity across all staff levels.
	Psychosocial Wellbeing Policy		A policy outlining measures to support mental health and manage psychosocial risks in the workplace.
Employee Wellbeing	₩	Physical Wellbeing Policy	A policy supporting healthy work environments and initiatives that promote physical wellbeing.
	\$	Gender Equality Policy	A formal policy addressing gender equality in recruitment, development, and workplace practices.
		Gender Equality Target	A commitment to measurable targets that improve gender representation at various levels of the firm.
Gender Equality		Staff Gender Profile	
	100%	100% 100%	The percentage breakdown of staff by gender across the firm.
	Male	Female Non-Binary/Other	ł do nada pod



Community

Community		NFP Staff Participation	Supports for staff and partners to participate in not-for-profit or community organisations outside the legal sector.
	The firm coordinates or formally supports employee participation in community volunteering activities.		
	Pro Bono Strategy		A formal strategy outlining the firm's approach to delivering and managing legal pro bono work.
Legal Pro Bono		Pro Bono Target Signatory	Indicates that the firm is a signatory to the Australian Pro Bono Centre's Aspirational Target.
Corporate Giving	\$	Corporate Giving Plan	A structured approach to charitable giving, fundraising, or community investment activities.
First Nations Reconciliation		First Nations Reconciliation Policy	A formal policy or strategy for advancing reconciliation with Aboriginal and Torres Strait Islander peoples.
	<u>a</u>	Reconciliation Action Plan	A Reconciliation Action Plan endorsed by Reconciliation Australia that guides reconciliation commitments and activities.

Australian Legal Sector Alliance Member Report 2025

A&O SHEARMAN

A&O Shearman Headcount (FTE): 315 Floor Area: 5,043m²

Number of Offices: 3

A&O Shearman is the transformational law firm, created to achieve unparalleled outcomes for our clients' most complex, multijurisdictional matters across an ever-changing world and regulatory landscape. A firm of nearly 4,000 lawyers, including 800 partners, working across almost 50 offices in 28 countries. A&O Shearman has the experience, diversity of skills and backgrounds, and global understanding to stay at the forefront of the changes across every sector, market, and jurisdiction around the world.



Our Environment

A&O Shearman recognizes 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 operate 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.



Our People

At A&O Shearman, inclusion is a strategic priority. We champion a culture where uniqueness is valued, and different perspectives are integral to our business. We are committed to driving change and creating a sustainable culture of belonging, which offers opportunities, without discrimination or bias, for all of our people to grow, to develop, and to excel. This is central to the kind of firm we want to be.

We have a huge range of characteristics, backgrounds, generations and perspectives represented at A&O Shearman. Whether there are differences in gender, race and ethnicity, sexual orientation, disability and neurodiversity, socioeconomic background, or any other difference, we embrace these and the intersections among them.

Our wide range of affinity networks are open to all and welcome individuals from all backgrounds. We're

proud that they not only support the communities they represent but also provide opportunities for everyone to learn more about those communities and share in enriching events that give insights into each other's experiences.

Everyone benefits from an inclusive and welcoming environment that embraces a broad range of perspectives, backgrounds, and experiences, and we expect everyone to play their role in creating that environment.



Our Governance

The firm's principal decision-making and governance bodies are the Board and the Executive Committee (ExCo). The primary purpose of the Board is the stewardship of the firm and the oversight of the executive management. The Board oversees the implementation of the strategy for the firm as designed by ExCo. The Board is also the guardian of the firm's culture and the voice of the partnership. ExCo is responsible for the development and implementation of the firm's overall strategy, major initiatives, priorities and investments. It is the firm's key decision-making body and is responsible for the overall performance management of the business. The firm's Risk function consists of several teams staffed by lawyers and analysts in a number of countries including the UK, the U.S. and Singapore, further supported by subject matter experts across the business. Between them, they deal with business

acceptance, sanctions, anti-money laundering and financial crime, regulation, conduct and compliance, in-house legal advice, risk management, third party contracts, client audits, data privacy and ethical issues.



Our Community

A&O Shearman's social impact programme uses the skills and time of our people to tackle pressing social issues. We organise our volunteering 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. In NSW, we regularly assist on matters referred through Marrickville Legal Centre, Refugee Advice and Casework Service, and the NSW Council of Civil Liberties. In WA, we take 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, The Salvation Army Beacon Centre (a support/accommodation facility for the homeless), Thriive WA (a non-profit community organisation serving the needs of 'at

risk'/disadvantaged children), Kulbardi Aboriginal Centre (supporting their aim to increase Aboriginal and Torres Strait Islander participation in higher education), Greater Sydney Landcare (with a tree planting program), and the Australian Business and Community Networks' mentoring programs alongside various other activities selected by staff. A&O Shearman has a global charity partnership our Australian offices actively support – our current global charity partner is Women for Women International.



Legend — Ø Yes

Emissions Inventory













tCO_e

Climate Action





% of total (Market-based)

Scope 1 Refrigerants	1		0%
Scope 2 Electricity (Location-based)	270		-
Scope 2 Electricity (Market-based)	370		17%
	1,865		83%
Scope 3 Car Travel	9		0%
Scope 3 Leased Assets	0		0%
Total (Gross-Location-based) (tCO ₂ e)	2,145	Per Person	6.8
Total (Gross - Market-based) (tCO ₂ e)	2,245	Per Person	7.1
Carbon offsets (tCO ₂ e)	3,591		-
Total Net (Market-based) (tCO ₂ e)	0	Per Person	0

100%

Paper Use, Recycling & Waste

△ People Flexible Working **Employee Wellbeing Staff Development Diversity Gender Equality** Employer Parental Leave Scheme Flexible Working Policy Gender Equality Target 209 \bigcirc 0 **Parental Leave Staff Gender Profile** per care giver Secondary Partners Legal Staff Non-Legal Staff Promoted Last 12 Months 18 18 71% 29% n% 43% 57% 0% 23% 77% 0% 50% 50% 0% Weeks Non-Binary /Other

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Regular environmental compliance or risk audits
- Paper reduction and digital transition policy or initiatives
- •Internal environmental policy or management plan • Sustainable procurement policy
- Green leasing or collaboration with landlords on sustainability
- Environmental Management System (EMS)

CLIMATE ACTION INITIATIVES

- Voluntary carbon offsetting
- Teleconferencing systems and virtual
- meeting practices
- Sustainable procurement (e.g., ECO-Buy, green
- purchasing policies)
 Supplier emissions engagement
- Renewable electricity purchases
 Remote and hybrid work practices
- Energy-efficient lighting and appliances Climate Action Plan or decarbonisation strategy • Aligned with Science-Based Targets Initiative (SBTi)
- Air travel policy

SUSTAINABLE WASTE INITIATIVES

- Internal waste education or behaviour change campaigns
- Reusable and recyclable coffee cup programs
 Reporting or tracking of waste volumes and
- diversion rates
- Paper reduction and digital transition policy or
- initiatives
- · Office waste segregation (e.g. organics, co-mingled, soft plastics)
- Battery and mobile phone recycling (e.g.
- Mobile Muster)

FLEXIBLE WORKING INITIATIVES

- · Family and domestic violence leave
- Career breaks Parental/fertility-related leave
- Formal flexible work policy
- Flexibility for disability needs
 Adjusted KPIs after leave
- Phased retirement
- Sabbaticals

- Religious/cultural leave
 Volunteering leave
- Study/professional development leave Carer's leave
- Unpaid personal leave Time in lieu (TOIL)
- · Remote/hybrid work options • Part-time arrangements Flexible working hours

Community

Community Volunteering

STAFF DEVELOPMENT INITIATIVES

- Personal development Mentoring
- Attending external training or seminars
- •Coaching
- Technology training Substantive law
- Professional skills •Internally delivered training programs
- Internal policy training

GENDER EQUALITY INITIATIVES

• Sexual harassment gender equality programs / initiatives Equal pay controls

A&O Shearman

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

■ Governance

Public Sustainability Reporting



















Australian Legal Sector Alliance Member Report 2025









Sustainable

Procurement













Risk

Management









Code of Conduct









Legal Pro Bono

Corporate Giving

First Nations Reconciliation

-0-



Reflect

EXTERNAL REPORTING TYPES

- Website disclosure of ESG strategy, targets, and
- Task Force on Climate Related Financial Disclosures (TCFD)
- Modern Slavery Statement publication •CDP(Carbon Disclosure Project) reporting

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights
- Fair competition and consumer protection •Ethical business conduct (e.g., anti-bribery, fraud, corruption)
- Environmental sustainability and climate impacts
- Diversity, equity, and inclusion (DEI)
 Alignment with UN Global Compact and/or SDGs

MODERN SLAVERY RISK ASSESSMENT

Yes, we have a general understanding of modern slavery risk in our operations and supply chains but have not undertaken a formal modern slavery

COMMUNITY VOLUNTEERING INITIATIVES

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

CORPORATE GIVING INITIATIVES

- Workplace giving
 Matched funding for employee donations
- Internal appeals and collections

Charitable foundation

- Host external charity events
 Firm donation program
- •External charity events and appeals

FIRST NATIONS RECONCILIATION INITIATIVES

- · Scholarships and student mentoring
- Cultural awareness training Volunteering and secondments Pro bono legal or business support
- Reconciliation Action Plan (RAP)
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)
- Funding and donations



Allens

Headcount (FTE): 1,525

Floor Area: 25,634m² 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 our clients' toughest problems and creating ways forward to help them thrive. From playing a pioneering role in the development of legislation and regulatory frameworks in

the Asia region, to acting on numerous 'firsts' across a range of industry sectors and community issues, it is in our DNA to make a difference and help shape what our world looks like. Allens was the first organisation in Australia to become a signatory to the United Nations Global Compact and we have a strong commitment to upholding the principles of the Compact, and to responsible corporate citizenship.



Our Environment

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 verified by the Science Based Targets initiative. Our continued efforts to reduce our energy use, greenhouse gas emissions and paper use have included matching tenancy electricity usage with the purchase of 100 percent GreenPower accredited energy for our Sydney, Melbourne, Perth and Brisbane offices, ongoing investment in virtual conferencing tools, and the promotion of digital working practices.

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



Our People

At Allens, we are a people business - the way our people think, feel and act drives our success as a firm and with clients. Recognising this, we invest in finding and keeping great people, helping them grow to become the best version of themselves and supporting them with an employee experience aligned with our firm values. Inclusion and diversity are important enablers of our firm strategy - together, our diverse workforce and inclusive culture enhance our ability to innovate, solve complex problems, connect with clients and attract and retain top talent. The firm's people programs are driven by a strategy that prioritises inclusive behaviours, transformative practices, and building genuine commitment at all organisational levels. Regular data-driven reviews and leadership accountability underpin ongoing

progress, while employee networks foster connection and belonging. Our progress has been reflected by internal achievements, eg, reaching 40% women in the partnership a year early in 2024, and external recognition, eg, named a top clerkship employer six years running, an employer of choice for women for 20 consecutive years, and a Gold Employer for LGBTO+ inclusion.



Our Governance

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 multiple avenues to raise concerns including an anonymous 'tell us anything' tool. Our approach to resolving concerns is built on fairness, transparency and support for all, including 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, as well as the firm's annual reminder of key policies. When purchasing goods and services,

Allens takes into account environmental, social and ethical considerations and encourages our suppliers to adopt practices to minimise their impacts. We promote supplier diversity and economic inclusion by identifying opportunities to support and work with suppliers owned by underrepresented groups. Through our First Nations engagement plan, and as a member of Supply Nation, Allens also supports and seeks to engage Indigenous businesses in our supply chain.



Our Community

Allens' Community Engagement Program includes our pro bono practice, reconciliation commitments, sustainability work and philanthropy. Our people contribute time and expertise to pro bono matters and other community initiatives, focusing on improving access to justice, alleviating disadvantage, advancing reconciliation and promoting sustainability. Our leadership in pro bono and community work includes prioritising First Nations justice 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 and in the last two years, have well exceeded this. 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.

Environment



Emissions Inventory



Environmental Management











tCO_e

Climate Action



% of total (Market-based)

Scope 1 Refrigerants & Natural Gas	21		1%
Scope 2 Electricity (Location-based)	1,071		-
Scope 2 Electricity (Market-based)	0		0%
Scope 3 Air Travel	1,524		95%
Scope 3 Car Travel	63		2%
Scope 3 Leased Assets	0		0%
Total (Gross - Location-based) (tCO ₂ e)	2,678	Per Person	1.8
Total (Gross - Market-based) (tCO ₂ e)	1,608	Per Person	1.1
Carbon offsets (tCO ₂ e)	3,668		-
Total Net (Market-based) (tCO ₂ e)	0	Per Person	0
ENVIDONMENTAL MANACEMENT INITIATIVES	OLIMATE ACT	ION INITIATIVES	

Paper Use, Recycling & Waste 100% 100% 100% 27,028kg

People Flexible Working **Employee Wellbeing Staff Development Diversity Gender Equality** Employer Parental Leave Scheme Flexible Working Policy Gender Equality Target 202 \bigcirc 0 **Parental Leave Staff Gender Profile** per care giver Secondary Partners Legal Staff Non-Legal Staff Promoted Last 12 Months 26 59% 41% n% 40% 59% 22% 77% 1% 45% 55% 0%

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Water conservation or efficiency programs Sustainable procurement policy
- ·Staff education or training on environmental
- management Paper reduction and digital transition policy or initiatives
- Internal environmental policy or management plan
- Green leasing or collaboration with landlords on sustainability
- CitySwitch member
- Biodiversity or nature-positive initiatives (e.g., green walls, native planting, pollinator support)

CLIMATE ACTION INITIATIVES

- Supplier emissions engagement
- Voluntary carbon offsetting
- Teleconferencing systems and virtual meeting practices
- Sustainable procurement (e.g., ECO-Buy, green purchasing policies)
- Renewable electricity purchases
 Remote and hybrid work practices
- Energy-efficient lighting and appliances Employee education and awareness training
- Climate Action Plan or decarbonisation strategy Aligned with Science-Based Targets Initiative (SBTi)
- Air travel policy
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs Reporting or tracking of waste volumes and
- diversion rates
- Paper reduction and digital transition policy or
- initiatives
 Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
- Internal waste education or behaviour
- change campaigns
 E-waste and office equipment reuse or donation
- Circular economy partnerships or initiatives Battery and mobile phone recycling (e.g.
- Mobile Muster)

FLEXIBLE WORKING INITIATIVES

Weeks

- Flexibility for disability needs •Parental/fertility-related leave
- Adjusted KPIs after leave
- Family and domestic violence leave
- Sahhaticals
- Career breaks Purchased leave
- Religious/cultural leave
- Study/professional development leave
- Unpaid personal leave
- Carer's leave Time in lieu (TOIL)
- Formal flexible work policy
- Remote/hybrid work options Part-time arrangements
- •Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Internal policy training
- Attending external training or seminars
- Technology training •Substantive law
- Personal development Internally delivered training programs
- Professional skills Mentoring
- Coaching

GENDER EQUALITY INITIATIVES

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

■ Governance

Public Sustainability Reporting























Sustainable

Procurement













Risk

Management









Code of Conduct



Community Volunteering

Community



Legal Pro Bono

Corporate Giving First Nations Reconciliation

-0-

• Pro bono legal or business support

EXTERNAL REPORTING TYPES

- Website disclosure of ESG strategy, targets, and
- •UN Global Compact
- Standalone ESG or sustainability report Modern Slavery Statement publication •CDP(Carbon Disclosure Project) reporting

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights
- Fair competition and consumer protection •Ethical business conduct (e.g., anti-bribery, fraud,
- corruption) • Environmental sustainability and climate impacts Engagement with social enterprise or
- Indigenous suppliers • Diversity, equity, and inclusion (DEI)
- Community and social impact · Alignment with UN Global Compact and/or SDGs

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Community volunteering Secondments to NFPs Skilled volunteering program
- CPD for community sector lawyers Arts support • Student tutoring and mentoring

Organised staff volunteering

CORPORATE GIVING INITIATIVES

· Host external charity events

Workplace giving

- External charity events and appeals
- Internal appeals and collections • Matched funding for employee donations
- First Nations partnerships and procurement initiatives
- Scholarships and student mentoring Supply Nation membership • Firm donation program
 - Volunteering and secondments ·Indigenous employment pathways (e.g., internships,
 - graduate roles) Participation in Indigenous awareness events (e.g.,

FIRST NATIONS RECONCILIATION INITIATIVES

- NAIDOC, National Reconciliation Week) Funding and donations
- Cultural awareness training





Baker McKenzie.

Baker McKenzie Headcount (FTE): 479

Floor Area: 10,897m² Number of Offices: 3 The first global law firm to enter the Australian market (in 1964 in Sydney). With 60+ years of experience in advising on inbound and outbound investment, Baker McKenzie is the leading international law firm in Australia with local offices in Sydney, Melbourne and Brisbane. We believe that the law firm of the future will not only provide high quality legal advice to address the complex issues its clients face but also demonstrate its commitment to responsible business practices. For us, being a responsible business means acting with purpose to embed

sustainability across our operations as we work to build a sustainable future for our clients, our people, our communities and our planet. We believe in the power of inclusion, diversity and equity. We are committed to embedding our core values across all functions and strengthening processes to deepen the culture of inclusion.

We uphold the Ten Principles of the UN Global Compact and have aligned our Firm efforts with the Sustainable Development Goals (SDGs), which we see as a road map to achieve our

vision of our Firm for the future, and an opportunity to collaborate with likeminded organizations to achieve our shared goals. Identified by a thorough materiality assessment, taking into account the values and opinions of stakeholders from across our entire value chain, our prioritized SDGs align to the core values that underpin not just our sustainability strategy but also our Firm strategy. We live by these values every day and we use them to guide our environmental, social and governance efforts and commitments.



Our Environment

As a global law firm servicing many multinational clients, we have witnessed firsthand the emerging international trend toward sustainability and have observed how properly developed and implemented environmental policies can make a real difference to staff, communities and clients.

Our 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 upon environmental performance; and

 providing ongoing training to encourage employees to reduce their environmental impact both in an office setting, and in the broader community.

Through promoting the ownership of environmental responsibility amongst staff members, we aim to achieve continuous environmental improvement, both across our operations, and in the broader community.



Our People

Baker McKenzie is committed to providing a diverse, inclusive and equitable culture for all its employees, with equal opportunity for all to progress and have a meaningful career with our Firm. We want to shape a better future where all our people can thrive. We are committed to serving our clients with innovative solutions brought about by a diverse talent pool and an inclusive community. Our primary focus is our people. We aim to enhance our policies to retain and advance colleagues from all backgrounds. We believe that investing in our people and their growth and development, creates a more inclusive workplace. Established in 2010 and comprised of Partners and senior firm leaders, the Baker McKenzie Inclusion, Diversity & Equity Committee is the

leadership group responsible for progressing and implementing the goals of the Firm's Diversity and Flexibility Strategy. Our ID&E Committee Members are responsible for leading these award winning diversity initiatives and programs:

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



Our Governance

Baker McKenzie is an Australian partnership, a member of a Swiss Verein. Global management consists of a global Policy Committee that guides the overall strategy of all offices of Baker McKenzie, a global Management Committee that has primary responsibility for global management, and regional councils that develop regional strategy and policy and implement global Firm initiatives. Designated practice and industry groups operate at global, regional and office levels and are responsible for business plans, quality assurance, professional development and service delivery. The Professional Responsibility and Practice Committee, a Policy Committee subcommittee, is 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. 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 & Equity Committee and a Pro Bono Committee. This comprehensive structure demonstrates Baker McKenzie's commitment to effective governance at all levels and allows Baker McKenzie's priorities to be implemented.



Our Community

We uphold the Ten Principles of the UN Global Compact and have aligned our Firm efforts with the Sustainable Development Goals (SDGs), which we see as a road map to achieve our vision of our Firm for the future, and an opportunity to collaborate with likeminded organizations to achieve our shared goals. Identified by a thorough materiality assessment, taking into account the values and opinions of stakeholders from across our entire value chain, our prioritized SDGs align to the core values that underpin not just our sustainability strategy but also our Firm strategy. We live by these values every day and we use them to guide our environmental, social and governance (ESG) efforts and commitments.

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 FY25 we recorded an average of more than 45.1 pro bono hours per lawyer and provided more than 11,430 hours of pro bono legal services to individuals and not-for-profit organisations.

Structured non-legal community initiatives include:

- Awareness and fundraising for dedicated charity partners – Refugee Advice and Casework Service (RACS), ID. Know Yourself and Project Etico.
- Volunteering Gawura Morning Reading (literacy improvement program for First Nations students), Eat Up (school lunch program to improve health, learning and social outcomes for kids in-need), The Alfresco Community Kitchenppeals, one-off giving initiatives.



Baker McKenzie



Climate Action



Emissions Inventory	tCO ₂ e	% of total (Market-based)
※ Scope 1 Refrigerants	1	0%
Scope 2 Electricity (Location-based)	464	_
Scope 2 Electricity (Market-based)	470	26%
Scope 3 Air Travel	1,363	74%
Scope 3 Car Travel	13	1%
	0	0%
Total (Gross-Location-based) (tCO ₂ e)	1,840	Per Person 3.8
Total (Gross - Market-based) (tCO ₂ e)	1,847	Per Person 3.9
© Carbon offsets (tCO ₂ e)	1,847	-
Total Net (<i>Market-based</i>) (tCO ₂ e)	0	Per Person 0



People Flexible Working **Employee Wellbeing Staff Development Diversity Gender Equality** Employer Parental Leave Scheme Flexible Working Policy Gender Equality Target 209 \bigcirc 0 **Parental Leave Staff Gender Profile** per care giver Secondary **Partners** Legal Staff Non-Legal Staff Promoted Last 12 Months 62% 38% 0% 47% 53% 0% 25% 75% 0% 50% 50% 0% Weeks

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Sustainable procurement policy
- Internal environmental policy or management plan
- Green leasing or collaboration with landlords on sustainability

CLIMATE ACTION INITIATIVES

- Sustainable procurement (e.g., ECO-Buy, green purchasing policies)
- Voluntary carbon offsetting
- Teleconferencing systems and virtual
- meeting practices
 Renewable electricity purchases
- Remote and hybrid work practices
 NABERS Energy rating participation
- Green Star-rated buildings (4-6 star)
- Energy-efficient lighting and appliances
- Aligned with Science-Based Targets Initiative (SBTi) • Air travel policy
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Reporting or tracking of waste volumes and diversion rates
- Paper reduction and digital transition policy or initiatives
- Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
- E-waste and office equipment reuse or donation
- · Battery and mobile phone recycling (e.g. Mobile Muster)

FLEXIBLE WORKING INITIATIVES

- Flexibility for disability needs Adjusted KPIs after leave
- Sabbaticals
- Purchased leave
- Religious/cultural leave Volunteering leave
- Study/professional development leave Parental/fertility-related leave
- · Family and domestic violence leave
- •Unpaid personal leave
- Carer's leave Time in lieu (TOIL)
- Formal flexible work policy
- Remote/hybrid work options Part-time arrangements
- Flexible working hours

Community

STAFF DEVELOPMENT INITIATIVES

- Technology training Substantive law
- Personal development
- Professional skills
- MentoringInternal policy training
- •Internally delivered training programs
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

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

■ Governance

Public Sustainability Reporting



















Sustainable

Procurement













Risk

Management











Code of Conduct



Community Volunteering



Legal Pro Bono



Corporate Giving

-0-

First Nations Reconciliation

Innovate

EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights
- Fair competition and consumer protection
 Environmental sustainability and climate impacts
- Ethical business conduct (e.g., anti-bribery, fraud,
- corruption) • Diversity, equity, and inclusion (DEI)
- Engagement with social enterprise or Indigenous suppliers
- · Community and social impact Alignment with UN Global Compact and/or SDGs

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

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

CORPORATE GIVING INITIATIVES

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

FIRST NATIONS RECONCILIATION INITIATIVES

- Volunteering and secondments
- Reconciliation Action Plan (RAP) Pro bono legal or business support
- Partnerships and collaboration for reconciliation
- Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week) •Indigenous partnership programs (e.g.
- •Indigenous employment pathways (e.g., internships, graduate roles)

CareerTrackers)

- Funding and donations
- Cultural awareness training • First Nations partnerships and procurement



Barry Nilsson Headcount (FTE): 416 Floor Area: 7,133m² Number of Offices: 6 As a firm, and individually, we understand the importance of contributing positively to the communities in which we live and conduct our business – so we created the Impact Project. The Impact Project is an integral part of BN and includes our pro bono and responsible business practices, with a particular focus on: providing free legal services to vulnerable and disadvantaged people, supporting charitable and

community causes, advancing equality for First Nations peoples, and driving sustainability and ESG initiatives across the firm.



Our Environment

BN recognises the urgent need to address climate change and we are committed to playing an active role in shaping a greener, more sustainable future.

We continue to embed environmental responsibility into our operations and decision-making, guided by science, collaboration, and accountability. We are also proud to partner with leading sustainability organisations, including the Australian Legal Sector Alliance, EcoVadis, and CitySwitch, to uphold best practice standards and drive continuous improvement.



Our People

BN is committed to creating a workplace where people feel supported, respected, and empowered to succeed. Our focus remains on people, with objectives including high engagement, low turnover, promoting diversity & inclusion, and developing future leaders. We offer flexible working arrangements, a 9.5 day fortnight for full-time staff, an annual health & wellbeing day and allowance, performance bonuses, shared care parental leave, public holiday swap options, and LinkedIn Learning licences. We also provide regular health & wellbeing sessions covering topics such as menopause, mental health, nutritional health, financial wellbeing, bi-annual office massages and skin or health checks. Our commitment to our people has been consistently recognised through our Employer of Choice listing by Australasian Lawyer from 2019 to 2025.



Our Governance

Our ESG governance programs are deeply embedded in strategic planning and reporting, with a strong emphasis on compliance, transparency, and ethical procurement.



Our Community

Barry Nilsson advances social justice, reconciliation, and environmental sustainability. Through our firmwide initiative, the Impact Project, we have achieved outcomes that reflect our commitment to responsible business practices and meaningful community engagement. This year, our pro bono legal work supported thousands of individuals and community organisations across Australia, helping to address systemic barriers to justice and improve access to legal support. A key focus was supporting women and their children affected by family violence. In collaboration with community legal centres, we provided family lawyers to help close a critical legal gap, enabling more women to access legal assistance.

We also partnered with the Two Good Foundation, which supports women in crisis to change the course of their lives through restoring their independence and selfworth. Our support included pro bono legal assistance, employing a graduate from its 'Work Work' program, and preparing meals for women in refuge shelters alongside Two Good. This was part of our broader community

support which exceeded \$150,000 across community organisations nationwide.

We strengthened our reconciliation efforts by deepening our partnerships with First Nations businesses, expanding cultural learning across our firm, and creating pathways into the legal profession for First Nations students. These initiatives reflect our commitment to walk alongside First Nations peoples and embed reconciliation across our operations.

Our environmental initiatives focused on our commitment to reducing our environmental impact and accelerating our transition to Net Zero. We achieved 100% renewable energy across all offices, significantly reduced emissions, and embedded sustainability across our operations through certified systems.

These outcomes reflect our belief that legal professionals have a responsibility to contribute to a more just, inclusive, and sustainable society – and that through collaboration and accountability, we can help create lasting change for generations to come.



Environmental Management



Emissions Inventory















tCO₂e

Climate Action

ETO	

% of total (Market-based)

•		
※ Scope 1 Refrigerants	1	0%
Scope 2 Electricity (Location-based)	163	_
Scope 2 Electricity (Market-based)	0	0%
Scope 3 Air Travel	189	97%
Scope 3 Car Travel	5	2%
Scope 3 Leased Assets	0	0%
Total (Gross - Location-based) (tCO ₂ e)	358	Per Person 0.9
Total (Gross - Market-based) (tCO ₂ e)	195	Per Person 0.5
$^{\textcircled{\$}}$ Carbon offsets (tCO $_2$ e)		-
Total Net (Market-based) (tCO ₂ e)	195	Per Person 0.5



People Flexible Working **Employee Wellbeing Staff Development Diversity Gender Equality** Employer Parental Leave Scheme Flexible Working Policy Gender Equality Target 209 \bigcirc 0 **Parental Leave Staff Gender Profile** per care giver Secondary Partners Legal Staff Non-Legal Staff Promoted Last 12 Months 18 18 60% 40% n% 34% 66% 0% 17% 83% 0% 36% 64% 0% Weeks

ENVIRONMENTAL MANAGEMENT INITIATIVES

- •Staff education or training on environmental management
- Sustainable procurement policy
- Paper reduction and digital transition policy or initiatives
- •Internal environmental policy or management plan •Environmental Management System (EMS)
- · CitySwitch member

- Teleconferencing systems and virtual
- Sustainable procurement (e.g., ECO-Buy, green)
- purchasing policies)
 Renewable electricity purchases

- Green Star-rated buildings (4-6 star)

CLIMATE ACTION INITIATIVES

- meeting practices Employee education and awareness training

- Remote and hybrid work practices
 NABERS Energy rating participation
- Energy-efficient lighting and appliances
- Climate Action Plan or decarbonisation strategy Aligned with Science-Based Targets Initiative (SBTi)
- Air travel policy
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs Reporting or tracking of waste volumes and
- diversion rates • Paper reduction and digital transition policy or
- initiatives
 Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
- •Internal waste education or behaviour
- change campaigns
 E-waste and office equipment reuse or donation
- Battery and mobile phone recycling (e.g. Mobile Muster)

FLEXIBLE WORKING INITIATIVES

- · Adjusted KPIs after leave
- Phased retirement Sabbaticals
- •Study/professional development leave
- Unpaid personal leaveTime in lieu (TOIL)
- Career breaks
- Purchased leave
- Parental/fertility-related leave • Flexibility for disability needs
- Volunteering leave
 Family and domestic violence leave
- Carer's leave
- Remote/hybrid work options
- Formal flexible work policy
- Part-time arrangements Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Personal development
- Attending external training or seminars Internal policy training
- Technology training
- Substantive law
- Professional skills
- •Internally delivered training programs
- Coaching

GENDER EQUALITY INITIATIVES

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

■ Governance

Public Sustainability Reporting





















Sustainable

Procurement















Risk

Management









Code of Conduct



Community Volunteering

Community



Legal Pro Bono

Corporate Giving



First Nations Reconciliation

-0-



EXTERNAL REPORTING TYPES

- Website disclosure of ESG strategy, targets, and
- performance

 Modern Slavery Statement publication

SUPPLIER STANDARD COVERAGE

- Environmental sustainability and climate impacts
- · Community and social impact •Engagement with social enterprise or
- Indigenous suppliers
 Diversity, equity, and inclusion (DEI)
- Ethical business conduct (e.g., anti-bribery, fraud, corruption) • Fair competition and consumer protection • Modern slavery and human rights

MODERN SLAVERY RISK ASSESSMENT

Yes, we have engaged a third party to undertake a modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Skilled volunteering program Secondments to NFPs
- Paid volunteer time •Organised staff volunteering
- Community volunteering • CPD for community sector lawyers · Blood donations

CORPORATE GIVING INITIATIVES

- Charitable foundation
- Firm donation program
 External charity events and appeals

FIRST NATIONS RECONCILIATION INITIATIVES

- Funding and donations
- First Nations spend targets Volunteering and secondments
- Scholarships and student mentoring Reconciliation Action Plan (RAP)
- Pro bono legal or business support Partnerships and collaboration for reconciliation
 Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week)
- Indigenous partnership programs (e.g., CareerTrackers)
- Indigenous employment pathways (e.g., internships, graduate roles)
- Cultural awareness training

102



Bartier Perry Headcount (FTE): 275 Floor Area: 2,910m² Number of Offices: 1

Bartier Perry provide highest quality legal services across a wide range of industries including property, construction, financial services, private clients, education, insurance, health and government. The success of clients and the wellbeing of our people is underpinned by clearly articulated values of collaboration, performance, diversity & inclusion, down to earth, innovation, quality, trust and respect.

Focusing firmly on providing commercial legal services in a

genuinely personalised manner, we place clients at the centre of all that we do, consistently communicating clearly and demonstrating strategic, creative thinking. We are committed to driving our firm strategy which includes remaining dedicated to our community and to our social responsibility.

Established in 1942 and incorporated in 2007, Bartier Perry is a privately-owned Australian commercial law firm based in Sydney. Supported by a network of trusted firms in major Australian centres and internationally, Bartier Perry's 275-strong team includes 170 legal staff from partners to paralegals and 105 management and support staff.



Our Environment

Bartier Perry is committed to reducing our impact on the environment through our interactions with our people, our suppliers and our clients. Our Environmental Management Policy and Sustainable Procurement Policy guide consistent decision-making, ensuring sustainability is considered at every level, from supplier selection to technology investment.

Environmental governance is overseen by firm leadership, with twice-yearly reporting to the Board on environmental targets and performance.

We are committed to transparency and continuous improvement, with future goals including enhanced sustainability tracking and reporting, zerowaste events and increased staff engagement in environmental initiatives.

Key initiatives include:

- Transition to 100% renewable electricity.
- · Establishing environmental sustainability champions.
- Comprehensive waste and recycling programs, including e-waste and four-stream recycling.
- Carbon offsetting for all business-related travel.
- Premises with a 6 Star Green Star-rating, with sensor-activated lighting and air conditioning and automated blinds.
- · Participation in Earth Hour and other awareness campaigns.



Our People

Bartier Perry is committed to fostering a diverse, positive and inclusive work culture that allows everyone to reach their potential and thrive. Our commitment to DEI is ongoing and has been successful in supporting and expanding our indigenous recruitment initiatives and sponsorships. 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. Our Wellbeing Policy supports the holistic wellbeing of our people and their families. We have Award winning mentors to support and grow our staff. Our gender-neutral parental leave policy offers 20 weeks paid leave, with superannuation, for all carers. We encourage staff feedback through our annual engagement survey which shows consistent high levels of staff satisfaction, commitment and engagement. We know our most important asset is our people

and we actively nurture their wellbeing through initiatives including:

- A Flex for All approach allowing staff to access flexible work options.
- Increased pro bono work opportunities through the expansion of our pro bono program.
- · Clear career pathways through individually tailored learning and development goals.
- · Regular social events.
- Incentive program to reward and recognise
- Regular participation in community fundraisers.



Our Governance

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.



Our Community

Everyone at Bartier Perry is provided with the chance to make a difference in our workplace and community. All our people are supported to get involved at many levels to champion or be part of important initiatives. From being intentional and inclusive in our procurement decision through to providing pro bono legal services to refugee women facing family violence, our community initiatives include:

- Continuing to support 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 our community through volunteering with the Kids Cancer Project and the Indigenous Literacy Foundation.

- 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.
- · Promoting and celebrating the inclusion of women in the legal profession
- Development and publication of our Innovate Reconciliation Action Plan.
- Improving access to justice for people in need by working within the community providing compassionate pro bono legal services as a signatory to the Australian Pro Bono Centre's target. In FY25 we were proud to average 42 hours of pro bono legal services per lawyer.





Paper Use, Recycling & Waste

Environment **Environmental Management**

Scope 1 Refrigerants

Scope 3 Air Travel

Scope 3 Car Travel Scope 3 Leased Assets



Emissions Inventory



Scope 2 Electricity (Location-based)

Scope 2 Electricity (Market-based)









tCO_e

112

42

165

54

19

35



% of total (Market-ba

Per Person

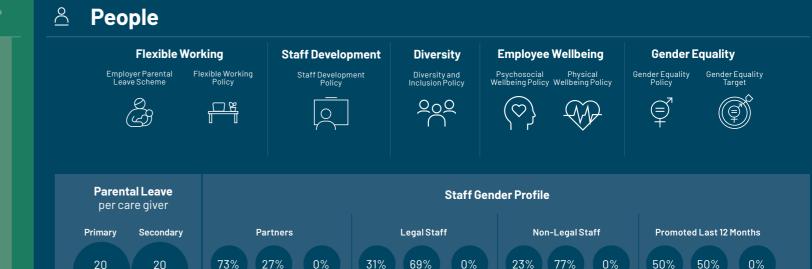
Per Person

Per Person

Climate Action



		Ž	
		100%	100
ased)		Paper Recycling	Comn Recy
1%			
_			
0%		100%	100
78%	L		
4%		Pape	r Use
7%			7



ENVIRONMENTAL MANAGEMENT INITIATIVES

• Green leasing or collaboration with landlords on sustainability

Total (Gross - Location-based) (tCO₂e)

Total (Gross - Market-based) (tCO_e)

Carbon offsets (tCO₂e)

Total Net (Market-based) (tCO2e)

- Office Greens Team (Environment Management
- Champions) • Farth Hour
- World Environment Day
- •Internal environmental policy or management plan
- Paper reduction and digital transition policy or initiatives
- Regular environmental compliance or risk audits
- Sustainable procurement policy
- ·Staff education or training on environmental management

CLIMATE ACTION INITIATIVES

- Supplier emissions engagement
- Voluntary carbon offsetting
- Teleconferencing systems and virtual meeting practices
- Sustainable procurement (e.g., ECO-Buy, green purchasing policies)
- Renewable electricity purchases • Remote and hybrid work practices
- · Participation in national reporting schemes (e.g., NGER)
- NABERS Energy rating participation Green Star-rated buildings (4-6 star)
- Energy-efficient lighting and appliances
- · Employee education and awareness training
- Air travel policy
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

0.1 SUSTAINABLE WASTE INITIATIVES

0.6

0.2

- Surplus food donation or redistribution • Reporting or tracking of waste volumes and
 - diversion rates
 - Paper reduction and digital transition policy or
 - initiatives • Office waste segregation (e.g. organics, co-mingled,

 - soft plastics)
 - Internal waste education or behaviour
 - change campaigns
 E-waste and office equipment reuse or donation

 - Battery and mobile phone recycling (e.g. Mobile Muster)

FLEXIBLE WORKING INITIATIVES

Weeks

- Flexibility for disability needs Adjusted KPIs after leave
- Phased retirement
- •Sabbaticals

20

- •Time in lieu (TOII)
- Purchased leave
- Career breaks
- Parental/fertility-related leave
- Study/professional development leave Family and domestic violence leave
- Carer's leave Unpaid personal leave Formal flexible work policy
- Remote/hybrid work options
- Part-time arrangements
- Flexible working hours

Community

STAFF DEVELOPMENT INITIATIVES

• Technology training • Substantive law

n%

- Personal development
- Professional skills
- Mentoring
- •Internally delivered training programs
- Internal policy training
- Coaching
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Women on Boards
- · Pay Equity Ambassador
- Male Champions of Change / Champions of Change Coalition
- Host or lead external programs and/or forums
 Gender-sensitive promotion and recruitment

Bartier Perry

- Equitable briefing pledge (e.g. CommBar/LCA)
- Equal pay controls
- •International Women's Day
- •Internal D&I networks or committees
- Female advancement, mentoring and coaching Employer of Choice for Gender Equality
- Diversity Council of Australia major sponsor
- showcasing gender diversity experiences

□ Governance

Public Sustainability Reporting

















Sustainable

Procurement















Risk

Management









Code of Conduct





Community Volunteering



Legal Pro Bono

Corporate Giving



First Nations Reconciliation

EXTERNAL REPORTING TYPES

- Website ESG commitments information, client
- reporting, WGEA reporting
- Website ESG commitments information. client reporting

SUPPLIER STANDARD COVERAGE

- · Diversity, equity, and inclusion (DEI)
- · Community and social impact Fair compétition and consumer protection
- Ethical business conduct (e.g., anti-bribery, fraud corruption)
- •Environmental sustainability and climate impacts • Engagement with social enterprise or
- Indigenous suppliers • Modern slavery and human rights

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

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

CORPORATE GIVING INITIATIVES

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

FIRST NATIONS RECONCILIATION INITIATIVES

• Funding and donations

graduate roles)

- Reconciliation Action Plan (RAP) Scholarships and student mentoring
- Pro bono legal or business support Partnerships and collaboration for reconciliation
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week) Indigenous partnership programs (e.g.
- CareerTrackers) • Indigenous employment pathways (e.g., internships,
- First Nations spend targets
- Cultural awareness training • First Nations partnerships and procurement initiatives

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Innovate

CARROLL & O'DEA LAWYERS

Carroll & O'Dea Lawyers Headcount (FTE): 239 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 Environment

We are committed to reducing our environmental impact and promoting sustainable practices across our offices. Through the implementation of our sustainability policy, we have created a framework for understanding and managing our impact on the environment, including by conducting green audits, to evaluate adherence to our sustainability policy. Energy saving mode is set on all photocopiers and printers, and we have installed meters on photocopiers which discourage wasteful photocopying. Our air conditioning shuts down after 6:00 pm on business days and remains switched off over the weekend.

Office lights are automatically switched off after 8:00 pm on business days and operate on a timed manual system after 8:00pm and over the weekend. As well, motion activated sensor lighting is installed

in our bathrooms. We encourage our staff to reduce their use of office consumables and to recycle. Each staff member is provided with a recycling bin at their work area and we have placed large communal recycling bins throughout our offices, including in our kitchens. We encourage all our staff to adopt sustainable practices in the workplace and to share their ideas with others.



Our People

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.



Our Governance

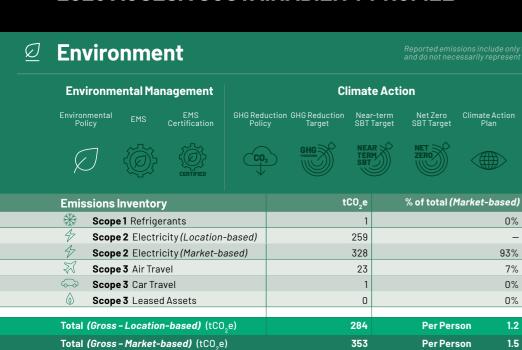
Carroll & O'Dea has a formal Principle Partner Committee (meets monthly), All Partners forum (meets monthly), Finance Committee (meeting quarterly), Remuneration Committee, Risk Management Committee, Sustainability Committee & Diversity Committee. All have terms of reference.



Our Community

At Carroll & O'Dea Lawyers we have a proud and long tradition of helping and assisting others in the community. Our solicitors do voluntary work in a range of community legal centers and regularly take on pro-bono matters referred by the Public Interest Law Clearing House. We are involved in the MOSAIC Mentoring Program, which provides free face-to-face legal assistance to asylum seekers and refugees. We support The Shed at Plumpton Mount Druitt, which provides free legal advice and representation to people who are homeless or at risk of homelessness. The firm is also involved in the Clemente Australia Program, a university education program that helps individuals from disadvantaged backgrounds get a university education. From our founding partners

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







ENVIRONMENTAL MANAGEMENT INITIATIVES

• Sustainable procurement policy
• Staff education or training on environmental

Carbon offsets (tCO₂e) Total Net (Market-based) (tCO2e)

- management
- Regular environmental compliance or risk audits
- Paper reduction and digital transition policy or initiatives
 Internal environmental policy or management plan
- Green leasing or collaboration with landlords on
- sustainability

CLIMATE ACTION INITIATIVES

353

- Teleconferencing systems and virtual
- meeting practices Remote and hybrid work practices
- Energy-efficient lighting and appliances
- Employee education and awareness training Air travel policy

Per Person

1.5

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs Paper reduction and digital transition policy or
- initiatives
- Participation in community clean-up events (e.g.
- Clean Up Australia Day)
 •Internal waste education or behaviour
- change campaigns
 Battery and mobile phone recycling (e.g. Mobile Muster)

FLEXIBLE WORKING INITIATIVES

- · Flexibility for disability needs
- Phased retirement Volunteering leave
- •Study/professional development leave
- Family and domestic violence leave
 Parental/fertility-related leave
- Carer's leave
- · Unpaid personal leave • Time in lieu (TOIL)
- Formal flexible work policy
- Remote/hybrid work options Part-time arrangements Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- •Technology training
- Professional skills
- Personal development Mentoring
- Internal policy training
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Women on Boards
- •LSNSW Charter Advancement of Women
- •International Women's Day
 •Internal D&I networks or committees
- Host or lead external programs and/or forums Gender-sensitive promotion and recruitment
- Female advancement, mentoring and coaching
- Employer of Choice for Gender Equality

Governance Sustainable Risk **Public Sustainability** Management **Procurement** Reporting RISK





Community **Community Volunteering**













EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights
- Fair competition and consumer protection
- •Ethical business conduct (e.g., anti-bribery, fraud,
- corruption)
 Diversity, equity, and inclusion (DEI)

MODERN SLAVERY RISK ASSESSMENT

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Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Student tutoring and mentoring
- Secondments to NFPs Organised staff volunteering
- •NFP Boards • Community volunteerina
- CPD for community sector lawyers
- Arts support

CORPORATE GIVING INITIATIVES

- Workplace giving Host external charity events External charity events and appeals
- Charitable foundation

FIRST NATIONS RECONCILIATION INITIATIVES

• Pro bono legal or business support

CLYDE&CO

Successful risk navigation

Clyde & Co

Headcount (FTE): 186

Floor Area: 6,854m²

Number of Offices: 4

Clyde & Co is a global law firm with a strong presence in Australia, known for working as one team, putting clients first, celebrating difference, and acting boldly. The firm is committed to making a positive impact not only through its legal expertise but also by contributing to people, communities, and the environment.

In Australia, the firm's responsible business approach focuses on four key areas: inclusion, health and wellbeing, pro bono and community engagement, and environmental sustainability.

 On the environment, Clyde & Co is working towards ambitious goals: cutting carbon emissions in half by 2030 and reaching Net Zero by 2038. Locally, the firm supports sustainable practices and initiatives that strengthen biodiversity and resilience in Australian communities.

 Inclusion and diversity are central to the firm's culture. Clyde & Co's Australian offices are guided by a Reflect Reconciliation Action Plan (RAP), recognising the importance of reconciliation with First Nations peoples. The firm also supports global inclusion networks such as Pryde & Co (LGBTQ+), GECCO (gender equality), and ACED (ethnic and cultural diversity).

- Pro bono and community engagement are a major part of Clyde & Co's contribution in Australia. The firm supports access to justice, partners with charities focused on education and equality, and encourages volunteering through the Clyde & Co Cares programme.
- Wellbeing is also a priority, with initiatives designed to support the mental, physical, and financial health of employees across Australian offices.



Our Environment

As a global firm, Clyde & Co is committed to identifying, measuring, and progressively reducing the impact of our worldwide operations on the environment, encompassing carbon emissions; energy, waste and water; use of materials, products and services; and our impacts on biodiversity and society.

Our firm-wide targets, validated by the SBTi, commit us to a long-term goal of achieving Net Zero emissions on or before 2038; and near-term reduction targets of 80% in our scope 1 & scope 2 emissions and 50% in our scope 3 emissions by 2030, in line with a 1.5 degrees trajectory.

Alongside our continued priority areas of energy efficiency, business travel and supply chain emissions, key initiatives this year included the introduction of an Electric Vehicle subscription plan for our Australian colleagues; and the launch of our Equip, Engage, Act upskilling programme - designed to equip our colleagues with the knowledge to engage with sustainability topics, projects, and initiatives, within the firm and with our clients, and to take meaningful action in their roles.



Our People

Clyde & Co Australia is deeply committed to fostering an inclusive, high-performing, and values-driven workplace. Our people and culture priorities include diversity, equity, and inclusion (DEI), talent development, flexible work, wellbeing, and community engagement. Key initiatives include gender equality programs, LGBTQ+ inclusion through Pride in Diversity, and cultural awareness via the ACED network. The firm supports mental health through training, EAP access, and wellbeing activities, and offers flexible work arrangements and progressive leave policies.

We actively contribute to reconciliation with a Reflect RAP and Indigenous community support. Staff are encouraged to engage in up to 60 hours of pro bono and social impact work annually.



Our Governance

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 relevant Australian Government legislation. 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 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 Risk Committee keeps all aspects under review, acting to manage and mitigate risks as necessary.



Our Community

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; 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. In 2024 we focussed on the UN goals of Quality Education and Reduced Inequalities, we surpassed our target and reached 27,500 children and young people globally.

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Gender Equality





Environment

Environmental Management





Scope 1 Refrigerants

Scope 3 Air Travel

Scope 3 Car Travel Scope 3 Leased Assets

Total (Gross - Location-based) (tCO₂e)

Total (Gross - Market-based) (tCO_e)

 $^{\textcircled{\$}}$ Carbon offsets (tCO₂e) Total Net (Market-based) (tCO₂e)

Emissions Inventory



Scope 2 Electricity (Location-based)

Scope 2 Electricity (Market-based)







tCO_e

175

222

430

0

614

661

661



% of tota

Per Pe

Per Pe

Per Pe

Climate Action



~		
(Market	-based)	
	0%	
	_	
	34%	
	65%	
	1%	
	0%	
erson	3.3	
erson	3.6	
	-	
erson	3.6	

Paper Use, Recycling & Waste



△ People

Flexible Working

Employer Parental Leave Scheme Q



Flexible Working Policy



Staff Development

0



Diversity

Employee Wellbeing

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	tal Leave are giver		Staff Gender Profile										
Primary	Secondary		Partners			Legal Sta	ff	Non-Legal Staff Promoted Last 12		Months			
26	26	82%	18%	0%	45%	55%	0%	24%	76%	0%	47%	53%	0%
Weeks	Weeks	Male	Female	Non-Binary /Other	Male	Female	Non-Binary /Other	Male	Female	Non-Binary /Other	Male	Female	Non-Binary /Other

ENVIRONMENTAL MANAGEMENT INITIATIVES

- In October 2024, we introduced an incentive to access an electric vehicle (EV) subscription plan as part of the salary package. This incorporates exclusive use of an EV with servicing and insurance included, providing our colleagues with a convenient and affordable entry point to reducing their emissions from car journeys.
- Sustainable procurement policy
- •Staff education or training on environmental management
- •Internal environmental policy or management plan

CLIMATE ACTION INITIATIVES

- Energy-efficient lighting and appliances Teleconferencing systems and virtual
- meeting practices • Sustainable procurement (e.g., ECO-Buy, green
- purchasing policies)
 Supplier emissions engagement
- Remote and hybrid work practices
- Energy auditing
- Employee education and awareness training
 Climate Action Plan or decarbonisation strategy
- ·Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)
- Aligned with Science-Based Targets Initiative (SBTi)
- Air travel policy

SUSTAINABLE WASTE INITIATIVES

 $\bullet \text{E-waste and office equipment reuse or donation}$

FLEXIBLE WORKING INITIATIVES

- Unpaid personal leave
- Formal flexible work policy Part-time arrangements
- Remote/hybrid work options
- Flexible working hours Flexibility for disability needs
- Purchased leave
- Religious/cultural leave
- Volunteering leave
- Study/professional development leave
- Family and domestic violence leave Parental/fertility-related leave
- Carer's leave
- Time in lieu (TOIL)

STAFF DEVELOPMENT INITIATIVES

- Attending external training or seminars •Substantive law
- Technology training Internal policy training
- Coaching
 Personal development
- Professional skills
- Mentoring
- •Internally delivered training programs

GENDER EQUALITY INITIATIVES

- Equitable briefing pledge (e.g. CommBar/LCA) •Sexual harassment gender equality programs / initiatives
- •International Women's Day
- •Internal D&I networks or committees

■ Governance

Public Sustainability Reporting





















Sustainable

Procurement











Risk

Management











Code of Conduct







Community Volunteering

Community







Legal Pro Bono

Corporate Giving

First Nations Reconciliation



EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights
- Environmental sustainability and climate impacts
- ·Ethical business conduct (e.g., anti-bribery, fraud,
- corruption)
 Diversity, equity, and inclusion (DEI)

MODERN SLAVERY RISK ASSESSMENT

Yes, we have a general understanding of modern slavery risk in our operations and supply chains but have not undertaken a formal modern slavery

COMMUNITY VOLUNTEERING INITIATIVES

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

CORPORATE GIVING INITIATIVES

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

FIRST NATIONS RECONCILIATION INITIATIVES • Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)

Colin Biggers & Paisley

Colin Biggers & Paisley Headcount (FTE): 462

Floor Area: 7,690m² Number of Offices: 3 Colin Biggers & Paisley is a leading national legal practice in Australia, providing trusted legal services for over 125 years. The firm operates across Sectors of focus, including insurance, property, construction, transport and logistics, education, aged care, faith-based enterprises, and government. With approximately 500 people across Brisbane, Melbourne, and Sydney, including 73 partners.

Colin Biggers & Paisley's broader corporate responsibility philosophy is

centred around our core values of loyalty, respect, integrity and balance. These values guide our commitment to building and securing the future of our clients, colleagues and community. Colin Biggers & Paisley actively supports social justice and community initiatives through the Colin Biggers & Paisley Foundation, focusing on improving access to justice, creating opportunities and fostering a business environment that clients and employees are proud to be part of. The Colin Biggers & Paisley Foundation's core focus is to promote and protect the

rights of women, children and Aboriginal and Torres Strait Islander peoples.

In 2025, Colin Biggers & Paisley was honoured with the Pro Bono Program of the Year award at the Lawyers Weekly Australian Law Awards, recognising our commitment to justice and equity. Colin Biggers & Paisley's pro bono programs, fundraising efforts and volunteering initiatives have made a significant impact on the community.



Our Environment

We manage our own impact on the environment through a range of sustainability initiatives. Throughout all our offices we have reduced our packaging and waste by decreasing our printed matter. We always send our publications electronically and when documents do need to be printed, we only use PEFC certified and carbon neutral paper. We use double sided printing as the default setting on all printers and always recycle toner cartridges. We encourage all employees to use the recycling facilities wherever possible and have colour coded bins for this purpose, with a large percentage

of all waste being recycled. We only purchase environmentally sustainable appliances and IT equipment and ensure that all of our old IT equipment is donated to schools or charities. For our commercial clients, an important aspect of our work is providing legal advice relating to environmental best practice and climate change adaptation.



Our People

At Colin Biggers & Paisley, our people and culture programs are central to who we are. We prioritise creating a supportive, inclusive and high-performing workplace where our people can build meaningful careers and feel proud of their contribution.

Our key priorities include:

Career growth and opportunity offering structured pathways, mentoring, and development, with many of our leaders starting their careers at Colin Biggers & Paisley.

Wellbeing and flexibility providing a comprehensive wellbeing program, flexible work options and initiatives to support balance between work and family life.

Diversity and inclusion fostering equality through programs such as paid parental leave, Families@

Colin Biggers & Paisley, gender affirmation leave and support for people returning from leave.

Values-driven culture embedding balance, respect, loyalty and integrity into everything we do.

Our achievements reflect this commitment. We have doubled our workforce while maintaining a connected and collaborative culture, and we continue to strengthen initiatives that celebrate diversity, build connection and enable our people to thrive.

Colin Biggers & Paisley is committed to being a workplace where people are valued, supported and inspired to succeed.



Our Governance

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 corporate operations group leaders. Our culture and values are embedded in the way we do business and underpinned by a suite of policies and procedures, with coverage including operational requirements, risk management, acceptable conduct, authorities and responsibilities. We maintain and reinforce, through scheduled testing, our business resilience and disaster recovery plans, supported by technology systems protected by best of breed platforms.



Our Community

Colin Biggers & Paisley is deeply committed to community programs through the Colin Biggers & Paisley Foundation. The Foundations primary goals are to improve access to justice, create opportunities and build a business that both employees and clients are proud to be associated with. Colin Biggers & Paisley focuses on promoting and protecting the rights of Aboriginal and Torres Strait Islander peoples, women and children and youth. In 2025, Colin Biggers & Paisley was honoured with the Pro Bono Program of the Year award at the Lawyers Weekly Australian Law Awards, recognizing their dedication to justice and equity. Their Victim-Survivors of Violence Project provided significant legal support to women and children affected by violence, contributing over 2,498 pro bono hours. Additionally, Colin Biggers & Paisley's Wills Clinics offered culturally appropriate estate planning services to First Nations communities.

Colin Biggers & Paisley's community engagement also includes fundraising and volunteering. In 2025, our people raised over \$20,000 for the Indigenous Literacy Foundation through the 'Steps for Stories' fundraiser. Their partnership with the Indigenous Literacy Foundation has raised \$110,000 over two years, supporting literacy programs in remote communities. Colin Biggers & Paisley's commitment to community programs is driven by their core values of loyalty, respect, integrity and balance, ensuring meaningful and sustained impact.





Environmental Management













Climate Action



rket-based)
2%
-
67%
30%
2%
0%
n 1.1
n 1.2
-
n 1.2





ENVIRONMENTAL MANAGEMENT INITIATIVES

- Sustainable procurement policy.Staff education or training on environmental
- management.
- Paper reduction and digital transition policy or initiatives.
- Internal environmental policy or management plan.
 Biodiversity or nature-positive initiatives (e.g., green walls, native planting, pollinator support).

CLIMATE ACTION INITIATIVES

- Teleconferencing systems and virtual meeting practices.
- · Sustainable procurement (e.g., ECO-Buy, green purchasing policies).
- Remote and hybrid work practices.
 NABERS Energy rating participation.
- Green Star-rated buildings (4-6 star).
- Energy-efficient lighting and appliances.
- Employee education and awareness training.
 Air travel policy.
- •Active transport infrastructure (e.g., end-of-trip
- facilities, Ride to Work).

SUSTAINABLE WASTE INITIATIVES

- Surplus food donation or redistribution • Reporting or tracking of waste volumes and
- - - initiatives. Office waste segregation (e.g. organics, co-mingled,
 - soft plastics).

Mobile Muster)

diversion rates.

• Internal waste education or behaviour change

• Paper reduction and digital transition policy or

- campaigns.
- E-waste and office equipment reuse or donation.

• Circular economy partnerships or initiatives. • Battery and mobile phone recycling (e.g.

• Carer's leave.

- Unpaid personal leave.
 Time in lieu (TOIL).

Part-time arrangements. • Flexible working hours.

FLEXIBLE WORKING INITIATIVES STAFF DEVELOPMENT INITIATIVES

- Flexibility for disability needs. • Technology training.
 • Substantive law.
- Adjusted KPIs after leave. Professional skills
- Phased retirement.
- ·Sabbaticals.
- · Career breaks. Purchased leave
- Religious/cultural leave.
- · Volunteering leave.
- Study/professional development leave
 Family and domestic violence leave.
- Parental/fertility-related leave.
- Formal flexible work policy.
- Remote/hybrid work options.

Community

Community Volunteering

COMMUNITY VOLUNTEERING INITIATIVES

•Personal development.

- Mentoring.
 Internally delivered training programs.
- Internal policy training.
- ·Coaching.
- Attending external training or seminars.

GENDER EQUALITY INITIATIVES

- Diversity Council of Australia major sponsor showcasing gender diversity experiences.
- Equal pay controls. •LSNSW Charter - Advancement of Women.
- Internal D&I networks or committees.
 Gender-sensitive promotion and recruitment.
- ·LCA Diversity and Inclusion Charter.
- · Pay Equity Ambassador.
- ·International Women's Day.

Governance

Public Sustainability Reporting

















Australian Legal Sector Alliance Member Report 2025





Sustainable

Procurement



















Risk

Management









Code of Conduct





- Student tutoring and mentoring
- Secondments to NFPs. Paid volunteer time.
- Organised staff volunteering.
 NFP Boards.
- Community volunteering.

CORPORATE GIVING INITIATIVES

· Host external charity events. • Workplace giving.

Legal Pro Bono

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

FIRST NATIONS RECONCILIATION INITIATIVES

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- Scholarships and student mentoring.
- Reconciliation Action Plan (RAP).
- Pro bono legal or business support. • Partnerships and collaboration for reconciliation
- Participation in Indigenous awareness events (e.g.,

First Nations Reconciliation

Innovate

- NAIDOC, National Reconciliation Week). •Indigenous employment pathways (e.g., internships,
- graduate roles).
 Funding and donations.
- First Nations spend targets. • First Nations partnerships and procurement
- Cultural awareness training.

EXTERNAL REPORTING TYPES

Modern Slavery Statement publication

- Ethical business conduct (e.g., anti-bribery, fraud,
- Diversity, equity, and inclusion (DEI). • Modern slavery and human rights.

SUPPLIER STANDARD COVERAGE

- Workplace conditions.
- corruption).
- Environmental sustainability and climate impacts

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains.

Corporate Giving

CORRS CHAMBERS WESTGARTH

Corrs Chambers Westgarth Headcount (FTE): 1,264

Floor Area: 26,842m² Number of Offices: 4 Corrs Chambers Westgarth is Australia's leading independent law firm.

We provide exceptional legal services across the full spectrum of matters, including major transactions, projects and significant disputes, offering strategic advice on our clients' most challenging issues.

With more than 175 years of history and a talented and diverse team of people, we pride ourselves on our clientfocused approach and commitment to excellence. Our fundamental ambition is the success of our clients, and this is reflected in everything we do.

We advise on the most significant global matters and connect with the best lawyers internationally to provide our clients with the right team for every engagement. We are also at the forefront of some of the most high-profile public international law matters in our region, assisting governments and corporations with the resolution of highly complex cross-border disputes.

We are the firm of choice for many of the world's most significant organisations, with our people consistently recognised for providing outstanding client service and delivering exceptional results.



Our Environment

Corrs was one of the first Australian law firms to have a dedicated Responsible Business and ESG legal practice group, comprising internationally respected technical experts who support our clients with the ever-changing sustainability landscape.

Our approach to sustainability encompasses the environmental impact of our operations, inclusivity and equality within our workforce and the broader community, and the governance frameworks that drive accountability, transparency, and ethical conduct. We aim to integrate these considerations into the firm's strategy, ensuring that sustainability is embedded in our decision-making processes and aligns with the firm's long-term business goals.

We continue to develop and consolidate our Sustainability Strategy and formalise our commitment to sustainability by strengthening ESG considerations in our decision making. In addition, we continue to partner with a range of community and industry bodies to help shape and deliver on our sustainability commitments. By taking a holistic approach, we seek to demonstrate how our practices contribute to long-term value for clients, our people and the community, in line with broad trends reshaping the global business environment.



Our People

Our supportive and inclusive culture – built on our values of excellence, collaboration, commitment and respect – sustains our engaged and high performing team. Our values guide how we partner with clients, build engaged teams and attract the best people, helping them realise their potential. We provide exceptional opportunities for challenging and rewarding work as well as personal and professional growth. Our high-quality professional development programs and market-leading benefits equip and reward our people.

Our values, inclusive culture, flexibility and wellbeing programs empower people within the firm by encouraging diverse viewpoints, helping employees balance their work and personal lives, and supporting

their overall wellbeing. These initiatives align with the 2030 sustainable development agenda promoting gender equality, quality education, decent work, good health and wellbeing and reduced inequalities.



Our Governance

Corrs' governance structure aims to uphold our commitment to business integrity and ethical conduct. Corrs' Chief Executive Officer and Audit and Risk Management Committee, supported by the Chief of Risk and Legal Excellence and the Chief Operating Officer, oversee the implementation of our risk management framework, fostering legal and operational excellence and processes to enable ongoing risk identification and mitigation.

We have a cross-functional Sustainability Working Group coordinating the firm's sustainability initiatives. The Head of Responsible Business and ESG, General Counsel and partners responsible for diversity and inclusion and gender equality update the Board annually on their areas of focus and report any material issues to the Board.

Corrs has a comprehensive policy framework to support responsible procurement, including a Contracts Policy, Ethical Sourcing Policy, Supplier Minimum Standards and Modern Slavery Policy. Our procurement process includes assessing and engaging with suppliers on their ability to comply with our Minimum Standards which cover labour rights, modern slavery risks, environmental practices, business integrity and data security.

Corrs has a suite of robust ethics and conflicts policies and protocols to support acting ethically and in accordance with professional conduct rules, including an Ethics and Good Lawyering Policy and a Conflicts Policy. Our dedicated Ethics and Conflicts Partner is responsible for providing guidance on ethical questions and resolution of any actual or potential conflicts that may arise.



Our Community

We have a long history of promoting equality and justice in our society. Our people are committed, and actively encouraged, to support disadvantaged and marginalised individuals and groups, charities and not-for-profit organisations through pro bono legal work, volunteering and workplace giving, all of which form part of our dedicated pro bono and community program.

Our program plays an important role in delivering on our purpose: imagine, inspire and together create a better future and our commitments as a signatory to the United Nations Global Compact. We do this by:

- enhancing access to justice;
- · strengthening civil society; and
- building a sustainable future for all.

Organisations we work with include Justice Connect, Refugee Legal, Very Special Kids, Oxfam Australia and more. In the last financial year, our lawyers performed more than 33,159 hours of pro bono amounting to over 47.4 hours per full-time equivalent lawyer.

We support meaningful reconciliation with the First Nations peoples of Australia by educating our employees, increasing opportunities for First Nations communities to participate in legal education and careers, developing our engagement with the wider Indigenous communities and supporting our suppliers, clients and associates through our sphere of influence.

Environment





Environmental Management









Climate Action



Emissions Inventory	tCO ₂ e	% of total (Market-based)
※ Scope 1 Refrigerants	35	2%
Scope 2 Electricity (Location-based)	1,121	_
Scope 2 Electricity (Market-based)	575	35%
Scope 3 Air Travel	1,032	62%
Scope 3 Car Travel	23	1%
	0	0%
Total (Gross - Location-based) (tCO ₂ e)	2,211	Per Person 1.6
Total (Gross - Market-based) (tCO ₂ e)	1,665	Per Person 1.3
Carbon offsets (tCO ₂ e)	10,057	-
Total Net (Market-based) (tCO ₂ e)	0	Per Person 0

Paper Use, Recycling & Waste 100% 100% 100%

People

Flexible Working

Employer Parental Leave Scheme



Staff Development



Diversity



Employee Wellbeing

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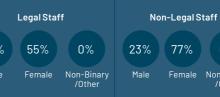
Gender Equality Target

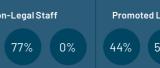
Gender Equality



Parental Leave per care giver Secondary **Partners** 26 67% 33%









56% 0%

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Water conservation or efficiency programs
- Sustainable procurement policy Paper reduction and digital transition policy or initiatives
- Green leasing or collaboration with landlords on
- sustainability
 Biodiversity or nature-positive initiatives (e.g., green walls, native planting, pollinator support)

CLIMATE ACTION INITIATIVES

- Voluntary carbon offsetting
- · Teleconferencing systems and virtual
- meeting practices
- Renewable electricity purchases
- Remote and hybrid work practices
 NABERS Energy rating participation
- Green Star-rated buildings (4-6 star) • Energy-efficient lighting and appliances
- Climate Active certification
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Reporting or tracking of waste volumes and diversion rates
- · Circular economy partnerships or initiatives
- Reusable and recyclable coffee cup programs
- •Office waste segregation (e.g. organics, co-mingled,
- E-waste and office equipment reuse or donation

FLEXIBLE WORKING INITIATIVES

- Childcare support
- Flexibility for disability needs Phased retirement
- Adjusted KPIs after leave
- Career breaks
 Purchased leave
- Sabbaticals • Religious/cultural leave
- Volunteering leave
 Study/professional development leave
- Family and domestic violence leave Parental/fertility-related leave
- Carer's leave
- Unpaid personal leave
- · Remote/hybrid work options • Formal flexible work policy
- Time in lieu (TOIL)
- Part-time arrangements Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Technology training • Substantive law
- Professional skills •Personal development
- Mentoring
 Internally delivered training programs
- Internal policy training
- Coaching
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

- •UN Women Australia Leadership Network • Diverse Women in Law
- Gender Equality Action Plan
- Equal pay controls
- Training Gender awareness unconscious bias
 Sexual harassment gender equality programs / initiatives
- •LSNSW Charter Advancement of Women
- LCA Diversity and Inclusion Charter International Women's Day
- Internal D&I networks or committees
- Host or lead external programs and/or forums
- Gender-sensitive promotion and recruitment • Female advancement, mentoring and coaching
- Equitable briefing pledge (e.g. CommBar/LCA)

Governance

Public Sustainability Reporting



















Sustainable

Procurement













Risk

Management







Code of Conduct





Community

Community Volunteering



Legal Pro Bono

Corporate Giving

First Nations Reconciliation

EXTERNAL REPORTING TYPES

- Standalone ESG or sustainability report
- Modern Slavery Statement publication UN Global Compact
- •Climate Active certification and public disclosure

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights
- corruption)
- Engagement with social enterprise or
- Community and social impact Alignment with UN Global Compact and/or SDGs

- Ethical business conduct (e.g., anti-bribery, fraud,
- Environmental sustainability and climate impacts
- Diversity, equity, and inclusion (DEI)

Indigenous suppliers

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Student tutoring and mentoring
- Paid volunteer time
 Secondments to NFPs

Blood donations

- Community volunteering

CORPORATE GIVING INITIATIVES

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

FIRST NATIONS RECONCILIATION INITIATIVES

-0-

- First Nations roundtables
- First Nations Library
 Partnerships and collaboration for reconciliation
- Funding and donations First Nations spend targets • First Nations partnerships and procurement
- initiatives Volunteering and secondments
- Supply Nation membership
- Scholarships and student mentoring Pro bono legal or business support
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)
- Indigenous partnership programs (e.g., CareerTrackers)
- · Indigenous employment pathways (e.g., internships, graduate roles)
- Cultural awareness training











Davies Collison Cave Headcount (FTE): 228

Floor Area: 3,110m² Number of Offices: 4 Davies Collison Cave (DCC) is a leading intellectual property firm within the QANTM Intellectual Property Group, providing specialist expertise across patents, trade marks, designs, copyright, and IP litigation. With offices across Australia, New Zealand, Singapore, Hong Kong and Malaysia, and connections to global networks, our work supports clients locally and internationally.

Our broader corporate responsibility philosophy is grounded in our values of integrity, collaboration, excellence, and respect. We are committed to creating

positive impact not only through our professional services, but also through the way we operate and engage with our people, communities, and environment.

Our social responsibility priorities include fostering diversity, inclusion, and belonging (DIB) within the firm; delivering structured and sustainable pro bono programs through our Pro Bono Committee; and supporting both local and global community initiatives, such as WIPO partnerships and the Pacific Women's Entrepreneurial Program. We encourage employee involvement

through awareness campaigns and opportunities for direct engagement. Environmentally, we work with landlords and partners to ensure our office buildings and operations align with ESG standards, with a focus on reducing environmental impact and supporting sustainable practices.

Our achievements reflect a consistent commitment to embedding responsibility and accountability into all aspects of our business.



Our Environment

At DCC, we are committed to embedding sustainability into our operations and office practices. Our offices, including our new Newcastle workplace, are located in buildings that embrace sustainable design and operations, while our Melbourne office is proudly carbon neutral.

Across all locations, we have introduced initiatives to reduce waste and promote recycling. We have removed individual desk bins and established centralised waste and recycling stations to encourage responsible disposal. Paper usage is minimised through our "paperless office" approach, supported by secure digital systems and printers that use recyclable paper. Our Newcastle office at I2N is a model for these practices.

We prioritise environmentally responsible purchasing by selecting sustainable suppliers and communitybased service providers where feasible. Everyday consumables, such as hand soap and cleaning products, are environmentally friendly.

While many of our programs have been developed at the office level, our priority is to move from ad hoc practices to a consistent, national environmental model. This will formalise our commitments, provide transparency, and ensure accountability across all offices.



Our People

DCC places strong priority on diversity, equality, inclusion and belonging. DCC has implemented a DIB Strategy and a Gender Equity Action Plan, supported by a Diversity, Inclusion & Belonging Committee and a Gender Equity Committee. Key pillars include promoting fairness, ensuring psychological safety, supporting flexible working and wellbeing, and targeting under-representation in leadership and STEM roles.

Other commitment areas include enhanced parental leave, which was increased to 20 weeks at full pay available to all genders and reduced eligibility periods. The firm promotes flexibility and hybrid work arrangements, anonymous recruitment processes, sponsorship and leadership programs for women, and ongoing training to counter bias and promote respect. All employees on unpaid parental leave receive superannuation in the first 12 months.



Our Governance

QANTM Group (including DCC, FPA and related subsidiaries) was acquired by Fox BidCo Pty Ltd in August 2024, a company majority owned by funds managed and controlled by Adamantem Capital. The Fox HoldCo Board consists of directors from the QANTM Group and Adamantem. The Audit, Risk and Compliance Committee (ARCC) is also a subcommittee of the Fox HoldCo Board and is comprised of Board directors and executives. The Committee considers policies and risk reports prior to approval by the Fox HoldCo Board.

QANTM is currently undertaking a comprehensive Risk Management Framework Uplift and policy review. The outputs from this review are to be tabled for approval by the Fox HoldCo Board and implemented across the Group during FY26.



Our Community

We are formalising our community and pro bono efforts by moving from ad hoc initiatives to a coordinated national program overseen by a Pro Bono Committee. Our focus is to create long-term, sustainable impact while maintaining opportunities for staff to engage in meaningful one-off activities, such as the Wishing Tree appeal supporting an orphanage in South Africa.

Recognising our international scope, we define community as both local and global. We continue to support international initiatives, including through WIPO programs and the Pacific Women's Entrepreneurial Program, while engaging with local organisations that align with our expertise and values.

Internally, we aim to raise awareness of community programs and encourage direct participation, embedding diversity, inclusion and belonging (DIB) in our culture. Participation is promoted and recognised through firmwide communications and reporting.

In addition, we work with landlords and building managers to understand and contribute to the ESG performance of our offices, ensuring that our operations reflect the same commitments we apply to our community programs.

Emissions Inventory

Environmental Management



Scope 1 Refrigerants

Scope 3 Air Travel

Scope 3 Car Travel

Scope 3 Leased Assets

Total (Gross - Location-based) (tCO₂e)

Total (Gross - Market-based) (tCO_e)

Carbon offsets (tCO₂e) Total Net (Market-based) (tCO2e)



Scope 2 Electricity (Location-based)

Scope 2 Electricity (Market-based)













tCO_e

244

261

0

0

246

263

263

Climate Action



Per Person

Per Person

% of total (Market	-based)	
	1%	
	-	
	99%	
	0%	
	0%	
	0%	
Per Person	1.1	

1.2

1.2



People

Flexible Working

Employer Parental Leave Scheme



Staff Development

0

209

Diversity

Employee Wellbeing

Staff Gender Profile

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Gender Equality Gender Equality Target







20

Weeks





Legal Staff 42% 58% 0%

Non-Legal Staff 8% 92% 0%

Promoted Last 12 Months

17% 83%

0%

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Green leasing or collaboration with landlords on sustainability
- Water conservation or efficiency programs • Sustainable procurement policy
- Paper reduction and digital transition policy or initiatives
 Biodiversity or nature-positive initiatives(e.g., green) walls, native planting, pollinator support)
- •Internal environmental policy or management plan

CLIMATE ACTION INITIATIVES

- Voluntary carbon offsetting
- Green Star-rated buildings (4-6 star)
- Energy-efficient lighting and appliances • Teleconferencing systems and virtual
- meeting practices

 Sustainable procurement (e.g., ECO-Buy, green
- purchasing policies)
- Active transport infrastructure (e.g., end-of-trip
- facilities, Ride to Work) • Renewable electricity purchases
- Remote and hybrid work practices • Employee education and awareness training

SUSTAINABLE WASTE INITIATIVES

- Paper reduction and digital transition policy or initiatives
- Internal waste education or behaviour
- change campaigns
- Office waste segregation (e.g. organics, co-mingled, soft plastics)
- Reusable and recyclable coffee cup programs
- E-waste and office equipment reuse or donation
- · Battery and mobile phone recycling (e.g.

FLEXIBLE WORKING INITIATIVES

- Phased retirement Adjusted KPIs after leave
- Sabbaticals
- Career breaks
- Time in lieu (TOIL)
 Flexibility for disability needs
- Childcare support
 Study/professional development leave
- Purchased leave
- Religious/cultural leave

- Volunteering leave
 Family and domestic violence leave
- · Parental/fertility-related leave
- Carer's leave
- Unpaid personal leave • Formal flexible work policy
- · Remote/hybrid work options
- Part-time arrangements Flexible working hours

Community

STAFF DEVELOPMENT INITIATIVES

- Substantive law
- Professional skills Internal policy training
- Mentoring
- Coaching Internally delivered training programs
- Personal development
- Technology training Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Training Gender awareness unconscious bias · Female advancement, mentoring and coaching
- Gender-sensitive promotion and recruitment • Sexual harassment gender equality programs /
- initiatives
 International Women's Day
- Internal D&I networks or committees
- Host or lead external programs and/or forums · Equal pay controls

Governance

Public Sustainability Reporting

















Sustainable

Procurement















Risk

Management









Code of Conduct





Community Volunteering



Legal Pro Bono

Corporate Giving

First Nations Reconciliation

EXTERNAL REPORTING TYPES

Modern Slavery Statement publication

- •WGEA Reporting, In addition, ESG reporting is required as part of Adamantem Capital's responsible investment thesis, and indirect reporting occurs through Adamantem's own reporting on its portfolio
- companies. • WGEA Reporting. In addition, ESG reporting is required as part of Adamantem Capital's responsible investment thesis, and indirect reporting occurs through Adamantem's own reporting on portfolio

SUPPLIER STANDARD COVERAGE

- Engagement with social enterprise or
- digénous suppliers • Modern slavery and human rights

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Student tutoring and mentoring
- CPD for community sector lawyers Blood donations
- Arts support Community volunteering • Paid volunteer time

CORPORATE GIVING INITIATIVES

- Internal appeals and collections
- External charity events and appeals
- Matched funding for employee donations

FIRST NATIONS RECONCILIATION INITIATIVES

- Conscientious purchasing through Supply Nation
- vendors where feasible. • Conscientious purchasing through Supply Nation
- vendors where appropriate.
 Pro bono legal or business support
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)
- Cultural awareness training



FAL LAWYERS

FAL Lawyers Headcount (FTE): 24 Floor Area: 439m²

Number of Offices: 2

Our vision is to forge a unique law firm that is highly valued by our clients, people and community in supporting them to shape the future.



Our Environment

FAL is committed to continuously improving sustainability practices, supporting Australia's environmental sustainability by:

- leasing 4-star NABERS Energy Ratings and 5-star NABERS Water Ratings office buildings. Our office lighting and air conditioning is timed to ensure energy efficiency.
- recycling and composting office waste, via dedicated bins in each office, to minimise waste to
- encouraging virtual meetings, internally and with clients, to reduce the environmental impact of work
- procuring supplies made with recycled content including AS14021:2018 and FSC-certified paper.
- encouraging our lawyers to go paperless a number

of our lawyers have already achieved this.

- ordering catering from Australian businesses that prioritise eco-friendly practices, including participating in carbon-offset initiatives and using plantbased compostable packaging.
- · maintaining membership of Australian Legal Sector Alliance, an industry-led association promoting best practice sustainability commitments and performance across the legal sector. Membership means being held publicly accountable for promoting sustainability outcomes in our firm.



Our People

At FAL Lawyers, we are deeply committed to fostering a people-first culture where our team feels supported, valued, and empowered to thrive both professionally and personally. Our people and culture programs are designed to prioritize wellbeing, diversity, growth, and collaboration, ensuring that every member of our firm has the opportunity to contribute meaningfully and reach their full potential. We are proud to have implemented initiatives that support physical and mental wellbeing, flexible working arrangements, and professional development pathways that are tailored to individual goals.



Our Governance

FAL's lawyers:

- · Are Highly qualified in Commonwealth law and our Canberra based partners each have at least 15 years' legal experience, including working within and to the Commonwealth
- Have outstanding academic credentials, including first class honours degrees, Masters degrees in IP and cybersecurity and university achievement awards and prizes
- · Comply with all professional licensing and regulatory requirements
- Are professionally recognised through law awards (partner Chloe Moorfoot was a finalist for 2023 Lawyers' Weekly SME Partner of the Year), professional rankings (Doyles), Appointment to public service boards (Canberra Managing Partner

Adrian Snooks was appointed to a Treasury governance board)

· Expert in commercial legal transactions (including major projects, technology, defence, communications, procurements, grants, governance and contract management).



Our Community

FAL provides high-quality legal services at no cost to those in our community who need it most. We are particularly passionate about advancing pro bono legal services to young people/young adults to set them up for a brighter future, benefiting the individuals and Australian society as a whole. Over the last 18 months, FAL's pro bono work has included:

- providing free legal advice to people under 25 for Youth Law Australia
- · acting for young people facing significant financial hardship who cannot obtain legal aid, including setting aside an unconscionable loan and assisting with workplace bullying applications
- · assisting to establish charities and not-for-profits, including Forever Four (supporting bereaved young families), Run for Mental Health (promoting positive mental health), Last Home Partners (supporting impecunious aged pensioners) and Two Wishes Foundation (supporting young people experiencing family breakdowns), and
- assisting clients referred from Justice Connect (commercial/IP law matters).







Scope 1 Refrigerants

Scope 3 Air Travel

Scope 3 Car Travel Scope 3 Leased Assets

Carbon offsets (tCO₂e) Total Net (Market-based) (tCO2e)

Total (Gross - Location-based) (tCO₂e) Total (Gross - Market-based) (tCO_e)

Scope 2 Electricity (Location-base

Scope 2 Electricity (Market-base

Emissions Inventory

	tCO ₂ e	% of total (Market-based)
	0	0%
sed)	21	_
ed)	22	73%
	8	27%
	0	1%
	0	0%
	29	Per Person 1.2
	31	Per Person 13

Paper Use, Recycling & Waste 100% 100% 100%

People

Flexible Working

Employer Parental Leave Scheme



0

Staff Development

209

Diversity

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Employee Wellbeing

Gender Equality Target

Gender Equality

FAL Lawyers





ENVIRONMENTAL MANAGEMENT INITIATIVES

- Green leasing or collaboration with landlords on sustainability
- Water conservation or efficiency programs •Staff education or training on environmental
- management
 Sustainable procurement policy
- Paper reduction and digital transition policy or initiatives
 Regular environmental compliance or risk audits
- Biodiversity or nature-positive initiatives (e.g., green walls, native planting, pollinator support)

CLIMATE ACTION INITIATIVES

31

- $\bullet \, \mathsf{Teleconferencing} \, \mathsf{systems} \, \mathsf{and} \, \mathsf{virtual}$ meeting practices
- Remote and hybrid work practices

- •Sustainable procurement (e.g., ECO-Buy, green
- Active transport infrastructure (e.g., end-of-trip) facilities, Ride to Work)

Per Person

1.3

- NABERS Energy rating participation
- Energy-efficient lighting and appliances Employee education and awareness training
- purchasing policies)

SUSTAINABLE WASTE INITIATIVES

- Surplus food donation or redistribution Paper reduction and digital transition policy or
- initiatives
- •Internal waste education or behaviour
- change campaigns
 Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
- · E-waste and office equipment reuse or donation
- · Battery and mobile phone recycling (e.g.

FLEXIBLE WORKING INITIATIVES

- Sabbaticals
- Family and domestic violence leave
- Flexibility for disability needs
- Purchased leave
- Religious/cultural leave Volunteering leave
- ·Study/professional development leave
- Parental/fertility-related leave
- · Carer's leave
- Unpaid personal leave
- Time in lieu (TOIL)
 Formal flexible work policy
- Remote/hybrid work options
- Part-time arrangements
- Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Attending external training or seminars •Coaching
- Internal policy training
- •Internally delivered training programs
- Mentoring
 Personal development
- Professional skills Substantive law
- Technology training

GENDER EQUALITY INITIATIVES

- Women on Boards
- Training Gender awareness unconscious bias
- International Women's DayInternal D&I networks or committees
- Host or lead external programs and/or forums Gender-sensitive promotion and recruitment
- Female advancement, mentoring and coaching
- Equitable briefing pledge (e.g. CommBar/LCA)
- Equal pay controls

Governance

Public Sustainability Reporting

















Sustainable

Procurement















Risk

Management











Code of Conduct





Community

Community Volunteering









Legal Pro Bono



Corporate Giving



First Nations Reconciliation



EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights • Fair competition and consumer protection •Ethical business conduct (e.g., anti-bribery, fraud,
- corruption) Environmental sustainability and climate impacts
- Engagement with social enterprise or Indigenous suppliers
- Diversity, equity, and inclusion (DEI) · Community and social impact

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

Secondments to NFPs

Blood donations

- •Student tutoring and mentoring
- NFP Boards • CPD for community sector lawyers

CORPORATE GIVING INITIATIVES

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

- First Nations spend targets Volunteering and secondments
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)

FIRST NATIONS RECONCILIATION INITIATIVES

· Pro bono legal or business support



FB RICE PO



FB Rice

Headcount (FTE): 195

Floor Area: 2,872m²

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 Environment

FB Rice has for some years measured its environmental footprint. Measurement includes working with our partner, Pangolin Associates, to determine the greenhouse gas (GHG) emissions and other impacts from our business operations, including cooling and heating our offices, business travel and electricity used for our computers. FB Rice has moved to E-files rather than paper-based files which has led to a dramatic reduction in paper usage. FB Rice offsets its carbon footprint.



Our People

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 Governance

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 business 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.



Our Community

FB Rice has an online portal to manage the various staff requests to support local charities received each year. The portal assists with coordinating FB Rice 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 March 2025.





Environment

Environmental Management

Emissions Inventory

Scope 1 Refrigerants

Scope 3 Air Travel

Scope 3 Car Travel Scope 3 Leased Assets



Scope 2 Electricity (Location-based) Scope 2 Electricity (Market-based)















Climate Action



tCO ₂ e	% of total (Market-based)
0	0%
96	_
112	68%
50	31%
1	1%
0	0%
148	Per Person 0.8
164	Per Person 0.9
1,120	-
0	Per Person 0



△ People Flexible Working

Employer Parental Leave Scheme

0

Flexible Working Policy



Staff Development

0



Diversity





Staff Gender Profile

Employee Wellbeing

Gender Equality Gender Equality Target





	tal Leave are giver
Primary	Secondary
26	26











0%

ENVIRONMENTAL MANAGEMENT INITIATIVES

Total (Gross - Location-based) (tCO₂e) Total (Gross - Market-based) (tCO_e)

• Sustainable procurement policy
• Staff education or training on environmental

 $^{\textcircled{\$}}$ Carbon offsets (tCO₂e) Total Net (Market-based) (tCO2e)

- management
- Regular environmental compliance or risk audits •Internal environmental policy or management plan •Green leasing or collaboration with landlords on
- sustainahility
- Full Carbon Offsetting
- Paper reduction and digital transition policy or initiatives

CLIMATE ACTION INITIATIVES

- Teleconferencing systems and virtual
- meeting practices • Remote and hybrid work practices
- Voluntary carbon offsetting
- Green Star-rated buildings (4-6 star)
 Energy-efficient lighting and appliances

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs
- E-waste and office equipment reuse or donation • Office waste segregation (e.g. organics, co-mingled,
- Paper reduction and digital transition policy or

FLEXIBLE WORKING INITIATIVES

Weeks

- Career breaks
- Flexibility for disability needs
- Adjusted KPIs after leave
- Phased retirement
- Sahhaticals
- Purchased leave
- Religious/cultural leave
- Volunteering leave •Study/professional development leave
- Family and domestic violence leave •Parental/fertility-related leave
- Carer's leave
- Unpaid personal leave Time in lieu (TOIL)
- Formal flexible work policy
- Remote/hybrid work options
- Part-time arrangements

Community

Community Volunteering

• Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Technology training Substantive law
- Professional skills
- •Personal development
- Mentoring
 Internally delivered training programs
- •Internal policy training
- •Attending external training or seminars Coaching

GENDER EQUALITY INITIATIVES

- Sexual harassment gender equality programs / initiatives
- Equal pay controls
- Diversity Council of Australia major sponsor showcasing gender diversity experiences
 • Women on Boards
- •Internal D&I networks or committees
- Gender-sensitive promotion and recruitment
- Training Gender awareness unconscious bias Female advancement, mentoring and coaching
- Host or lead external programs and/or forums Employer of Choice for Gender Equality
- •International Women's Day

■ Governance

Public Sustainability Reporting

















Sustainable

Procurement













Risk

Management











Code of Conduct



Paid volunteer time

Legal Pro Bono



Corporate Giving

First Nations Reconciliation

-0-

Reflect

EXTERNAL REPORTING TYPES

- Standalone ESG or sustainability report • Modern Slavery Statement publication

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights
- Ethical business conduct (e.g., anti-bribery, fraud, corruption)
- Fair competition and consumer protection Environmental sustainability and climate impacts • Engagement with social enterprise or
- Indigenous suppliers
 •Community and social impact
- Diversity, equity, and inclusion (DEI) Alignment with UN Global Compact and/or SDGs

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

CORPORATE GIVING INITIATIVES

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

FIRST NATIONS RECONCILIATION INITIATIVES

- Funding and donations
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)
- Cultural awareness training
 Reconciliation Action Plan (RAP)



FPA Patent Attorneys Headcount (FTE): 78 Floor Area: 817m²

Number of Offices: 2

FPA Patent Attorneys (FPA) is an independent, top-tier, Australian based, private incorporated registered attorney firm wholly owned by QANTM Intellectual Property Limited. With over 75 staff in Melbourne and Sydney, our primary focus is on two areas of Intellectual Property - Patents and Designs. We are the only Intellectual Property firm in Australia

with this degree of specialisation. Our clients truly value the deep expertise that our attorneys are known for. In all that we do, our values of excellence, collaboration, care and trust underpin our work with our clients and with each



Our Environment

Our focus this year has been on developing our climate change framework. This includes a Boundary Setting Policy and completing our first year of scope 1 and 2 emissions measurement. We are now working on a decarbonisation plan, and our first year of scope 3 measurement. Our climate risk and opportunity assessment and scenario analysis are being finalised. We are committed to establishing our emissions targets and developing our Net Zero climate change strategy. QANTM has offered a novated leasing benefit, specifically relating to EV and PHEV vehicles to encourage sustainability. Melbourne Office has a 6-star Green Star rating and a 6-star NABERS Indoor Environment rating. Both offices have a 5-star NABERS Energy rating. We continue to work closely with our people and building management teams to

implement recycling initiatives and to monitor and measure our waste management. Our Green Team has again been active in promoting awareness of sustainability initiatives, most importantly with encouraging the uptake of the use of keep cups across the firm, currently at 70%. Our laptop refresh program included a staff buy-back plan and we donated 27 laptops to support three community organisations. The result being all laptops responsibly repurposed with zero landfill impact.



Our People

At FPA we are focused on building a diverse, inclusive, and flexible workforce where all employees can thrive and contribute to our success.

Our people and culture programs cover Diversity & Inclusion, Gender Equity, employee development, flexible work, and wellbeing. We have clear actions and targets to improve workforce diversity and gender balance, supported by initiatives such as our Diversity & Inclusion Committee and efforts to remove systemic barriers.

We invest significantly in professional development through training programs like the Great Managers Academy, coaching, retreats, lunch and learns, and continuous learning to build leadership capability and support the ongoing growth and development of all employees across the firm.

Employee wellbeing is a priority, with initiatives including mental health first aid training, wellbeing leave, parental leave coaching, and a robust Work Health & Safety (WHS) program led by an active WHS Committee, building further a safety culture.

Our hybrid and flexible work model supports autonomy and balance, reinforced by wellbeing allowances, flexible leave, and innovative work arrangements. Together, these initiatives underpin our value of care and reflect our commitment to a collaborative, inclusive and supportive workplace.



Our Governance

Our monthly Board and Governance reporting covering Risk and Work Health & Safety (WHS) and People. This year the focus has been on reviewing the risk management framework and associated policies. The WHS Committee continues to meet monthly and engaged a third party to conduct an external WHS audit. The report was positive overall and focussed on 3 key areas, which are now being actioned. We commenced the year with two Retreats; Attorney and Leadership team and Business Services team. The highlight was the inaugural one firm Retreat where we all participated in a strategy session and spent time together as one firm, including our Melbourne, Singapore and Sydney offices. Another area of

focus has been strengthening our cyber security posture which included initial baseline measurement followed by the introduction of monthly cyber security training compliance modules. We have also launched a compliance training initiative as part of a risk management program, where each staff member is required to complete a full suite of 6 training modules comprising Employee Workplace Behaviour, WHS, Al Use, Modern Slavery, Working Together and Right to Disconnect.



Our Community

At FPA we are proud to support and celebrate the diverse and meaningful ways our team contribute to the broader community. Recent feedback from our staff shows active involvement across a wide range of initiatives, including cultural groups, charities, non-profits, sustainability and environmental groups, sports and recreational clubs, and educational institutions.

Our employees have taken on leadership roles such as board membership, committees, organising community garden projects, and supporting food banks in South Yarra. Others volunteer with organisations like PBS Radio, the MS Society's Mega Swims, Mullum Mullum Indigenous Gathering Place, and local clubs such as the Bullengarook Adult Riding Club as well as assisting Traditional Owner Groups with work environmental groups including

tree-planting and other initiatives to help offset carbon emissions. Additional contributions include church services, bushwalking leadership, and school fundraising.

Of the employees that have volunteered, 62% have dedicated over 40 hours in the past financial year alone, demonstrating a deep, ongoing commitment to service. Their efforts reflect a workplace culture that encourages community-minded values and supports meaningful contributions beyond the office.



Environmental Management





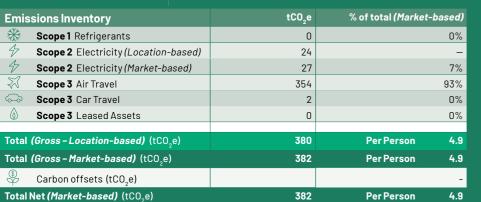






Climate Action





Paper Use, Recycling & Waste 50%

△ People

Flexible Working

Employer Parental Leave Scheme 0



Flexible Working Policy



Staff Development

0

209

Diversity

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Staff Gender Profile

Corporate Giving

Employee Wellbeing

Gender Equality





20













60% 0% Non-Binary /Other

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Internal environmental policy or management plan
 Staff education or training on environmental management
- Paper reduction and digital transition policy or initiatives

CLIMATE ACTION INITIATIVES

- NABERS Energy rating participation
- · Energy-efficient lighting and appliances
- Remote and hybrid work practices • Employee education and awareness training
- Teleconferencing systems and virtual meeting practices
- Green Star-rated buildings (4-6 star)

SUSTAINABLE WASTE INITIATIVES

- Reporting or tracking of waste volumes and diversion rates
- Reusable and recyclable coffee cup programs Paper reduction and digital transition policy or
- initiatives
- Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
- •Internal waste education or behaviour
- change campaigns
 E-waste and office equipment reuse or donation
- Battery and mobile phone recycling (e.g. Mobile Muster)

FLEXIBLE WORKING INITIATIVES

- Flexibility for disability needs Adjusted KPIs after leave
- Phased retirement
- •Sabbaticals
- Career breaks
- Purchased leave • Religious/cultural leave
- Volunteering leave
- Study/professional development leave
- •Parental/fertility-related leave • Family and domestic violence leave • Carer's leave
- Unpaid personal leaveTime in lieu (TOIL)
- Formal flexible work policy
- Remote/hybrid work options

Community

 Part-time arrangements • Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- •Financial literacy, Clear writing, Presentation skills, Cyber security, Business development, IPTA course (IP), Management training and EA training.
- Technology training
- Substantive law Professional skills
- Personal development
- •Mentoring •Internally delivered training programs
- Internal policy training
- Attending external training or seminars

initiatives

Equal pay controls

- •Internal D&I networks or committees • Gender-sensitive promotion and recruitment • Training - Gender awareness unconscious bias
- •Female advancement, mentoring and coaching

• Sexual harassment gender equality programs /

• International Women's Day

GENDER EQUALITY INITIATIVES

■ Governance

Public Sustainability Reporting

Promotion of AusLSA Reporting



















Sustainable

Procurement











Risk

Management











Code of Conduct





COMMUNITY VOLUNTEERING INITIATIVES

Community Volunteering

- •NFP Boards
- Blood donations Community volunteering
- Paid volunteer time

Legal Pro Bono

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

First Nations Reconciliation



EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

MODERN SLAVERY RISK ASSESSMENT

No, we have not assessed the modern slavery risks in our operations and supply chains

CORPORATE GIVING INITIATIVES

- Charitable foundation
- External charity events and appeals

FIRST NATIONS RECONCILIATION INITIATIVES

- Volunteering and secondments
- Funding and donations • Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week) Cultural awareness training

gadens

Gadens

Headcount (FTE): 694

Floor Area: 13,505m² Number of Offices: 5 Gadens is a leading independent
Australian law firm with offices in
Adelaide, Brisbane, Melbourne, Canberra
and Sydney. Our vision is to be widely
regarded as a leading Independent
Australian law firm by helping people
succeed in a complex world. Our
values drive our behaviours, which
are at the heart of our culture. We
are committed to being an inclusive
workplace, championing diversity and
equality. We strive to create a culture
where the principles of sustainability
and corporate social responsibility

are embraced and lived by our people every day, leaving a lasting impact in the communities in which we live and work. Allowing our staff to give back, and participate in projects that have real impact, is a continuing priority. This extends to fostering sustainable communities, minimising our impact on the environment and continually trying to minimise our environmental footprint.



Our Environment

Sustainability and Social Impact is one of the Firm's five key strategic pillars. Part of this strategy has been informed by the adoption of seven of the United Nations Sustainable Development Goals framework. Gadens is certified as carbon neutral by Climate Active for both our business operations and services, and we have pledged to reach NetZero by 2030. In our efforts to minimise our impact on the environment and take ownership of our environmental footprint, we are continuously looking for ways to maximise the efficient use of energy, water and other resources, and minimise pollution and waste. Gadens is committed to continuing to measure and manage our environmental impact, assessing our suppliers

and reviewing our procurement practices, ensuring shared values with our clients, and continuing to work with our clients and the legal profession to promote and support responsible business.



Our People

Gadens continues to be a recognised employer of choice. We recognise the importance of our staff being able to work flexibly, and we have a number of policies and initiatives in place to support this approach. We continue to have a market-leading parental leave policy, one that does not distinguish between the primary and secondary caregiver. As a firm, we continue to partner with CareerTrackers to provide first nations law students with the opportunity to undertake paid internships during their law degree. Our inclusion and diversity work aims to create a safe and inclusive workplace, one that contributes to our staff leading healthy and balance lifestyles. We have a strong focus on learning and development, and our framework has been

designed to deliver focused, career-long learning and development to improve skills at all levels and support career progression. Finally, we strive to maintain a culture of sustainability and sound corporate social responsibility. We do this by assisting the communities in which we live and work, enhancing access to the legal system thereby providing access to justice.



Our Governance

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 Governance and Ethics, Workplace Health and Safety (WHS), Quality, Sustainability, Procurement, and Business Continuity. Our Boards and Executive Management Teams operate within the above governance framework and are accountable for their respective areas of responsibility. Equity and other partner meetings are held as required.



Our Community

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 in its 11th year of being a signatory to the Australian Pro Bono Centre's National Pro Bono Target, which encourages lawyers to subscribe to a voluntary target of 35 hours of pro bono work per annum. Gadens is committed to exceeding this target across the firm. Gadens priorities the provision of pro bono legal services to First Nations Australians, refugees and asylum seekers, people

experiencing domestic and family violence and people living with disability. In undertaking this work, Gadens partners with community legal centres such as Arts Law Centre of Australia, Asylum Seeker Resource Centre, Eastern Community Legal Centre, Fitzroy Legal Service, Immigration Advice and Rights Centre, Queensland Advocacy for Inclusion, Redfern Legal Centre and Women's Legal Service Victoria.

Partners

38%

n%

62%

Gadens

Promoted Last 12 Months

47%

0%





Emissions Inventory

Scope 1 Refrigerants

Scope 3 Air Travel

Scope 3 Car Travel Scope 3 Leased Assets

Carbon offsets (tCO₂e) Total Net (Market-based) (tCO₂e)

Total (Gross - Location-based) (tCO₂e) Total (Gross - Market-based) (tCO_e)



Scope 2 Electricity (Location-based)

Scope 2 Electricity (Market-based)











Climate Action



% of total (Market-hased)

Daseu	/6 OI total (Tlarket-	10026
2%		14
_		557
48%		317
47%		311
2%		15
0%		0
1.3	Per Person	897
0.9	Per Person	657
-		2,272
0	Per Person	0



People Flexible Working **Employee Wellbeing Staff Development Diversity Gender Equality** Employer Parental Leave Scheme Flexible Working Policy Gender Equality 202 \bigcirc 0 **Parental Leave Staff Gender Profile** per care giver

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Climate Active Certification
- Regular environmental compliance or risk audits
- Internal environmental policy or management plan
 Green leasing or collaboration with landlords on
- sustainability
 CitySwitch member
- Paper reduction and digital transition policy or initiatives

CLIMATE ACTION INITIATIVES

- Remote and hybrid work practices
- Energy auditing

- · Climate Active certification
- Air travel policy
- Participation in national reporting schemes
- · Teleconferencing systems and virtual meeting practices

- Voluntary carbon offsetting
- Renewable electricity purchases
- Energy-efficient lighting and appliances Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)
- NABERS Energy rating participation

- Green Star-rated buildings (4-6 star)

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs Reporting or tracking of waste volumes and
- diversion rates
- Paper reduction and digital transition policy or
- initiatives
- Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
- •Internal waste education or behaviour
- change campaigns
 E-waste and office equipment reuse or donation
- Battery and mobile phone recycling (e.g. Mobile Muster)

FLEXIBLE WORKING INITIATIVES

· Flexibility for disability needs Phased retirement

30

- Volunteering leave
- Career breaks
- Adjusted KPIs after leave
- •Sabbaticals Purchased leave
- ·Study/professional development leave

Secondary

30

Weeks

- Family and domestic violence leave Parental/fertility-related leave
- Unpaid personal leave Carer's leave
- •Time in lieu (TOII)
- Formal flexible work policy
- · Remote/hybrid work options • Part-time arrangements Flexible working hours

Community

STAFF DEVELOPMENT INITIATIVES

Legal Staff

64%

- Internal policy training Technology training
- Personal development
- •Substantive law

35%

- Attending external training or seminars Internally delivered training programs
- Professional skills
- Mentoring
- Coaching

GENDER EQUALITY INITIATIVES

1%

Non-Legal Staff

67%

32%

- •LCA Diversity and Inclusion Charter
- Sexual harassment gender equality programs / initiatives

53%

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

□ Governance

Public Sustainability Reporting

of AusLSA Reporting





















Sustainable

Procurement













Risk

Management







Code of Conduct





Community Volunteering



Legal Pro Bono



Corporate Giving First Nations Reconciliation

-0-

•Indigenous Business Month

CareerTrackers)



Innovate

EXTERNAL REPORTING TYPES • Website disclosure of ESG strategy, targets, and

• Climate Active certification and public disclosure

performance
• Standalone ESG or sustainability report Modern Slavery Statement publication

SUPPLIER STANDARD COVERAGE

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Paid volunteer time
- Skilled volunteering program Arts support
- Secondments to NFPs Organised staff volunteering
- •NFP Boards Community volunteering
- CPD for community sector lawyers Blood donations

CORPORATE GIVING INITIATIVES

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

• Funding and donations Partnerships and collaboration for reconciliation

- Volunteering and secondments Pro bono legal or business support
 - First Nations partnerships and procurement initiatives

• Indigenous partnership programs (e.g.,

 Scholarships and student mentoring •Indigenous employment pathways (e.g., internships,

FIRST NATIONS RECONCILIATION INITIATIVES

- graduate roles) Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week) Cultural awareness training
- Reconciliation Action Plan (RAP)

142

Gilchrist Connell

Gilchrist Connell
Headcount (FTE): 303

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 insureds across all classes of general insurance. We also provide employment, WHS, corporate and commercial advice, and front-end solutions to businesses, including the insurance sector, at all stages of their life cycle.

Recognised for our insurance sector expertise by leading directories such as Chambers & Partners and Legal500, 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-today 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 Environment

We are committed to managing and reducing our impact on the environment. Gilchrist Connell's Environmental Management System includes clear measurable goals as the firm's progresses on its journey toward net zero. Consistent with law firms throughout Australia, we have identified that our greatest impact on greenhouse gas emission is through electricity use and business flights/ transport. We are implementing measures to reduce these impacts. We have remodelled our policy as to what is necessary travel and have seen the firm's use of Uber green increase by 24% over the last 12 months. We have transitioned to green energy providers and engage with building management on sustainability initiatives wherever possible. We incorporate a number of 'business as usual' environmentally

responsible practices across our offices including appropriate recycling of all paper, co-mingles and e-waste, use of recycled paper, defaulting to a paper-less document management system, and investing in energy efficient technologies.

Our Pro Bono practice has been providing background advocacy support for a climate-based charity providing reviews on just transition for Australian workers and research on climate refugees.



Our People

We are driven by achieving our strategic ambitions and business objectives through a culture of inclusion and innovation. We deliver a high-performing, values-led workplace that provides professionally rewarding career opportunities, genuine work-life balance, and an authentic, inclusive, and safe working environment. Our Inclusion Committee champions our efforts through education, activities, and ongoing policy reviews. Our comprehensive wellbeing program, available to both employees and their families, supports individuals through various life circumstances and helps maintain physical, mental, and financial fitness. We get personal when it comes to career development and support our people to set goals and pursue continuous learning with access to just in time learning modules, live webinars, external and post graduate learning programs and individual mentoring and coaching. We encourage giving back

through pro bono work, volunteering, and impactful community giving. Recognised for six consecutive years by Australasian Lawyer as a 5 Star Employer of Choice, we are proud to also be a certified Great Place to Work and Family Friendly workplace and certified by WGEA as an Employer of Choice for Gender Equality. We remain committed to continuously improving all our people programs, ensuring a supportive and inclusive environment for everyone.



Our Governance

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 Management 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. The firm is ISO 27001 certified, an internationally recognised standard ensuring effective and ongoing best practice in securing our information systems. This certification continues Gilchrist Connell's track record 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 Elite as

a first in Australia to move to their Elite 3E Cloud practice management system. We've deployed generative Al tools thoughtfully and purposefully, with clear guidelines ensuring human oversight and accuracy at every stage. 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.



Our Community

Pro Bono Principal Jilly Field leads our pro bono practice which is aimed at addressing unmet legal needs and supporting front line Community Legal Centres while respecting the tension inherent in corporate response to unfairness. Our Pro Bono Strategy is based in Care Ethics, literacy in systemic injustice and developing realistic responses to complex social issues. Our pro bono team provides thought leadership to the sector on issues such as the future of pro bono and the complexities of claiming social impact.

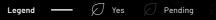
In FY25 we exceeded the Australian Pro Bono Target with an average of 39.4 hours per lawyer with a 62% participation rate. Our lawyers have prepared 3,344 hours of legal research and writing on social justice issues for front line lawyers. Topics included the rights of the child of incarcerated parents, non-

payment of child support as economic abuse and the rights of trans communities.

Our lawyers volunteer at the Mental Health Legal Centre, Baptist Care Homeless Clinic, and Western Sydney Employment Clinic. Our Pro Bono lawyers assist Community Legal Centre's on secondment across Pilbara, Southwest and Goldfields in Western Australia providing assistance in family law, domestic violence and criminal injuries matters.







Environment **Environmental Management** (((()))











Climate Action



Emissions Inventory	tCO ₂ e	% of total (Market-b	pased)
Scope 1 Refrigerants	0		0%
Scope 2 Electricity (Location-based)	396		_
Scope 2 Electricity (Market-based)	76		31%
	166		67%
Scope 3 Car Travel	6		1%
Scope 3 Leased Assets	0		0%
Total (Gross - Location-based) (tCO ₂ e)	567	Per Person	1.9
Total (Gross - Market-based) (tCO ₂ e)	248	Per Person	0.8
$^{\textcircled{\$}}$ Carbon offsets (tCO $_{2}$ e)			-
Total Net (Market-based) (tCO ₂ e)	248	Per Person	0.8

100% 60%

Paper Use, Recycling & Waste

People Flexible Working Employer Parental Leave Scheme





Flexible Working Policy

Legal Staff 35% 65% 0%

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Staff Gender Profile

Employee Wellbeing



Gender Equality Target

Gender Equality

Parental Leave per care giver Secondary



Staff Development

0

Diversity

209

Non-Legal Staff 93% 0%

Promoted Last 12 Months

27% 73% 0% Non-Binary /Other

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Sustainable procurement policy
 Paper reduction and digital transition policy or initiatives • Green leasing or collaboration with landlords on
- sustainability Environmental Management System (EMS)
- CitySwitch member

CLIMATE ACTION INITIATIVES

- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)
- •Energy auditing •Teleconferencing systems and virtual
- meeting practices

 Sustainable procurement (e.g., ECO-Buy, green
- purchasing policies)
 Remote and hybrid work practices

- Renewable electricity purchases Green Star-rated buildings (4-6 star)
- Energy-efficient lighting and appliances Air travel policy

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs Paper reduction and digital transition policy or
- initiatives
- •Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
 •Internal waste education or behaviour
- change campaigns
 E-waste and office equipment reuse or donation
- Battery and mobile phone recycling (e.g.

Mobile Muster)

FLEXIBLE WORKING INITIATIVES

8

Weeks

- Flexibility for disability needs
- Adjusted KPIs after leave Phased retirement
- Career breaks Sabbaticals
- Purchased leave
- Religious/cultural leave
- Volunteering leave
- Study/professional development leave
 Family and domestic violence leave
- •Parental/fertility-related leave
- Carer's leave
- Unpaid personal leave Time in lieu (TOIL)
- Formal flexible work policy
- Remote/hybrid work options

Community

- Part-time arrangements
- Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Technology training Substantive law
- Professional skills
- •Personal development
- •Internally delivered training programs Mentoring
- Internal policy training
- Coaching • Attending external training or seminars

GENDER EQUALITY INITIATIVES

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

■ Governance

Public Sustainability Reporting



















Sustainable

Procurement











Risk

Management











Code of Conduct





Community Volunteering



Legal Pro Bono

Corporate Giving

First Nations Reconciliation



EXTERNAL REPORTING TYPES

•City Switch

146

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights
- Ethical business conduct (e.g., anti-bribery, fraud, corruption) • Environmental sustainability and climate impacts
- Engagement with social enterprise or
- Indigenous suppliers Diversity, equity, and inclusion (DEI)
 Community and social impact

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- •Secondments to NFPs
- Paid volunteer time Organised staff volunteering
- •NFP Boards
- CPD for community sector lawyers · Blood donations

CORPORATE GIVING INITIATIVES

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

• Funding and donations

Volunteering and secondments

• Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)

FIRST NATIONS RECONCILIATION INITIATIVES

• Cultural awareness training

Pro bono legal or business support



Hall & Wilcox Headcount (FTE): 1,027

Floor Area: 10,923m² Number of Offices: 8 We are a leading independent Australian law firm, 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. Smarter Law includes enabling

technology, challenging business models, innovative pricing and creative resourcing. We work with clients across sectors who lead, challenge and reshape their own industries. We build strong and enduring client relationships. Clients tell us they value our commerciality, our responsive and personal service and our interest in their business and industry. We have a long-established international team with the expertise and experience to support our large number of existing international clients and Australian clients operating in the global economy.



Our Environment

We are passionate about doing the right thing. In our decision-making we consider what is right for our planet and seek to minimise our environmental footprint. We are a signatory of the UN Global Compact and we are committed to implementing, and advising clients on implementing, the 10 UN Global Compact principles. This includes taking a precautionary approach to environmental challenges, undertaking a variety of initiatives to promote greater environmental responsibility and adopting environmentally friendly technologies in our offices.



Our People

Inclusion is not an initiative at Hall & Wilcox - it is embedded in who we are. As one of Australia's leading independent law firms, with more than 150 partners and 1200+ people nationally, we combine scale and capability with a culture that genuinely values care, agility and collaboration.

Our commitment to diversity, equity and inclusion is deliberate and long-standing. We believe diversity leads to better outcomes – for our clients, our people and the legal profession. That belief shapes how we attract, recruit, retain and support women to progress across all levels of the firm.

We are driving meaningful change and our advocacy extends beyond the firm – through policy adoption, public partnerships and support. These actions are a part of our broader Better Together strategy, which spans gender equality, cultural diversity, accessibility, LGBTQIA+ inclusion, First Nations engagement and mental wellbeing across the legal profession, business and community.



Our Governance

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 Board Risk Subcommittee.

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 Director - Technology, 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 director/manager. Each policy will be overseen by either the Board or the ELT, in conjunction with the relevant firm committee (if applicable), depending on the subject matter of the policy.



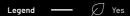
Our Community

We support our community in various ways, including through our Community Fund and volunteering opportunities.

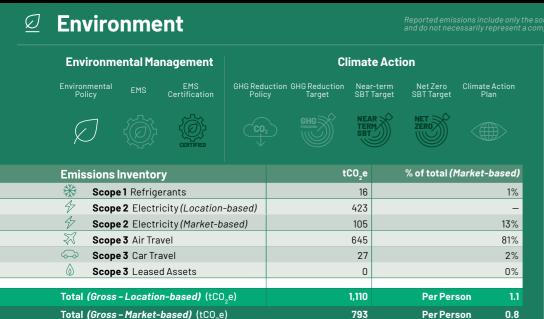
The Hall & Wilcox Community Fund was launched in September 2023 to deliver philanthropic support to our community. The Fund's goal is to improve human rights outcomes in the areas of housing, employment and education. The Hall & Wilcox Community Fund's overall program complements our existing pro bono practice and community work. It will achieve its goal by:

- matching workplace giving donations
- allocating a donation budget to our community committees to support local campaigns
- providing substantial grants to three main charity partners each financial year.

We support our people in giving back to our local communities through volunteering, which is part of our Pro Bono & Community practice. Opportunities to volunteer are available within longstanding programs, such as mentoring high school students from low socio-economic backgrounds, and new initiatives such as Graduate Volunteer Community Days. Since launching the Hall & Wilcox Community Fund, we have established Community Committees in each of our offices who provide local volunteering opportunities for our people. Many of our people give their time to better enable our communities to thrive and find it to be extremely rewarding.







Paper Use, Recycling & Waste 88% 100%



ENVIRONMENTAL MANAGEMENT INITIATIVES

- Green leasing or collaboration with landlords on sustainability
- •Internal environmental policy or management plan
- Paper reduction and digital transition policy or initiatives ·Staff education or training on environmental
- management Sustainable procurement policy

Carbon offsets (tCO_e)

Total Net (Market-based) (tCO2e)

CLIMATE ACTION INITIATIVES

Voluntary carbon offsetting

793

- · Teleconferencing systems and virtual
- meeting practices • Sustainable procurement (e.g., ECO-Buy, green
- purchasing policies)
 Supplier emissions engagement

Per Person

- Renewable electricity purchases
 Remote and hybrid work practices
- Green Star-rated buildings (4-6 star)
- Energy-efficient lighting and appliances
- Energy auditing Employee education and awareness training
- Air travel policy
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Circular economy partnerships or initiatives Battery and mobile phone recycling (e.g.
- Mobile Muster)
- Participation in community clean-up events (e.g.
- Clean Up Australia Day)

 Reusable and recyclable coffee cup programs
- Reporting or tracking of waste volumes and
- diversion rates Paper reduction and digital transition policy or
- initiatives
- Office waste segregation (e.g. organics, co-mingled, soft plastics)
- Internal waste education or behaviour.
- change campaigns
 •E-waste and office equipment reuse or donation

FLEXIBLE WORKING INITIATIVES

- Time in lieu (TOIL)
- · Flexibility for disability needs
- Phased retirement •Sabbaticals
- Career breaks
- Purchased leave
- Religious/cultural leave
- •Study/professional development leave
- Family and domestic violence leave Parental/fertility-related leave
- Carer's leave Unpaid personal leave
- Formal flexible work policy
- Remote/hybrid work options Part-time arrangements

Community

• Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Substantive law
- Technology training Personal development
- Professional skills
- Mentoring
- •Internally delivered training programs
- •Internal policy training •Attending external training or seminars
- Coaching
- •International Women's Day
 - •Internal D&I networks or committees
 - Female advancement, mentoring and coaching

GENDER EQUALITY INITIATIVES

• LCA Diversity and Inclusion Charter

• Equitable briefing pledge (e.g. CommBar/LCA)

· Host or lead external programs and/or forums

Gender-sensitive promotion and recruitment

• Training - Gender awareness unconscious bias

Sexual harassment gender equality programs /

·LSNSW Charter - Advancement of Women

initiatives

Equal pay controls Diversity Council of Australia major sponsor showcasing gender diversity experiences Employer of Choice for Gender Equality

Governance

Public Sustainability Reporting

















Sustainable

Procurement















Risk

Management









Code of Conduct





Community Volunteering







Legal Pro Bono

Corporate Giving

First Nations Reconciliation

-0-



Innovate

EXTERNAL REPORTING TYPES

- Modern Slavery Statement publication
- Website disclosure of ESG strategy, targets, and performance
 • UN Global Compact

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights
- Ethical business conduct (e.g., anti-bribery, fraud, corruption)
- · Fair competition and consumer protection Environmental sustainability and climate impacts
- Engagement with social enterprise or
- Indigenous suppliers • Diversity, equity, and inclusion (DEI)
- •Alignment with UN Global Compact and/or SDGs Community and social impact

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

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

CORPORATE GIVING INITIATIVES

- Firm donation program

Charitable foundation

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

- Volunteering and secondments
- Scholarships and student mentoring
- Reconciliation Action Plan (RAP) Pro bono legal or business support
- Partnerships and collaboration for reconciliation • Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week) •Indigenous partnership programs (e.g.
- CareerTrackers) •Indigenous employment pathways (e.g., internships,
- graduate roles) Funding and donations
- Cultural awareness training First Nations partnerships and procurement









Hicksons

Headcount (FTE): 300

Floor Area: 3,400m²

Number of Offices: 2

Hicksons Lawyers is a commercial law firm who assists government, organisations and individuals throughout Australia and Asia to create sustainable value by delivering legal and commercial advice, services and solutions. Our breadth of expertise is reflected in our diverse practice groups and complemented by our industry and sector focus. We work across geographies with smart technology to keep connected to our clients.

Our FY25 dashboard captures the environmental impact of operations across our Sydney and Newcastle offices. Looking ahead to FY26, we are

experiencing growth with our integration with Hunt & Hunt and our strategic alliance with Holman Webb. These partnerships will expand our presence to six locations throughout NSW, and will allow us to enhance our sustainability initiatives. Our vision is to be known for our exceptional people, rich culture, uncompromising legal expertise and passion to grow stronger by delivering innovative solutions and service to our clients and to our community. With over 70 years in practice, we are visionary thought leaders who have harnessed our history and experience, emerging as a market leading advisory business.

Our legal and business advisory services span 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 services the community through its offering of probono services, student sponsorships, traineeships and commitment to sustainable business practices.



Our Environment

Hicksons Lawyers proudly maintains office spaces at One International Towers in Barangaroo and Darby Plaza in Newcastle.

The Barangaroo precinct, including Tower One, boasts numerous prestigious certifications and ratings.
These include Climate Active, WELL International,
Active Score Gold NABERS, and Green Star. The building is also recognized for its waste management and recycling programs, with comprehensive reporting and Australian Government Carbon
Neutral Certification. Tower One is equipped with cutting-edge smart building infrastructure, featuring occupancy and environmental sensors.

Darby Plaza, a newly constructed smart building operational since June 2022, is actively developing its greenhouse gas emissions policy and carbon offset strategies. It currently implements water

recycling and power reduction initiatives for nonessential equipment, with plans to transition to 100% green power.

Both office locations are committed to sustainability, participating in annual NABERS reporting through the NSW Department of Planning, Industry and Environment. The Sydney office has achieved an impressive 6/6 rating and is ranked 6 out of 39 tenants for the lowest energy intensity in Tower One. Both offices are equipped with advanced lighting and movement sensors, as well as timed air conditioning systems, reflecting our dedication to energy efficiency and environmental stewardship.



Our People

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 in regular forums, participating in business updates and internal committees.

Performance and recognition are supported by policies, systems and practices to enable 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 to ensure people are supported to be their best. The detail of these programs are transparent and readily accessible.



Our Governance

Hickson's governance structure is the cornerstone of its business model, deeply rooted in the firm's culture and values. Our model emphasizes four strategic pillars: client development, attracting and retaining top talent, delivering exceptional services and solutions, and achieving operational excellence. To realise our strategic goals and vision, we implement a variety of programs and initiatives aligned with these pillars. Hickson is dedicated to continuous improvement and the creation of sustainable value. The firm is guided by a Board of Directors and supported by the Managing Partner and Chief Operating Officer. Additionally, several boardappointed committees, including those for Risk and Compliance, Remuneration, and Finance, play crucial roles in ensuring our success.



Our Community

Hicksons Lawyers is dedicated to advancing its CSR strategy, through a range of initiatives aimed at making a positive impact to the community and the legal industry. Our key efforts include:

- Providing pro-bono legal services and expert guidance to community legal centers and environmental crisis organizations.
- Offering sponsorships to students from disadvantaged backgrounds.
- Partnering with institutions such as Western Sydney University, Neuroscience Research Australia, and the NSW Government to deliver traineeship programs.
- Supporting Indigenous students through sponsorships and career opportunities provided by CareerTrackers and the Nanga Mai Awards.
- · Endorsing the NSW Premier's Hicksons Lawyers

Health, Education, and Wellbeing Scholarship.

- Committing to the NSW Police Legacy and sponsoring the NSW Police Legacy Child Safety Handbook.
- Our Graduate Program which focuses on cultivating the next generation of leaders and fostering their professional growth.

We actively participates in various organization-led initiatives, including STEPtember, R U OK? Day, Jeans for Genes Day, Walk 4 Justice, and Australia's Biggest Morning Tea, reflecting our support for important social causes. The firm demonstrates involvement through contributions on social media and hosting events to engage staff and clients. We are continually exploring new opportunities to deepen our involvement and contributions toward meaningful change.

Environment



Environmental Management











Climate Action



Emissions Inventory	tCO ₂ e	% of total (Market-based	d)
※ Scope 1 Refrigerants	0	0,	%
Scope 2 Electricity (Location-based)	88		_
Scope 2 Electricity (Market-based)	111	799	%
Scope 3 Air Travel	21	151	%
Scope 3 Car Travel	7	6°	%
	0	0,	%
Total (Gross-Location-based) (tCO ₂ e)	116	Per Person 0.	4
Total (Gross - Market-based) (tCO ₂ e)	140	Per Person 0.	.5
Carbon offsets (tCO ₂ e)			-
Total Net (Market-based) (tCO ₂ e)	140	Per Person 0.	.5
		_	



<u></u> People Flexible Working

Employer Parental Leave Scheme





Staff Development

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Diversity

209

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Staff Gender Profile

Employee Wellbeing



Gender Equality



Paren per c	
Primary	\$
16	
Weeks	

Partners 40% 60% 0%

Legal Staff 33% 67% 0%

Non-Legal Staff 18% 82% 0%

Promoted Last 12 Months

18% 82% 0% Non-Binary /Other

- Water conservation or efficiency programs •Staff education or training on environmental
- management
- Environmental Management System (EMS)

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Paper reduction and digital transition policy or initiatives Internal environmental policy or management plan
- · CitySwitch member

CLIMATE ACTION INITIATIVES

- NABERS Energy rating participation
- Energy auditing
- Employee education and awareness training Active transport infrastructure (e.g., end-of-trip
- facilities, Ride to Work)
- Air travel policy
- Energy-efficient lighting and appliances • Remote and hybrid work practices
- Renewable electricity purchases
 Sustainable procurement (e.g., ECO-Buy, green)
- purchasing policies)
 Green Star-rated buildings (4-6 star) · Participation in national reporting schemes
- Teleconferencing systems and virtual meeting practices

SUSTAINABLE WASTE INITIATIVES

- Paper reduction and digital transition policy or initiatives
- •Office waste segregation (e.g. organics, co-mingled, soft plastics)
- Internal waste education or behaviour change campaigns
- Reusable and recyclable coffee cup programs
 Battery and mobile phone recycling (e.g.
- Mobile Muster)
- E-waste and office equipment reuse or donation

FLEXIBLE WORKING INITIATIVES

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- Volunteering leave
- Flexibility for disability needs
- Adjusted KPIs after leave
- Phased retirement
- •Career breaks
 •Sabbaticals
- Purchased leave
- · Family and domestic violence leave
- Study/professional development leave Parental/fertility-related leave
- Unpaid personal leave
 Carer's leave
 Time in lieu (TOIL)

- Formal flexible work policy ·Remote/hybrid work options
- Flexible working hours Part-time arrangements

STAFF DEVELOPMENT INITIATIVES

- · Well-being training
- Technology training Substantive law
- Professional skills
- Personal development
- Mentoring Internally delivered training programs
- Internal policy training Coaching
- •Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Women on Boards
- Gender-sensitive promotion and recruitment
- Training Gender awareness unconscious bias Female advancement, mentoring and coaching
- •Sexual harassment gender equality programs / initiatives
- •International Women's Day
- •Internal D&I networks or committees
- · Equal pay controls

■ Governance

Public Sustainability Reporting















Sustainable

Procurement













Risk

Management











Code of Conduct





Community

Community Volunteering



Legal Pro Bono

Corporate Giving

First Nations Reconciliation





EXTERNAL REPORTING TYPES ·Standalone ESG or sustainability report

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights
- Ethical business conduct (e.g., anti-bribery, fraud, corruption)
- Environmental sustainability and climate impacts • Engagement with social enterprise or
- Diversity, equity, and inclusion (DEI)
 Fair competition and consumer protection
- Indigenous suppliers

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

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

CORPORATE GIVING INITIATIVES

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

- Pro bono legal or business support
- Scholarships and student mentoring •Indigenous partnership programs (e.g.
- CareerTrackers)
 Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week) Cultural awareness training





Holding Redlich
Headcount (FTE): 424

Floor Area: 13,021m² Number of Offices: 10 Holding Redlich is a large commercial law firm, having consistently grown due to our unwavering commitment to our clients. We provide tailored solutions, underpinned by the very best legal thinking and expert industry knowledge. Our firm has a particular focus in key areas of practice, each sector harnessing their own specialist team of trusted legal advisors and senior lawyers. We act for some of Australia's largest companies, high profile clients, corporations, Government and statutory authorities, providing our clients with

strategic solutions. Holding Redlich goes beyond legal services and is committed to strengthening the communities in which we work, with deeply embedded values and actions in social justice, Indigenous reconciliation and local economic participation. Through our pro bono program, workplace giving program (the Holding Redlich Social Justice Fund) and our ongoing reconciliation initiatives, we aim to contribute to many communities across Australia. Our key achievements include providing over 8,700 hours of pro bono work for FY24-

25, donating over \$700,000 to our charity partners since 2005, and championing law reform for Aboriginal and Torres Strait Islander peoples, including the support we provided for the Uluru Statement from the Heart.



Our Environment

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. We have developed and implemented a formal environmental sustainability plan that demonstrates our commitment to environmental sustainability, waste reduction, and promotes the procurement of products containing recycled content. It includes the purchase of office supplies, fitout materials, electronic equipment, and any other products or services where recycled content can be utilised. We work collaboratively to build the capacity of our suppliers, staff and other stakeholders to improve their sustainable practice. Further, we will implement training, education and communication materials to enhance the delivery of these strategies, employee understanding of circularity and waste

optimisation, and the overall waste management system. This plan underscores Holding Redlich's dedication to the highest ethical standards and environmental performance.



Our People

At Holding Redlich, we are committed to creating a diverse and inclusive workplace in which our people can thrive. We understand that diversity and inclusion is critical in 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 the leadership team and the firm's partners, are responsible for the creation and implementation of the diversity and inclusion initiatives that support the firm including initiatives around employee well-being, work performance and gender equality. Our median total remuneration gender pay gap is currently 2.1%, well below the industry average of 22.9%. We are particularly proud to have been named as an Employer of Choice for Gender Equality for the 16th consecutive year. This

is an important recognition of our firm's ongoing and unwavering commitment to diversity and equality. Only 114 other organisations have met the criteria for the citation, which becomes more stringent each year, continuously raising the bar in terms of what it means to be a leading employer in this area.



Our Governance

Our legal practice is governed by laws, regulations and the common law. Our Client Commitment Charter outlines our commitment to provide high quality service in all interactions with our clients without discrimination. Our Quality Assurance Framework ensures we provide the highest quality and updated advice 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 manages the firm's sustainability program including monitoring our supply chain for risks related to modern slavery and ensuring sustainable procurement. 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 17th consecutive year.



Our Community

The three main components of Holding Redlich's community work are its pro bono program, workplace giving program and work with First Nations peoples. 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 action to engage in and promote reconciliation. In particular, we have a commitment to creating employment pathways for First Nations students through the provision of university scholarships and internship opportunities.

Gender Equality Target



Environmental Management













Climate Action

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Emissions Inventory	tCO ₂ e	% of total (Market-based)
Scope 1 Refrigerants	1	0%
Scope 2 Electricity (Location-based)	383	_
Scope 2 Electricity (Market-based)	448	77%
Scope 3 Air Travel	128	22%
Scope 3 Car Travel	5	1%
Scope 3 Leased Assets	0	0%
Total (Gross - Location-based) (tCO ₂ e)	517	Per Person 1.2
Total (Gross - Market-based) (tCO ₂ e)	581	Per Person 1.4
$^{\textcircled{\$}}$ Carbon offsets (tCO $_2$ e)		-
Total Net (<i>Market-based</i>) (tCO ₂ e)	581	Per Person 1.4



People Flexible Working **Employee Wellbeing Staff Development Diversity Gender Equality** Employer Parental Leave Scheme Flexible Working Policy 209 0 **Parental Leave Staff Gender Profile** per care giver Secondary **Partners** Legal Staff Non-Legal Staff **Promoted Last 12 Months**

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Sustainable procurement policy
 Paper reduction and digital transition policy or initiatives • Green leasing or collaboration with landlords on
- Biodiversity or nature-positive initiatives (e.g., green walls, native planting, pollinator support)

CLIMATE ACTION INITIATIVES

- Teleconferencing systems and virtual meeting practices
- · Sustainable procurement (e.g., ECO-Buy, green purchasing policies)
- Remote and hybrid work practices
 Green Star-rated buildings (4-6 star)
- Energy-efficient lighting and appliances Employee education and awareness training
- Air travel policy
 Active transport infrastructure (e.g., end-of-trip) facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs Paper reduction and digital transition policy or
- initiatives
- Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
 •Internal waste education or behaviour
- change campaigns
 E-waste and office equipment reuse or donation
- · Battery and mobile phone recycling (e.g.

FLEXIBLE WORKING INITIATIVES

4 Weeks 64%

36%

0%

- · Flexibility for disability needs
- Adjusted KPIs after leave Phased retirement
- Career breaks
- Sabbaticals
- Purchased leave • Religious/cultural leave
- •Study/professional development leave
- Family and domestic violence leave Parental/fertility-related leave
- Carer's leave
 Unpaid personal leave
- Time in lieu (TOIL)
- Formal flexible work policy
- · Remote/hybrid work options
- Part-time arrangements Flexible working hours

Community

Community Volunteering

STAFF DEVELOPMENT INITIATIVES

• Tuition assistance and study leave programs leadership development programs

72%

0%

19%

81%

Internal policy training

28%

- Technology training
- Substantive law Professional skills
- Personal development
- Mentoring
- •Internally delivered training programs
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

• Women on Boards

0%

• Training - Gender awareness unconscious bias

13%

87%

0%

Non-Binary /Other

- Sexual harassment gender equality programs / initiatives
- ·LSNSW Charter Advancement of Women • LCA Diversity and Inclusion Charter
- •International Women's Day
- •Internal D&I networks or committees
- Gender-sensitive promotion and recruitment
 Female advancement, mentoring and coaching
- Equal pay controls Employer of Choice for Gender Equality

■ Governance

Public Sustainability Reporting

















Sustainable

Procurement

















Risk

Management







Code of Conduct







Legal Pro Bono





Corporate Giving

First Nations Reconciliation



EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

- •Engagement with social enterprise or Indigenous suppliers
- Diversity, equity, and inclusion (DEI)

Modern slavery and human rights

- Community and social impact
 Fair competition and consumer protection
- Environmental sustainability and climate impacts • Ethical business conduct (e.g., anti-bribery, fraud,

MODERN SLAVERY RISK ASSESSMENT

Yes, we have engaged a third party to undertake a modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Organised staff volunteering
- Community volunteering
- CPD for community sector lawyers

CORPORATE GIVING INITIATIVES

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

- First Nations spend targets
- Partnerships and collaboration for reconciliation • Pro bono legal or business support
- Funding and donations • Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)
- Volunteering and secondments Scholarships and student mentoring
- •Indigenous employment pathways (e.g., internships,
- graduate roles)
 Reconciliation Action Plan (RAP)

K&L GATES

K&L Gates

Headcount (FTE): 497

Floor Area: 13,858m²

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 5 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. 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 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 in the firm.



Our Environment

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 ISO14001 Envornmental Managment Systems and a Plan to Net Zero Emissions. As a professional services firm, our primary carbon footprint is attributable to purchased energy, travel and paper usage. We incorporate environmental sustainability into our landlord negotiations and procurement practices and we have measured and analysed our carbon footprint across a 15 year period.



Our People

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: a Phsycosocial/Vicarious Trauma framework to ensure identification and support where our employees and partners are exposed to traumatic content or circumstances as a result of their legal work enhanced Australian

Parental Leave Policy which includes: — increasing paid parental leave for primary carers to 26 weeks and for secondary carers to 6 weeks — 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, wellness subsidy and fruit for all staff - regular training on mental health and wellbeing topics - participation in initiatives: R U OK? day, domestic and family violence prevention month, Movember, and International Women's Day.



Our Governance

At K&L Gates, everyone is responsible for good governance and must commit to the firm's environmental, social and governance goals and objectives. Our governance frameworks and processes are overseen by the Global Management Committee, which includes our Australian Managing Partner, Practice Area Leaders for our 9 primary practice areas and our Administrative Partners. At a local level, our Australian Advisory Committee oversees our Australian operations, with a focus on risk, quality, audit, assurance, ethics, environmental, social and innovation.



Our Community

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 has a long tradition of providing community service and has in place a policy and targets encouraging our lawyers to engage in community serivce. Consistent with this policy, the firm is a signatory to the Law Firm Pro Bono Challenge and has committed to provide pro bono services at a level equal to or greater than 3% of its annual billable hours. We celebrate National Pro Bono Day annually and formally recognise those who have performed more than 50 hours of pro bono service each vear.



Environment **Environmental Management Climate Action**



Emissions Inventory

Scope 1 Refrigerants

Scope 3 Air Travel

Scope 3 Car Travel

Scope 3 Leased Assets

Total (Gross - Location-based) (tCO₂e)

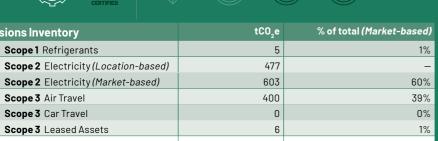
Total (Gross - Market-based) (tCO_e)











888

1.014

1,014

Paper Use, Recycling & Waste 100% 100% 100%

People

Flexible Working

Employer Parental Leave Scheme





Staff Development

0



Employee Wellbeing Diversity

Staff Gender Profile

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K&L Gates



26









initiatives



Gender Equality

•Sexual harassment gender equality programs /

Diversity Council of Australia major sponsor showcasing gender diversity experiences

• Equal pay controls • LSNSW Charter - Advancement of Women

GENDER EQUALITY INITIATIVES

35%

65%

0%

ENVIRONMENTAL MANAGEMENT INITIATIVES

• Water conservation or efficiency programs

Carbon offsets (tCO₂e)

Total Net (Market-based) (tCO2e)

- Sustainable procurement policy
- Paper reduction and digital transition policy or initiatives
 Internal environmental policy or management plan • Green leasing or collaboration with landlords on
- sustainability • Environmental Management System (EMS)
- ·CitySwitch member

CLIMATE ACTION INITIATIVES

- Climate Action Plan or decarbonisation strategy • Teleconferencing systems and virtual
- meeting practices • Sustainable procurement (e.g., ECO-Buy, green

Per Person

Per Person

Per Person

- purchasing policies)
 Remote and hybrid work practices
- NABERS Energy rating participation Green Star-rated buildings (4-6 star)
- Energy-efficient lighting and appliances Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs Reporting or tracking of waste volumes and diversion rates
- Paper reduction and digital transition policy or
- initiatives
 Office waste segregation (e.g. organics, co-mingled,
- soft plastics) • Internal waste education or behaviour
- change campaigns
 E-waste and office equipment reuse or donation
- Battery and mobile phone recycling (e.g. Mobile Muster)

FLEXIBLE WORKING INITIATIVES

6

Weeks

- Phased retirement
- · Flexibility for disability needs
- Adjusted KPIs after leave • Unpaid personal leave
- Time in lieu (TOIL) Career breaks
- Purchased leave
- Religious/cultural leave
- Study/professional development leave
- Family and domestic violence leave
- Parental/fertility-related leave Carer's leave
- Formal flexible work policy
- Remote/hybrid work options

Community

 Part-time arrangements • Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Technology training Substantive law
- Professional skills •Personal development
- Mentoring
 Internally delivered training programs
- •Internal policy training
- •Attending external training or seminars Coaching
- •Internal D&I networks or committees Gender-sensitive promotion and recruitment • Training - Gender awareness unconscious bias • Female advancement, mentoring and coaching
- Host or lead external programs and/or forums
- Equitable briefing pledge (e.g. CommBar/LCA)
- LCA Diversity and Inclusion Charter • International Women's Day

■ Governance

Public Sustainability Reporting















Sustainable

Procurement













Risk

Management









Code of Conduct



Community Volunteering









Legal Pro Bono

Corporate Giving

First Nations Reconciliation





EXTERNAL REPORTING TYPES

- Standalone ESG or sustainability report
- Modern Slavery Statement publication

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights
- ·Fair competition and consumer protection
- Ethical business conduct (e.g., anti-bribery, fraud, corruption) Environmental sustainability and climate impacts
- Engagement with social enterprise or
- Indigenous suppliers • Diversity, equity, and inclusion (DEI)

MODERN SLAVERY RISK ASSESSMENT

Yes, we have engaged a third party to undertake a modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Secondments to NFPs
- Organised staff volunteering
- Community volunteering Blood donations

CORPORATE GIVING INITIATIVES

- External charity events and appeals
- Internal appeals and collections
- Matched funding for employee donations Workplace giving

FIRST NATIONS RECONCILIATION INITIATIVES

- Supply Nation membership
- Indigenous employment pathways (e.g., internships, graduate roles)
- Funding and donations

Pro bono legal or business support

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- First Nations partnerships and procurement initiatives
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)
- Cultural awareness training

KING&WODD **MALLESONS** 金杜律师事务所

King & Wood Mallesons Headcount (FTE): 1,907

Floor Area: 32,288m² Number of Offices: 5

King & Wood Mallesons is recognised as toptier international law firm, from Asia, for the world. With over 3,700 lawyers in 26 global locations, we draw from our Western and Eastern perspectives to deliver incisive counsel.

We are focused on our clients - people and organisations with distinctive ambitions and challenges. We are driven to understand their needs, solve their problems and unearth the right opportunities for them to drive growth and power innovation. Whether designing new legal frameworks or establishing new precedents, we apply our deep technical legal expertise to deliver simple solutions that address complex challenges. We

help our clients manage their risk and enable their growth. Our full-service offering combines un-matched top tier local capability complemented with an international platform. We work with our clients to cut through the cultural, regulatory and technical barriers and get deals done in new markets.

Our strategy is to be where our clients need us today, tomorrow and beyond. Recognising that our clients' needs are constantly evolving and that they are looking for advisers who can transcend borders, we complement our physical offices with cross-regional and multidisciplinary teams who bring together local knowledge, cross-border execution

capability and strong relationships with local firms across Asia and a broad range of markets to support our clients' international growth.

We are driven by a simple purpose to use our mastery of the law for the lasting prosperity of our clients, people and communities. To use our unique experience, skills and insights to help our clients navigate a changing world. To help provide confidence and stability. To create an environment where our people can thrive and meet their own aspirations and goals. And to use our platform to help build a better future for society and the



Our Environment

KWM has an approved Science-Based Target in place to achieve a 42% reduction in scope 1-3 GHG emissions by FY30 (FY24 baseline) and 90% reduction in scope 1-3 GHG emissions by FY40 (FY24 baseline). This target guides our emissions reduction activity, and in conjunction with our Environmental Management System, awaiting certification by AusLSA, guide all environmental activity at KWM.

Our recent achievements include a) purchasing 100% renewable energy across our Australian centres with scope to extend this to our Singaporean centre in the next two months, b) incorporating sustainability considerations into our firmwide business travel policy, c) updating our GHG emissions calculation methodology and SBT baseline to account for a greater proportion of our upstream emissions d) incorporating low-emissions building materials and products into our Sydney centre refurbishment and implementing a reuse and refurbishment solution for our laptop upgrade, reducing the emissions associated with our technology use and e) engaging with our landlords and cleaning services providers on the sustainability attributes

associated with our buildings and cleaning products. We found that 4/5 Australian centres run on 100% renewable base building energy and that all cleaning services providers have initiatives underway to replace chemicals with environmentally friendly alternatives.

Now that we have re-baselined our emissions for FY24, we will be seeking external assurance of our GHG emissions calculations before developing an emissions reduction plan and supplier engagement plan by December 2025. Reducing the emissions associated with our biggest sources of emissions-purchased goods and services, our business travel and our employees (commuting and client entertainment) - will be our priority, alongside implementing initiatives to reduce our environmental impact, such as developing a refrigerant upgrade plan, switching to recycled paper and engaging our employees on climate via an internal climate training program. While we are not required to report under AASB, we are looking to conduct a voluntary climate risks and opportunities assessment in the next two years.



Our People

KWM is a leader in diversity and inclusion. We consistently demonstrate genuine commitment and action to engaging, respecting and valuing diverse people within and external to the firm. We recognise that this is key to business performance, client satisfaction and building stronger communities.

We are proud of our significant investment and advocacy related to diversity and inclusion. As a top tier law firm we are privileged to be able to improve legal and justice systems to build more respectful and stronger workplaces and communities, where diversity is valued and celebrated. To ensure this is a strategic focus, we have embedded the provision of a safe and inclusive culture for our people, and learning, leading and developing others, in our firm's 3 Year Plan

and our Responsible Business Plan. Our wide range of programs and initiatives, and our leading policies work to embed inclusion into the foundation of KWM's culture and systems

We take an intersectional approach to diversity and inclusion, recognising that people have multiple identities which can compound their experience of discrimination and disadvantage. By applying an intersectional lens we can streamline system reform and create a more understanding and respectful workplace.

KWM was awarded Gold at the Australian Workplace Equality Index (AWEI) awards in June 2025.



Our Governance

We view risk management as a strategic advantage rather than just a compliance necessity. Our approach centres on identifying opportunities within risks, enabling both our people and our clients to thrive in a dynamic environment.

We believe that a strong culture of ethics and integrity is essential for successful risk management. This foundation allows us to build trust with our people and clients and ensures that we act responsibly in all our dealings. By prioritising ethical practices, we create an environment where risks are managed proactively and transparently.

By effectively managing risks, we help our people and clients navigate uncertainties and seize opportunities that can lead to growth and innovation. Our commitment to robust internal risk management processes not only

safeguards our firm but also enhances the value we provide to our clients.

Our Risk Group is overseen by the Managing Partner of Risk who regularly reports to the firm's Executive Committee on current and potential risk issues, promoting awareness and transparency of risks and informs the focus of our internal risk management training. Our Risk Management Framework is based on ISO 31000 - Risk Management Principles and Guidelines.



Our Community

Our goal is to contribute to a fairer and more sustainable future where young people thrive.

We work in partnership with communities, organisations and academic institutions to shape a fairer and more sustainable future.

We have a role to play in creating a world where everyone can thrive, ensuring equal access to social and economic rights for all. Our approach is to listen, learn, and collaborate with community focused organisations to understand where we can best leverage our skills and resources to address the issues that matter.

By fostering long-term partnerships, we provide pro bono legal services, grants, skilled volunteering, and access programmes that connect with communities and promote meaningful, positive change. Our priority is to support and empower young people, and every program and partnership we undertake is intended to align and contribute to the achievement of the UN Sustainable Development Goals and the National Agreement on Closing the Gap.

Environment





Environmental Management













Climate Action

Emissions Inventory	tCO ₂ e	% of total (Market-based)
Scope 1 Refrigerants	174	0%
Scope 2 Electricity (Location-based)	0	-
Scope 2 Electricity (Market-based)	2	17%
Scope 3 Air Travel	2,812	82%
Scope 3 Car Travel	231	1%
Scope 3 Leased Assets	142	0%
Total (Gross - Location-based) (tCO ₂ e)	3,359	Per Person 1.8
Total (Gross - Market-based) (tCO ₂ e)	3,361	Per Person 1.8
$^{\textcircled{\$}}$ Carbon offsets (tCO $_2$ e)	3,361	-
Total Net (Market-based) (tCO ₂ e)	0	Per Person 0



People Flexible Working **Employee Wellbeing Staff Development Diversity Gender Equality** Employer Parental Leave Scheme Flexible Working Policy Gender Equality Target 209 \bigcirc 0 **Parental Leave Staff Gender Profile** per care giver Secondary Partners Legal Staff Non-Legal Staff Promoted Last 12 Months

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Water conservation or efficiency programs Sustainable procurement policy
- ·Staff education or training on environmental management
- •Internal environmental policy or management plan •Green leasing or collaboration with landlords on
- sustainahility
- Environmental Management System (EMS)

CLIMATE ACTION INITIATIVES

- Sustainable procurement (e.g., ECO-Buy, green purchasing policies)
- Voluntary carbon offsetting

- Remote and hybrid work practices
- Green Star-rated buildings (4-6 star)
- Energy-efficient lighting and appliances
- Climate Active certification
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Teleconferencing systems and virtual
- meeting practices
 Renewable electricity purchases
- NABERS Energy rating participation
- Employee education and awareness training
- Aligned with Science-Based Targets Initiative (SBTi) Air travel policy

- Reusable and recyclable coffee cup programs Reporting or tracking of waste volumes and
- diversion rates
- Office waste segregation (e.g. organics, co-mingled, soft plastics)
- Paper reduction and digital transition policy or
- initiatives
- Circular economy partnerships or initiatives • E-waste and office equipment reuse or donation

FLEXIBLE WORKING INITIATIVES

Weeks

65%

35%

n%

- Volunteering leave
- Flexibility for disability needs Childcare support
- Adjusted KPIs after leave Phased retirement
- •Sabbaticals
- Career breaks
- Purchased leave
- •Religious/cultural leave •Family and domestic violence leave
- Parental/fertility-related leave
- •Study/professional development leave Carer's leave
- Unpaid personal leave
 Time in lieu (TOIL)
- Formal flexible work policy
- · Remote/hybrid work options
- Part-time arrangements

Community

Flexible working hours

STAFF DEVELOPMENT INITIATIVES

40%

•Respect@Work mandatory awareness training

60%

0%

27%

73%

- Technology training Substantive law
- Professional skills
- Personal development
- Mentoring Internally delivered training programs
- Internal policy training Coaching
- •Attending external training or seminars

GENDER EQUALITY INITIATIVES

0%

• Sexual harassment gender equality programs / initiatives

45%

55%

0%

King & Wood Mallesons

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

Governance

Public Sustainability Reporting

ESG

















Sustainable

Procurement











Risk

Management











Code of Conduct





Community Volunteering



Legal Pro Bono

Corporate Giving

First Nations Reconciliation

-0-



- **EXTERNAL REPORTING TYPES** • Website disclosure of ESG strategy, targets, and
- Modern Slavery Statement publication Climate Active certification and public disclosure
 CDP (Carbon Disclosure Project) reporting

SUPPLIER STANDARD COVERAGE

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

- Skilled volunteering program Secondments to NFPs
- Blood donations

COMMUNITY VOLUNTEERING INITIATIVES

- Student tutoring and mentoring
- Organised staff volunteering •NFP Boards
- CPD for community sector lawyers
- Arts support

CORPORATE GIVING INITIATIVES

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

- Partnerships and collaboration for reconciliation
- Funding and donations Supply Nation membership
- Volunteering and secondments Pro bono legal or business support
- First Nations partnerships and procurement initiatives
- Scholarships and student mentoring · Participation in Indigenous awareness events (e.g. NAIDOC, National Reconciliation Week)
- First Nations spend targets
- Cultural awareness training





Lantern Legal Group Headcount (FTE): 172

Floor Area: 3,108m² Number of Offices: 2 The Lantern Legal Group is the governing body of Australian law firms Harwood Andrews and Sladen Legal. Providing a broad range of specialised services, The Lantern Legal Group firms work innovatively, efficiently and collaboratively to ensure every client receives well-rounded, expert advice.

We have a team of 160 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 in a manner that is of a benefit of the environment, the community and our people.



Our Environment

The Lantern Legal Group is aware that our daily operations affect the environment. 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. Where possible we continue to reduce our energy, water and paper usage and actively attempt to reduce our carbon footprint where possible. We regularly monitor our electricity usage and our offices have water saving devices installed. We have recycling procedures in place for cardboard, paper, polystyrene and batteries as other commingled rubbish. The confidential document destruction service we utilise 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, however we have a paper lite initiative in place and monitor printing levels across the firm. Our printers have a default setting for double-sided printing. 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, are encouraged to use public transport in preference to driving their own vehicles.



Our People

At The Lantern Legal Group, we are proud of our strong commitment to people and culture, recognising that our people are at the heart of our success. Our priority is to create an environment where our team members feel valued, supported, and empowered to thrive both professionally and personally.



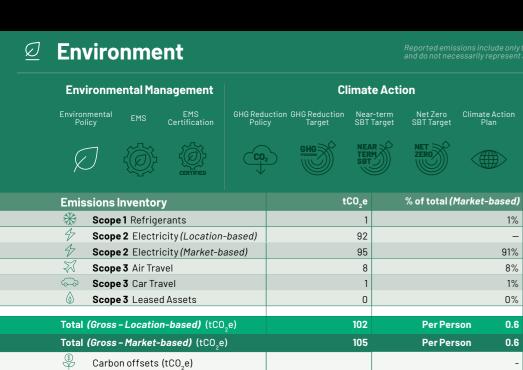
Our Governance

At The Lantern Legal Group, we are committed to strong governance frameworks that ensure accountability, transparency, and integrity across all aspects of our operations. Our priority is to maintain systems and processes that support ethical decision-making, compliance with legal and regulatory requirements, and the sustainable growth of the firm.



Our Community

At The Lantern Legal Group, we are committed to making a positive contribution to the communities in which we live and work. Our community programs prioritise access to justice, social responsibility, and meaningful engagement that reflects the values of our people. We actively support a range of pro bono initiatives, providing legal expertise to individuals, charities, and not-for-profit organisations who may otherwise be unable to access legal support. Our people are encouraged to contribute their skills and time, ensuring that our professional capabilities extend beyond our client base to create lasting social impact.







ENVIRONMENTAL MANAGEMENT INITIATIVES

• Water conservation or efficiency programs Sustainable procurement policy

Total Net (Market-based) (tCO2e)

• Paper reduction and digital transition policy or initiatives

CLIMATE ACTION INITIATIVES

105

• Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

Per Person

0.6

- •Remote and hybrid work practices
 •Sustainable procurement (e.g., ECO-Buy, green purchasing policies)

SUSTAINABLE WASTE INITIATIVES

- Paper reduction and digital transition policy or
- E-waste and office equipment reuse or donation
- Battery and mobile phone recycling (e.g. Mobile Muster)

FLEXIBLE WORKING INITIATIVES

- Phased retirement Purchased leave
- Study/professional development leave
- Family and domestic violence leave
- Parental/fertility-related leave
- Carer's leave
- Unpaid personal leaveTime in lieu (TOIL)
- Formal flexible work policy
- Remote/hybrid work options
- Part-time arrangements • Flexible working hours

Community

Community Volunteering

STAFF DEVELOPMENT INITIATIVES

- Internal policy training
- Technology training Professional skills
- •Substantive law
- Personal development
- Internally delivered training programs
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

- •Sexual harassment gender equality programs / initiatives
- •International Women's Day
- Equal pay controls

■ Governance

Public Sustainability Reporting

EXTERNAL REPORTING TYPES















Sustainable

Procurement



corruption)





SUPPLIER STANDARD COVERAGE

Modern slavery and human rights

Environmental sustainability and climate impacts

• Ethical business conduct (e.g., anti-bribery, fraud,









Risk

Management









Yes, we have a general understanding of modern

slavery risk in our operations and supply chains

but have not undertaken a formal modern slavery

MODERN SLAVERY RISK ASSESSMENT

Code of Conduct







COMMUNITY VOLUNTEERING INITIATIVES

- Skilled volunteering program
- •Student tutoring and mentoring Community volunteering
- Blood donations

CORPORATE GIVING INITIATIVES

- Matched funding for employee donations
- Workplace giving Firm donation program

Legal Pro Bono

Charitable foundation

Corporate Giving



First Nations Reconciliation



Elevate

- Pro bono legal or business support
- Reconciliation Action Plan (RAP) • Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week)
- Cultural awareness training
- Funding and donations





macpherson kelley.

Macpherson Kelley

Headcount (FTE): 242

Floor Area: 5,854m² Number of Offices: 4 Founded in 1905, Macpherson Kelley boasts a rich legacy. Over the years we have consistently adapted to the changing legal and business landscape, staying ahead of the curve to provide our clients with the best possible service.

Macpherson Kelley is a Commercial law firm that thinks differently - our

lawyers possess a rare combination of commercial acumen, legal ingenuity, and human insight. That's why we treat each client's business as if it's our own, delivering intelligent recommendations they can act on.

Our lawyers work across a broad spectrum of practice areas, each

offering specialised, industry-led expertise and a full suite of services. With offices in Melbourne, Dandenong, Sydney, Brisbane and Adelaide, our law firm is equipped to provide practical advice and intelligent insight throughout every stage of the business lifecycle. In addition, our international network extends through the pacific and beyond.



Our Environment

Macpherson Kelley has an ongoing commitment to improve and expand our firmwide environmental strategy. Each of our offices is equipped with state-of-the-art IT and video conferencing equipment, allowing us to collaborate with clients and employees across different geographical areas, reducing travel requirements.

Two of our office spaces are in carbon-neutral buildings, and we are focusing on and prioritising the following programs:

- Waste recycling and separation systems, including office waste, hardware and electronics
- Continued purchase of green power across our offices and the implementation of energy reduction strategies, including forced computer shutdowns and efficient lighting automation

 Continuous reduction in paper usage across all our offices, including the ongoing commitment to the Paper Lite office program

In FY25, we successfully transitioned 100% of our electricity consumption to Greenpower.

We intend to expand our environmental strategy and monitor best practice in reducing our environmental footprint.



Our People

At Macpherson Kelley we live by our values: talk straight, better each day, play as a team. We are committed to inclusive and diverse workplaces driven by our policies and strategies which are supported through employee engagement across the firm. We are committed to providing flexible working arrangements, including paid parental and fertility leave. Our Gender Equality Action Plan drives societal change and advance gender equality from within.

Our Wellness+ program allows our employees access to initiatives that encourage physical and mental wellbeing. We support the growth of our people through the Macpherson Kelley Business School, focusing on building capacity through training and development (both personal and professional) across all levels of the firm. In recognition of our commitment to our people being our strongest advocates, we have been recognised by Australasian Lawyer as an Employer of Choice in 2023, 2024 and 2025.



Our Governance

Macpherson Kelley has a corporate structure, with governance, risk and compliance resting at or driven from the Board. The Board consists of 5 members: 3 Executive and 2 Non-Executive. Day to day management of the legal firm subsidiary is undertaken by an Executive team consisting of a National Managing Principal Lawyer, COO, CIO, CFO, CPO, and 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 systems are constantly being reviewed and developed. Our values drive a team based, open and supportive culture.



Our Community

At Macpherson Kelley, we value our role in contributing to positive community impact. Our community engagement is driven by our ongoing partnerships with community organisations and relationships developed through the Macpherson Kelley Foundation (MKF).

MKF was established in 2016 as a vehicle for a strategic and inclusive approach to community giving. Charitable contributions from Macpherson Kelley and our workplace giving program have enabled MKF to donate approximately \$599,000 to community organisations

This has occurred through our annual grants program, and targeted fundraising activities which have supported several one-off appeals for national and worldwide health and humanitarian crises. In FY25, approximately 48% of our employees contributed

to our workplace giving program, with Macpherson Kelley matching through charitable contributions and resourcing. This engagement demonstrates a workplace culture that values our commitment to positive outcomes for the communities in which we live and work.

To advance our community engagement we promote various volunteer opportunities to our employees who can access a paid volunteer leave day each year. In 2025 we successfully participated in the Lifeblood Blood Drive as part of our Volunteering program.



% of total (Market-based) 1% 0% 95% 1% 0%



ENVIRONMENTAL MANAGEMENT INITIATIVES

Sustainable procurement policy

Carbon offsets (tCO₂e) Total Net (Market-based) (tCO,e)

- Paper reduction and digital transition policy or initiatives
- •Internal environmental policy or management plan • Green leasing or collaboration with landlords on
- sustainability
 Environmental Management System (EMS)

CLIMATE ACTION INITIATIVES

Climate Action

tCO_e

293

120

420

126

126

• Sustainable procurement (e.g., ECO-Buy, green purchasing policies)

Per Person

Per Person

Per Person

0.5

0.5

- Teleconferencing systems and virtual
- meeting practices
- Renewable electricity purchases
 Remote and hybrid work practices
- •Energy-efficient lighting and appliances •Green Star-rated buildings (4-6 star)
- NABERS Energy rating participation Active transport infrastructure (e.g., end-of-trip
- facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- •Office waste segregation (e.g. organics, co-mingled, soft plastics)
- Reusable and recyclable coffee cup programs
- Paper reduction and digital transition policy or
- E-waste and office equipment reuse or donation • Battery and mobile phone recycling (e.g.
- Mobile Muster)

FLEXIBLE WORKING INITIATIVES

- Phased retirement Adjusted KPIs after leave
- Sabbaticals
- Purchased leave
- Religious/cultural leave Volunteering leave
- ·Study/professional development leave
- Family and domestic violence leave
- ·Parental/fertility-related leave
- Carer's leave
- Unpaid personal leave Time in lieu (TOIL)
- Formal flexible work policy · Remote/hybrid work options
- Part-time arrangements • Flexible working hours

Community

Community Volunteering

STAFF DEVELOPMENT INITIATIVES

- Internal policy training
- Technology training Substantive law
- Professional skills
- Personal development

Coaching

- •Internally delivered training programs
- · Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Women on Boards
- Training Gender awareness unconscious bias
- Sexual harassment gender equality programs / initiatives
- Pay Equity Ambassador International Women's Day
- •Internal D&I networks or committees
- · Female advancement, mentoring and coaching
- Equal pay controls Employer of Choice for Gender Equality

■ Governance

Public Sustainability Reporting



















Sustainable

Procurement













Risk

Management







Code of Conduct







Legal Pro Bono



Corporate Giving



First Nations Reconciliation



Reflect

EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

- •Ethical business conduct (e.g., anti-bribery, fraud,
- Environmental sustainability and climate impacts
- Engagement with social enterprise or Indigenous suppliers
- •Community and social impact

MODERN SLAVERY RISK ASSESSMENT

Yes, we have a general understanding of modern slavery risk in our operations and supply chains but have not undertaken a formal modern slavery

COMMUNITY VOLUNTEERING INITIATIVES

- Paid volunteer time Organised staff volunteering
- NFP Boards
- Community volunteering Blood donations

CORPORATE GIVING INITIATIVES

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

- Cultural awareness training
- Reconciliation Action Plan (RAP) • Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week)
- Funding and donations

McCullough Robertson

McCullough Robertson Headcount (FTE): 434 Floor Area: 5,874m² Number of Offices: 2

Our firm's strategy underscores the critical importance of our people and our collective goals. Central to this is our people strategy, which aligns with our purpose of Unlocking Success. Together. We are dedicated to enhancing the employee and partner experience, emphasising development and opportunities through improved delegation skills and increased technical training. Our culture is our unique advantage, and our engagement initiatives focus on celebrating this culture while building expertise. We

understand that retaining employees who embody our values is essential to achieving success and delivering exceptional service to our clients. Our strategy outlines the path for growth and retention, offering every employee opportunity to get involved and face new challenges and we continue to evolve through ideas and input from across the business ensuring that everyone has a



Our Environment

McCullough Robertson's environmental initiatives are coordinated by an Environmental Committee made up of the Chief Operating Officer, Chief People Officer, lawyers and 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.



Our People

We recognise the importance of continuously building both individual and collective capability which is a key commitment within our strategic plan. We aim to ensure that every member of our firm is supported to develop the skills and behaviours required to succeed now and into the future. Our approach to learning and development is anchored in a comprehensive leadership capability framework that supports all staff, regardless of role or level, to grow and thrive.

Central to this is our Success Academy, which integrates our existing development pathways with new and innovative programs designed to meet the evolving needs of our people and clients. It provides structured opportunities to sharpen technical, professional, and leadership skills, while also encouraging exploration of new ideas and ways of working. By fostering a culture of curiosity and

continuous improvement, the Success Academy offerings enable staff to proactively challenge traditional approaches, embrace fresh perspectives, and apply learning directly to practice.

This holistic framework embeds our culture, strengthens productivity, client service standards, and leadership behaviours and with the leadership commitment outlined in our strategic plan, we are investing in people's potential, creating opportunities for growth, and unlocking both individual and firm-wide success.



Our Governance

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) and Chief People Officer work with the Executive and JMPs and are responsible for the Business Support Services functions. Our committees report to Executive: Ethics - assess and manage potential conflicts of interest and ethical issues; Risk - monitor claims, complaints, risk management program outcomes and other risk issues, identify trends, implement strategies

to minimise risk and continuously improve our risk management systems; Diversity and inclusion - review and change work practices to make McCullough Robertson a competitive and desirable place for all staff and where professionals can develop their careers; Innovation - consider, approve, prioritise and drive implementation of innovation projects and ideas; and Legal Environmental Action Forum - develop sustainability policy and goals to reduce our environmental footprint and raise environmental awareness



Our Community

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 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 and exceeded that target in FY25. 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 Arts Law, Justice Connect, Kingsford Legal Centre 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.

Paper Use, Recycling & Waste

Environment

Emissions Inventory





Environmental Management

Scope 1 Refrigerants

Scope 3 Air Travel

Scope 3 Car Travel

Scope 3 Leased Assets

Total (Gross - Location-based) (tCO₂e)

Total (Gross - Market-based) (tCO_e)



Scope 2 Electricity (Location-based)

Scope 2 Electricity (Market-based)











tCO_e

205

375

12

598

393

306

87

Climate Action



1%

0%

96%

2%

0%

1.4

0.9

0.2

% of total (Market-based)

Per Person

Per Person

Per Person

)(
	100%	100%
	Paper Recycling	Commingle Recycling
	100%	100%
ľ	Pape	r Use
	Total	Dor Doroon



ENVIRONMENTAL MANAGEMENT INITIATIVES

Carbon offsets (tCO₂e)

Total Net (Market-based) (tCO2e)

- Sustainable procurement policy
 Staff education or training on environmental management
- Paper reduction and digital transition policy or initiatives
- •Internal environmental policy or management plan •Green leasing or collaboration with landlords on
- sustainability

CLIMATE ACTION INITIATIVES

- Sustainable procurement (e.g., ECO-Buy, green purchasing policies)
- Green Star-rated buildings (4–6 star)
- NABERS Energy rating participation
- Renewable electricity purchases
 Voluntary carbon offsetting
- Teleconferencing systems and virtual
- meeting practices
- Remote and hybrid work practices

 Energy-efficient lighting and appliances
- Employee education and awareness training Air travel policy • Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Reporting or tracking of waste volumes and diversion rates
- Surplus food donation or redistribution

12,527kg

- Reusable and recyclable coffee cup programs
- Paper reduction and digital transition policy or initiatives
- Battery and mobile phone recycling (e.g.
- Mobile Muster) • Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
- Internal waste education or behaviour
- change campaigns • E-waste and office equipment reuse or donation

28.9kg

- - Religious/cultural leave

 - Parental/fertility-related leave
 - · Family and domestic violence leave Unpaid personal leave
 - Time in lieu (TOIL)
 - Formal flexible work policy

Community

FLEXIBLE WORKING INITIATIVES

- Adjusted KPIs after leave
- · Flexibility for disability needs Childcare support
- Phased retirement
- Sahhaticals Purchased leave
- Career breaks
- Volunteering leave
- Study/professional development leave
- Carer's leave

- Part-time arrangements Remote/hybrid work options
- Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Substantive law Professional skills
- Personal development
- Internal policy training
- Technology training Mentoring
- Internally delivered training programs
- · Attending external training or seminars
- Coaching

GENDER EQUALITY INITIATIVES

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

Governance

Public Sustainability Reporting



















Sustainable

Procurement



























Code of Conduct





Community Volunteering



Legal Pro Bono



Corporate Giving

First Nations Reconciliation





Stretch

EXTERNAL REPORTING TYPES

• Website disclosure of ESG strategy, targets, and performance

• Modern Slavery Statement publication

SUPPLIER STANDARD COVERAGE

- Fair competition and consumer protection
- · Environmental sustainability and climate impacts • Engagement with social enterprise or
- Indigenous suppliers Community and social impact

Modern slavery and human rights

• Diversity, equity, and inclusion (DEI) • Ethical business conduct (e.g., anti-bribery, fraud,

MODERN SLAVERY RISK ASSESSMENT

Risk

Management

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Skilled volunteering program
- Secondments to NFPs
- Paid volunteer time •Organised staff volunteering
- Community volunteering • NFP Boards

CORPORATE GIVING INITIATIVES

- Workplace giving
 Matched funding for employee donations
- Internal appeals and collections

Charitable foundation

- Host external charity events
 Firm donation program
- •External charity events and appeals

FIRST NATIONS RECONCILIATION INITIATIVES

- Volunteering and secondments
- Scholarships and student mentoring • Partnerships and collaboration for reconciliation
- · Indigenous employment pathways (e.g., internships, graduate roles) Funding and donations
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)
- Reconciliation Action Plan (RAP) • Pro bono legal or business support

Cultural awareness training



McInnes Wilson Headcount (FTE): 405 Floor Area: 5,253m² Number of Offices: 6 With over 50 years of experience,
McInnes Wilson is a full-service national
law firm known for its expertise across
35 practice areas and its strong
reputation for excellence and reliability.
Backed by more than 60 Principals, 155
solicitors, and offices in six locations,
we deliver strategic, commercially
focused legal solutions tailored to the
public sector. Our clients include various
private and publicly listed Australian
and international organisations,
federal, state and local governments
and government departments, large

domestic and international companies, and private clients.

Earning and maintaining clients' trust and respect is integral to everything we do and is embedded within the firm through our guiding principles, which dictate that professional integrity is paramount, relationships come before profit, honesty and integrity come before self, and fairness and respect are afforded to all. We believe that actions speak louder than words what we do is more important than what we say we

will do. Active listening and working collaboratively with our clients enable us to deliver solutions aligned with their objectives and strategic direction. We strive to be a provider of choice that clients find easy and reliable to work with.



Our Environment

Environmental sustainability and social responsibility are fundamental to how we operate and deliver our legal services. Our commitment extends beyond internal compliance and embraces broader principles of sustainable procurement, inclusive practices and environmental stewardship. We maintain a comprehensive Environmental Sustainability Action Plan that embeds sustainability considerations across every aspect of our firm's operations. Our participation as a reporting member of the Australian Legal Sector Alliance (AusLSA) ensures that our performance is measured transparently and against national sector benchmarks. Our environmental initiatives are guided by key focus areas where we have achieved measurable results:

- Paper use reduction
- Carbon emissions and energy efficiency

- · Waste and recycling
- Sustainable procurement practices
- · Travel and transportation
- · Education and engagement
- · Repurposing and donations of office equipment.

Our Environmental Sustainability Action Plan is subject to regular review, led by our Chief Operations Officer and approved by the Risk and Compliance Committee, to ensure sustainability remains an active, evolving priority within the firm, backed by governance and staff accountability. We continuously refine our targets, track performance, and integrate improvements to align with changing best practices and client expectations.



Our People

McInnes Wilson maintains an ongoing commitment to the professional development and long-term growth of our staff through the provision of structured, accessible training and education programs, which include the following:

- Our in-house Continuing Legal Education (CLE) program is a key initiative designed to provide accessible, high quality learning opportunities tailored to support career growth and compliance with mandatory legal education requirements, with sessions led by internal leaders as well as external experts on core competencies, emerging legal trends and areas of specialised legal practice.
- Our Lunch 'n Learn series is another key part of our commitment to learning and development, particularly for early career professionals. These are informal, Q&A style sessions facilitated by

senior leaders and cover topics from legal practice insights and leadership journeys to practice management and professional growth.

 Our mentoring program is designed to foster connection, growth and knowledge sharing across the firm. Open to team members at all levels, the program pairs mentors and mentees based on goals, experience and areas of interest to support meaningful two-way development and expanding professional networks.



Our Governance

McInnes Wilson demonstrates a strong commitment to governance through integrated programs that prioritise environmental sustainability, diversity, inclusion, and ethical conduct. Our Environmental Sustainability Action Plan, reviewed by the Risk and Compliance Committee, embeds sustainability across operations and is benchmarked through the Australian Legal Sector Alliance. Initiatives include emissions tracking, energy-efficient technologies, and sustainable procurement practices.

We champion diversity through a firmwide DE&I Community and a strategy focused on gender equality, disability inclusion, cultural diversity, and LGBTQI+ belonging. Progress is monitored by the Executive team, with initiatives such as inclusive recruitment, cultural capability training, and partnerships with Supply Nation and Indigenous businesses.

Our Reflect Reconciliation Action Plan, supported by a dedicated Working Group, drives meaningful engagement with First Nations communities through pro bono work, cultural learning, and supplier diversity.

Governance is further reinforced by our Code of Conduct, which upholds zero tolerance for misconduct, and our Workforce Diversity Strategy, which promotes equity and representation. Flexible work arrangements and wellbeing initiatives ensure a supportive, accountable culture.

Together, these programs reflect a governance framework that is transparent, evolving, and aligned with our values, client expectations, and community impact.



Our Community

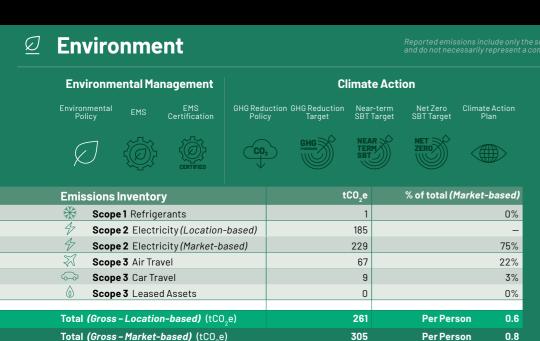
McInnes Wilson is deeply committed to supporting Queensland communities through meaningful partnerships, pro bono legal services, and social impact initiatives. Our priorities include promoting equitable access to justice, supporting vulnerable populations, and fostering inclusive, respectful workplaces. We actively contribute to a range of programs and charities, including:

- Legal clinics for asylum seekers, families of critically ill children, and self-represented litigants.
- Support for mental health, homelessness, and domestic violence prevention through organisations such as Hope Starts Here, OneWave, and Small Steps 4 Hannah.
- Sponsorships and pro bono support for youthfocused charities like Everything Suarve.

 Ongoing engagement with industry bodies including Master Builders Queensland and ASIEQ Our team members also volunteer with surf lifesaving clubs and community support groups, reinforcing our grassroots involvement.

Internally, we uphold strong policies on diversity, inclusion, and workplace wellbeing. Our DE&I framework focuses on gender equality, disability inclusion, cultural diversity, and LGBTQI+ support. We maintain a zero-tolerance stance on domestic and family violence and foster a culture of respect, safety, and accountability. Through these efforts, McInnes Wilson contributes to the social, economic, and cultural vitality of the communities we serve.









ENVIRONMENTAL MANAGEMENT INITIATIVES

 $^{\textcircled{\$}}$ Carbon offsets (tCO₂e) Total Net (Market-based) (tCO2e)

- Paper reduction and digital transition policy or initiatives
- Green leasing or collaboration with landlords on
- Internal environmental policy or management plan sustainability
- Teleconferencing systems and virtual meeting practices

• Remote and hybrid work practices

• Green Star-rated buildings (4-6 star)

• Energy-efficient lighting and appliances

CLIMATE ACTION INITIATIVES

Voluntary carbon offsetting

• NABERS Energy rating participation

305

- Air travel policy
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

Per Person

8.0

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs Reporting or tracking of waste volumes and
- diversion rates
- Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
 •Internal waste education or behaviour
- change campaigns
 E-waste and office equipment reuse or donation

- Battery and mobile phone recycling (e.g. Mobile Muster)

FLEXIBLE WORKING INITIATIVES

- Career breaks • Adjusted KPIs after leave
- Purchased leave Study/professional development leave
- Unpaid personal leave
 Remote/hybrid work options
- Part-time arrangements • Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- •Technology training •Professional skills
- Personal development
- Mentoring
- Internally delivered training programs
 Attending external training or seminars

•International Women's Day

• Gender-sensitive promotion and recruitment • Training - Gender awareness unconscious bias

GENDER EQUALITY INITIATIVES

■ Governance

Public Sustainability Reporting



of AusLSA Reporting















Sustainable

Procurement













Risk

Management









Code of Conduct







Community Volunteering

Community



Legal Pro Bono



Corporate Giving

-0-

First Nations Reconciliation



Reflect

EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

MODERN SLAVERY RISK ASSESSMENT

Yes, we have a general understanding of modern slavery risk in our operations and supply chains but have not undertaken a formal modern slavery risk assessment

COMMUNITY VOLUNTEERING INITIATIVES

- Organised staff volunteering •NFP Boards
- •Secondments to NFPs

CORPORATE GIVING INITIATIVES

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

- Pro bono legal or business support
 Supply Nation membership
 Reconciliation Action Plan(RAP)
- Partnerships and collaboration for reconciliation
- Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week)
- •Indigenous employment pathways (e.g., internships,
- graduate roles)
 First Nations spend targets
- Cultural awareness training

MinterEllison.

MinterEllison Headcount (FTE): 2,556

Floor Area: 35,286m² Number of Offices: 6 At MinterEllison, our social impact grows when the firm collaborates with community partners. Pro bono legal services are the core of our strategy to address unmet legal need across five key pillars (homelessness including domestic and family violence, empowering youth through education, access to justice and human rights, first nations reconciliation and economic empowerment and social enterprises and sustainable finance). We recognise an ethical and professional responsibility to use our skills to support vulnerable people and the community organisations that support

them including in matters of significant public interest and providing support to Traditional Owner groups, First Nations businesses and social enterprises to build capacity and culturally appropriate governance.

Our Pro Bono and Community Program is integrated with our ESG strategy and aligned to Diversity & Inclusion, Health & Wellbeing, Sustainability and our Reconciliation Action Plan. We improve access to justice by providing targeted legal support to individuals, not-for-profits and social enterprises. MinterEllison is committed to exceeding

the National Pro Bono Target of 35 hours per lawyer per year and meeting government panel requirements and quidelines.

Our Community Program amplifies this impact through donations, in-kind support, volunteering and community partnerships. Our market-facing ESG expertise enhances pro bono outcomes, in FY25 we continue advising clients on climate transition, including supplychain decarbonisation while embedding these insights in our community partnerships to deliver sustainable, positive social outcomes.



Our Environment

MinterEllison is committing to the Science Based Targets initiative (SBTi), which provides a globally recognised framework for setting emissions reduction targets aligned with the Paris Agreement's 1.5°C goal. This builds on three consecutive years of Climate Active certification as a carbon-neutral organisation and reflects our intent to lead on climate action.

In FY25 we began work with our climate advisers to model our decarbonisation pathway and set science-based near-term targets for Scope 1 and 2, while continuing to reduce Scope 3 emissions. With three years of GHG data and insights from detailed net-zero modelling, we are well placed to prioritise high-impact, practical abatement across our operations.

Our Emissions Reduction Strategy guides all operational activities, including procurement. We assess environmental, social and economic impacts and preference products that minimise greenhousegas emissions, maximise sustainability, use recycled content, are recyclable at end-of-life, minimise water use and toxicity, and are sourced from suppliers with proven environmental management and product stewardship.



Our People

Our ambition remains to enable sustainable high performance by equipping our people with the skills, behaviours and mindsets needed to deliver exceptional outcomes for clients and each other.

We are proud to have achieved Platinum Employer Status by the Australian Workplace Equality Index and to have received the Financial Times Award for Innovation in People and Skills, recognising our flagship CTC Program.

Inclusion remains at the heart of our culture.
This year, we refreshed our Inclusion, Diversity
& Belonging Strategy for 2025–28, placing even
greater emphasis on psychological safety, respect
and belonging for everyone. We introduced new
cultural and religious leave options, and enhanced our
parental leave policy, ensuring everyone can access
support that reflects their full lives and identities.

Our goal is for every person at MinterEllison to feel valued, respected and empowered to thrive. By embedding inclusion and wellbeing into everything we do, we create an environment where our people can perform at their best and contribute meaningfully to our shared success.



Our Governance

MinterEllison adheres to transparent, ethical, and accountable practices, ensuring that our stakeholders' trust is well-placed. Our governance framework is designed to uphold the highest standards of integrity, fostering a culture of accountability and responsible decision-making.

As one of Australia's leading law firms we operate in accordance with the regulatory framework that governs the legal profession in each jurisdiction in which we operate.



Our Community

Our ability to make a positive social impact is strongest when all of Minter Ellison has the opportunity to come together with our community partners. Our Pro Bono program is designed to expand access to justice and involve people throughout our firm in tackling complex social issues. Providing pro bono legal assistance to individuals in need, not-forprofits, and social enterprises lies at the heart of our approach to creating sustainable value and lasting benefits for our pro bono clients, our people, and the

wider community. Our Community Program further amplifies this positive impact by connecting our firm and its people through charitable giving, volunteering, in-kind support, and strategic partnerships with community groups. By closely aligning with our Pro Bono Program and broader sustainability goals, the Community Program creates powerful synergies that strengthen our commitment to positive change and delivering enduring value.

Gender Equality

Environment

Emissions Inventory

Environmental Management

Carbon offsets (tCO_e) Total Net (Market-based) (tCO,e)

Total (Gross - Location-based) (tCO₂e) Total (Gross - Market-based) (tCO.e)













ssions Inventory	tCO ₂ e	% of total (Market	-based)
Scope 1 Refrigerants	41		1%
Scope 2 Electricity (Location-based)	1,515		_
Scope 2 Electricity (Market-based)	1,004		43%
Scope 3 Air Travel	1,233		53%
Scope 3 Car Travel	51		2%
Scope 3 Leased Assets	0		0%
(Gross - Location-based) (tCO ₂ e)	2,840	Per Person	1.1
(Gross - Market-based) (tCO ₂ e)	2,329	Per Person	0.9
Carbon offsets (tCO ₂ e)			-
Not (Market based) (tCO a)	2 720	Por Porcen	0.0

Climate Action

Paper Use, Recycling & Waste 100% 100% 100%

People Flexible Working

Employer Parental Leave Scheme Flexible Working Policy





Staff Development

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209

Diversity

Employee Wellbeing

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Staff Gender Profile





Parental Leave per care giver Secondary 26



Legal Staff 34% 65%





	Promoted Last 12 Months			
	35%	65%	0%	
nary	Male	Female	Non-Binary /Other	

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Office 'GreenMF' teams
- Water conservation or efficiency programs
- Sustainable procurement policy •Staff education or training on environmental
- management
- Paper reduction and digital transition policy or initiatives •Internal environmental policy or management plan

CLIMATE ACTION INITIATIVES

- Green Star-rated buildings (4-6 star)
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)
- Climate Action Plan or decarbonisation strategy
- Teleconferencing systems and virtual meeting practices
- Sustainable procurement (e.g., ECO-Buy, green purchasing policies)
- Remote and hybrid work practices
- Renewable electricity purchases
- NABERS Energy rating participation Energy-efficient lighting and appliances
- Employee education and awareness training Climate Active certification (2022-2024)
- · Air travel policy

SUSTAINABLE WASTE INITIATIVES

- Paper reduction and digital transition policy or
- Reporting or tracking of waste volumes and diversion rates
- Battery and mobile phone recycling (e.g. Mobile Muster)
- Reusable and recyclable coffee cup programs
- · Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
- E-waste and office equipment reuse or donation

FLEXIBLE WORKING INITIATIVES

Weeks

- Unpaid personal leave
- Time in lieu (TOIL) Flexibility for disability needs • Adjusted KPIs after leave
- Sahhaticals
- Career breaks
- Purchased leave
- Religious/cultural leave
- Study/professional development leave
- Family and domestic violence leave • Parental/fertility-related leave • Carer's leave
- Formal flexible work policy
- Remote/hybrid work options Part-time arrangements

Community

• Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Technology training Substantive law
- Professional skills •Personal development
- Mentoring
 Internally delivered training programs
- Internal policy training
- Coaching
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

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

Governance

Public Sustainability

Reporting External ESG Reporting



















Sustainable

Procurement



















Risk

Management









Code of Conduct



Community Volunteering







Corporate Giving

First Nations Reconciliation



Stretch

EXTERNAL REPORTING TYPES

- Standalone ESG or sustainability report • Website disclosure of ESG strategy, targets, and
- performance Modern Slavery Statement publication

SUPPLIER STANDARD COVERAGE

- · Fair competition and consumer protection
- · Modern slavery and human rights • Ethical business conduct (e.g., anti-bribery, fraud,
- corruption) Environmental sustainability and climate impacts
- Engagement with social enterprise or Indigenous suppliers
- Diversity, equity, and inclusion (DEI) · Community and social impact

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

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

CORPORATE GIVING INITIATIVES

Legal Pro Bono

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

FIRST NATIONS RECONCILIATION INITIATIVES

- Partnerships and collaboration for reconciliation
- Volunteering and secondments Pro bono legal or business support

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- Reconciliation Action Plan (RAP) Scholarships and student mentoring
- · Supply Nation membership Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)
- Funding and donations
 Indigenous employment pathways(e.g., internships,

graduate roles)

- First Nations spend targets
- Cultural awareness training • First Nations partnerships and procurement initiatives

186



Moray & Agnew
Headcount (FTE): 691
Floor Area: 11,888m²
Number of Offices: 7

Moray & Agnew is a leading national law firm of over 800 people, including over 120 partners. We serve our domestic and international clients from 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, government, property & development, and workplace legal services. We are an established law firm able to leverage the best of

our heritage brand with evolving best practice to consistently deliver service excellence for our clients. We pride ourselves on the breadth and diversity of our long-established client base, at the same time recognising that our clients have their own specific needs and obligations. Our collaborative approach and commitment to understanding our clients' specific interests inspires close and trusted relationships. Our clients rely on our capability and dependability, but they value our distinctive personality and progressive culture.

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 Environment

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 utilise environmentally conscious measures that

- minimise the use of resources and maximise reuse, 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 People

Moray & Agnew implemented a range of policies and initiatives to foster teamwork, trust, and respect within its workplace. Moray & Agnew offers employee development through training, clear promotion pathways, and a national learning and development program for Graduate Lawyers. Moray & Agnew supports inclusion with hybrid work arrangements and flexible working models that accommodate individual needs. A strong equal opportunity framework is upheld by Moray & Agnew's Diversity and Inclusion policy, supported by employee reference groups representing LGBTQIA+, Aboriginal and Torres Strait Islander peoples, gender, parents and caregivers, as well as health and wellbeing interests. These efforts are reinforced through a Reconciliation Action Plan and participation in the Law Council of Australia Diversity and Inclusion Charter. The firm is actively engaged in advancing gender equality, being

a signatory to the LIV Charter for the Advancement of Women. Notably, the proportion of women partners at Moray & Agnew rose from 24 percent in July 2016 to 50 percent in July 2025, as reported by the Australian Financial Review Law Partnership Survey. Moray & Agnew is accredited as a Breastfeeding Friendly Workplace and has partnered with researchers on mature age worker initiatives. Health and wellbeing are prioritised through corporate partnerships, a team of Mental Health First Aiders, EAP services, trauma training, and compliance with Minds Count Best Practice Guidelines.



Our Governance

Moray & Agnew has a well-defined responsibility framework for governance and regulatory compliance within the firm, which includes the work of our managing partners, leadership and management teams. As part of this we have documented decision making processes and authorities which include the identification, control and monitoring of risks. These are embedded in Moray & Agnew's management, operations, practices, and culture. Our programme encompasses our commitment to strategic priorities

and includes client service excellence, ethical conduct, legal professional obligations, business continuity, operational risk and assurance. We also have a Risk Management Committee (RMC) which is tasked with identifying, mitigating, and managing all forms of risks. The RMC reports to the firm's Management Committee, and in consultation with the National Managing Partner is responsible for business continuity and compliance.



Our Community

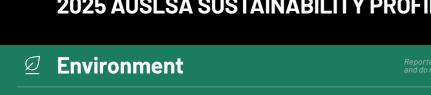
Moray & Agnew is committed to being a model corporate citizen, and to making a meaningful contribution to positive outcomes for the broader community in which we operate.

Delivery of pro bono legal services remains a high priority for the firm, and we are proud of being a signatory to the Australian Pro Bono Centre's National Pro Bono Target since 2011.

Our National Pro Bono Committee oversees, champions and coordinates each of our office's activities, ensuring our ability to continue to make a difference locally and nationally. Our National Pro Bono Practice is staffed by lawyers who have significant experience in the social justice sector. Our lawyers provide legal assistance to vulnerable individuals as well as Community Legal Centres, notfor-profit organisations, and social enterprises on a wide range of legal issues.

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 several years, supporting the Cerebral Palsy Alliance Research Foundation and in particular the Australian Congenital Cytomegalovirus Register (ACMVR).

Moray & Agnew also supports 'STEPtember', Australia's leading health and wellness fundraising event.



Environmental Management

Emissions Inventory



Scope 1 Refrigerants

Scope 3 Air Travel

Scope 3 Car Travel

Scope 3 Leased Assets

Total (Gross - Location-based) (tCO,e)

Total (Gross - Market-based) (tCO_e)



Scope 2 Electricity (Location-based)

Scope 2 Electricity (Market-based)











tCO_e

617

689

90

715

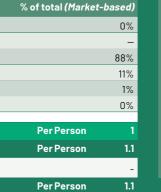
787

787

Climate Action







Paper Use, Recycling & Waste 57% 24,658kg

People

Employer Parental Leave Scheme



Flexible Working



Staff Development

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Employee Wellbeing Diversity

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Gender Equality





ENVIRONMENTAL MANAGEMENT INITIATIVES

- Sustainable procurement policy
 Staff education or training on environmental management

Carbon offsets (tCO₂e) Total Net (Market-based) (tCO2e)

• Paper reduction and digital transition policy or initiatives •Internal environmental policy or management plan

CLIMATE ACTION INITIATIVES

- Teleconferencing systems and virtual
- meeting practices
- Voluntary carbon offsetting Renewable electricity purchases
- Remote and hybrid work practices NABERS Energy rating participation
- Green Star-rated buildings (4-6 star) • Energy-efficient lighting and appliances
- Air travel policy

SUSTAINABLE WASTE INITIATIVES

- Paper reduction and digital transition policy or
- soft plastics)
- Mobile Muster)

- initiatives
- Office waste segregation (e.g. organics, co-mingled,
- E-waste and office equipment reuse or donation Battery and mobile phone recycling (e.g.

FLEXIBLE WORKING INITIATIVES

- Family and domestic violence leave Volunteering leave
- Flexibility for disability needs
- Adjusted KPIs after leave
- Sahhaticals
- Career breaks Purchased leave
- •Study/professional development leave
- Parental leave
- Unpaid personal leave
- Time in lieu (TOIL)
- Formal flexible work policy Remote/hybrid work options
- Part-time arrangements
- Flexible working hours

Community

STAFF DEVELOPMENT INITIATIVES

- Technology training Substantive law
- Professional skills •Personal development
- Mentoring
 Internally delivered training programs
- Internal policy training
- Coaching
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Women on Boards
- Training Gender awareness unconscious bias
- •Internal D&I networks or committees •LSNSW Charter - Advancement of Women
- Gender-sensitive promotion and recruitment Equitable briefing pledge (e.g. CommBar/LCA)
- ·LCA Diversity and Inclusion Charter
- International Women's Day

■ Governance

Public Sustainability Reporting















Sustainable

Procurement















Risk

Management











Code of Conduct





Community Volunteering Legal Pro Bono



Corporate Giving First Nations Reconciliation





Reflect

EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

- Cyber Security
- Modern slavery and human rights
- Environmental sustainability and climate impacts
- Engagement with social enterprise or Indigenous suppliers

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Organised staff volunteering NFP Boards
- Blood donations

CORPORATE GIVING INITIATIVES

- Internal appeals and collections
- Host external charity events External charity events and appeals

FIRST NATIONS RECONCILIATION INITIATIVES

- · Social Traders membership and social procurement
- Volunteering and secondments Pro bono legal or business support
- Scholarships and student mentoring Indigenous employment pathways (e.g., internships,
- Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week)

 Reconciliation Action Plan (RAP)

190



Mullins Lawyers Headcount (FTE): 105 Floor Area: 1,870m²

Number of Offices: 1

Mullins Lawyers is a leading independent Queensland law firm of over 100 people, recognised for delivering high-quality legal services across a wide range of commercial practice areas. We foster a collaborative and supportive environment that prioritises career development, innovation, and genuine work-life balance.

Our broader corporate responsibility philosophy is guided by the United Nations Sustainable Development Goals and embedded through our Social Impact Policy Suite, which includes Diversity

and Inclusion, Pro Bono Legal Services, Modern Slavery, and Community Impact and Non-Legal Volunteering. To ensure accountability, Mullins has established a Diversity and Inclusion Committee, a Charity Committee, and an ESG Committee. We have also commenced our Reconciliation Action Plan journey with Reconciliation Australia, reflecting our commitment to meaningful reconciliation.

Mullins is a proud National Pro Bono Target Signatory, reports annually under the Law Council of Australia's Equitable Briefing Policy, and is a member of the Australian Legal Sector Alliance (AusLSA), collaborating to advance sustainability across the legal sector. We actively support the industries and communities in which we operate through sponsorships, charitable contributions, and pro bono initiatives.

At our core, Mullins is committed to delivering exceptional legal services while contributing positively to our people, clients, community, and environment.



Our Environment

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.

The firms' environmental actions are guided by a previous carbon audit of the firm's operations conducted by Katestone Environmental Pty Ltd, which provided a baseline for current greenhouse gas emissions and energy consumption, as well as informing decisions on carbon offset and renewable energy.

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 equivalent NABERS Energy with GreenPower rating using self-surrendered LGCs, a 4.0 star NABERS Water rating, and a 4.0 star NABERS Waste rating).

Our environmental initiatives include a net carbon emission target, paperlite 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.



Our People

Mullins Lawyers is committed to fostering a workplace culture that balances excellence with wellbeing, and where people are supported to thrive both personally and professionally. Our culture is built on collaboration, inclusion, career development, and genuine care for our people.

Through the Mullins Lifestyle Program, we promote an active and vibrant social community, offering staff opportunities to participate in events, activities, and workshops throughout the year. Each activity is supported by "champions" from across the firm, encouraging leadership, engagement, and connection. We also provide a range of wellbeing initiatives, including flexible working arrangements, breakfast and fresh fruit in the office, and staff gym subsidies, to support a healthy and balanced lifestyle.

Professional growth is central to our people strategy. We provide accessible professional development opportunities, including workshops, courses, and structured pathways for progression, ensuring our people are equipped to develop their careers within the firm.

Mullins is equally committed to fostering diversity and inclusion. Guided by our Diversity and Inclusion Policy, we promote equity and respect, oppose all forms of discrimination, and actively support gender equity targets, equitable briefing, inclusive recruitment, and training programs. These commitments underpin a culture where every individual feels valued and supported.



Our Governance

Mullins Lawyers maintains a comprehensive governance framework built on accountability, transparency, and ethical excellence. Our governance priorities include:

Ethics & Compliance: Mullins has proudly participated in Lexon Insurance's Enhanced Management Review (EMR) program for several years. This peerreview system ensures all practitioners review at least four matters bimonthly, guided by structured questions, ensuring ethical management and client-focused outcomes. Our commitment is further strengthened by appointing our first Operations and Compliance Manager.

Risk Management: Our ISO 27001 certification demonstrates robust information security governance, including stringent vendor onboarding protocols and comprehensive business continuity planning with regular testing

Matter Management: The EMR program provides

continuous quality assurance across all client matters, ensuring consistent ethical standards and professional excellence.

Key Achievements:

- Establishment of a dedicated Risk and Compliance function
- QLS compliance certification following Part 3.3 Investigation
- 100% EMR program participation rate
- ISO 27001 certification achievement

These governance programs align with Legal Profession Standards and ISO requirements, strengthening stakeholder trust through demonstrated compliance and peer accountability. Our frameworks support long-term sustainability through proactive risk management, continuous professional development, and unwavering commitment to ethical practice standards.



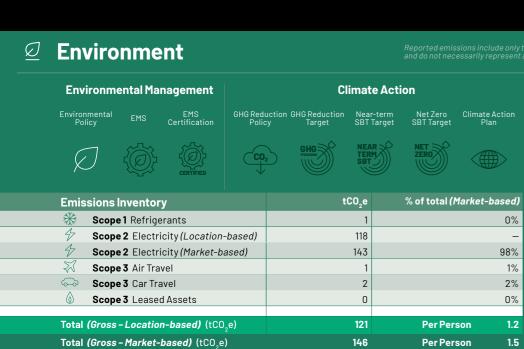
Our Community

Mullins Lawyers is committed to making a positive impact in the communities in which we operate, through pro bono legal services, volunteering, charitable initiatives, and meaningful engagement with First Nations peoples.

Our Charities Committee oversees formal charity activities, meeting quarterly to identify opportunities to give back. Each year, staff nominate a charity partner, with fundraising and awareness activities held throughout the year, including breakfast clubs, raffles, casual dress days, and chocolate sales. Funds are presented to the chosen charity at our Annual Christmas Day of Giving. Additionally, Mullins supports national awareness and wellbeing days, which are led by our Diversity and Inclusion Committee.

We are a proud signatory to the Australian Pro Bono Centre's Statement of Principles and have formalised our commitment through a Pro Bono Policy. Our lawyers aim to deliver a minimum of 35 hours of pro bono services annually, assisting individuals, not-forprofits, and matters of public interest, with outcomes reported in our annual Sustainability Report.

Beyond legal services, Mullins supports staff participation in community life through its Community Impact and Non-Legal Volunteering Policy, which provides eight hours of paid volunteering leave each year. We have also commenced our Reconciliation Action Plan journey, reflecting our commitment to supporting and engaging with First Nations peoples, communities, and businesses.







ENVIRONMENTAL MANAGEMENT INITIATIVES

• Staff education or training on environmental management

 $^{\textcircled{\$}}$ Carbon offsets (tCO₂e) Total Net (Market-based) (tCO₂e)

- Paper reduction and digital transition policy or initiatives •Internal environmental policy or management plan
- Green leasing or collaboration with landlords on sustainability

CLIMATE ACTION INITIATIVES

146

• Sustainable procurement (e.g., ECO-Buy, green purchasing policies)

Per Person

1.5

- Teleconferencing systems and virtual meeting practices
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)
- •Energy-efficient lighting and appliances •Green Star-rated buildings (4-6 star)
- NABERS Energy rating participation
 Remote and hybrid work practices

SUSTAINABLE WASTE INITIATIVES

- Paper reduction and digital transition policy or • F-waste and office equipment reuse or donation
- Reusable and recyclable coffee cup programs
- •Office waste segregation (e.g. organics, co-mingled, soft plastics)
- •Internal waste education or behaviour
- change campaigns
 Battery and mobile phone recycling (e.g. Mobile Muster)

FLEXIBLE WORKING INITIATIVES

- Phased retirement
- Volunteering leave
- Study/professional development leave
- •Parental/fertility-related leave
- Family and domestic violence leave Carer's leave
- Formal flexible work policy
- Remote/hybrid work options
- Part-time arrangements
- Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Mentorina
- •Coaching
- Internal policy training •Substantive law
- Personal development
- Professional skills
- •Internally delivered training programs • Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Internal D&I networks or committees
- · Host or lead external programs and/or forums
- Equitable briefing pledge (e.g. CommBar/LCA) International Women's Day

■ Governance

Public Sustainability Reporting





















Sustainable

Procurement













Risk

Management

















Code of Conduct

Community Volunteering

Community



Legal Pro Bono



Corporate Giving

First Nations Reconciliation





EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

MODERN SLAVERY RISK ASSESSMENT

No, but we plan to do so within the next 12 months

COMMUNITY VOLUNTEERING INITIATIVES

- Community volunteering
- NFP Boards
- •Organised staff volunteering Paid volunteer time

CORPORATE GIVING INITIATIVES

- •Internal appeals and collections
- Firm donation program •External charity events and appeals
- Reconciliation Action Plan (RAP)
 - Pro bono legal or business support
 - Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)

FIRST NATIONS RECONCILIATION INITIATIVES

Cultural awareness training

Russell Kennedy

Russell Kennedy Headcount (FTE): 352 Floor Area: 6,478m² Number of Offices: 2 Russell Kennedy is a leading Australian law firm with offices in Melbourne and Sydney. While our firm's story dates back to 1857, we are a progressive, forward-focused practice with 54 principals and more than 350 people.

We have capabilities across practice areas including corporate and commercial, dispute resolution, property and development, planning and environment, workplace relations and employment, insurance, estate planning, and family law. We focus on key sectors

including aged care and retirement living, health and community services and government.

Backed by decades of experience and industry-specific knowledge, our approach covers nearly all aspects of the law. We take pride in fostering enduring relationships with our clients, driving positive and impactful change within our community. A trusted adviser, we offer expertise to major companies, notfor-profits, individuals, and all levels of government.

We are also a member of international legal network Ally Law, ensuring our reach spans the globe.

In short, the strength of our firm lies in the lasting relationships we build with our clients, our people and the broader community.



Our Environment

Russell Kennedy is committed to managing its activities to promote environmental sustainability, conserve and enhance our natural resources, prevent environmental pollution and bring about continuous improvement in our environmental performance. We achieve this by:

- Focus on our premises
 - Relocation of Melbourne office to a 6 star Green Star and 5.5 Star Nabers Energy rated building in July 2024. New tenancy fit out, furniture and fittings completed in line with 5 star green star rating for Russell Kennedy.
 - Sydney office has a 5.5 star Nabers Energy rating
 - Both landlords have a positive focus towards sustainability and social responsibility with

dedicated ESG strategies and personnel who work closely with their tenants

- Informing staff and stakeholders of our commitment to the environment and sustainability.
- Supporting the implementation of environmental actions within our organisation.
- Monitoring the progress of those environmental actions.
- Communicating the outcome of those environmental actions to relevant stakeholders.
- Providing the necessary training to minimise environmental impacts and issues
- Considering environmental matters in all business planning and risk management.

Russell Kennedy is also a proud Associate Member of the Clean Energy Council.



Our People

In 2025, Russell Kennedy was recognised – for the eighth year– as an Employer of Choice for Gender Equality, by the Workplace Gender Equality Agency. We're one of only 115 employers in Australia to receive the citation.

Since our first Gender Equality Strategy was released in 2017, we've seen women at Principal (partner) level increase from 28% to 52% (at August 2025). It's our understanding that we're one of only three Australian law firms (of comparable size or larger) to have 50% or more female Principals and 62% of our lawyers are women.

Members of Pride in Diversity, in the 2025 Australian Workplace Equality Index, we achieved the Gold ranking in the Small Employer category (1-1500 employees) for the third time. An external assessment of policies and actions taken to promote LGBTIQ+

inclusion in the workplace.

We're one of 25 Australian organisations (including three law firms) participating in RISE, an Australian government-funded program breaking down systemic barriers and providing direct pathways for women of colour to reach senior leadership positions, with 16 participants in the program.

Last year, Russell Kennedy was awarded with Disability Confident Recruiter (DCR) status, by the Australian Disability Network. We're dedicated to providing greater opportunities for people with disabilities and better accommodating our staff to facilitate a more inclusive and effective workplace.



Our Governance

We have a comprehensive suite of policies designed to identify and mitigate risk, ensure business continuity and maintain the high quality of our legal services. We use a continuous improvement approach to developing, implementing and assessing the effectiveness of our quality management processes. Our goal is to exceed our customer's requirements.

Our quality assurance procedures, systems and documentation are designed to enhance value, efficiency and productivity for our clients, while also allowing us to monitor our performance. We provide ongoing education and training to our legal professionals that meets matter, client, industry, professional and statutory requirements. Robust recruitment procedures ensure new employees meet our high standards of expertise. We have formal

supervision in place for lawyers, conduct annual performance reviews, produce internal KPI reports and conduct client listening programs.

Russell Kennedy has ISO 27001 certification; the international standard for the implementation of an Information Security Management System and an organised approach to maintaining confidentiality, integrity and data availability in an organisation.

We use the management systems self-assessment audit tool provided by the Legal Services Board, 'Ten Objectives of Appropriate Management' and subscribe to independent client satisfaction studies, such as Beaton Benchmarks.



Our Community

Our Pro Bono Practice is a distinct, well-established practice group. We've been a signatory to the National Pro Bono Target since 2011, which we consistently exceed. We are a long-standing Justice Connect member and have twice been a recipient of the Victorian Legal Awards "Access to Justice Award" (for our work in the refugee assistance sector).

In 2023 our Reflect, Reconciliation Action Plan was formally endorsed by Reconciliation Australia. The Reflect RAP is not just about what we can do to assist people and community through pro bono services - it is a shared undertaking to build knowledge, respect and understanding between us all and to share in the vibrant, resilient and ongoing cultures of First Nations Peoples.

In 2019, Russell Kennedy was proud to be one of 18 Australian law firms to endorse a law firm statement in support of the Uluru Statement from the Heart and subsequently, its call for a constitutionally enshrined First Nations Voice to Parliament.

Our stated purpose to making a positive difference in everything we do includes encouraging our people to contribute to the community beyond their role within the firm. This is significantly reflected in our client mix which shows a strong bias towards organisations that themselves make a positive contribution to the community.

AUS ISA









Environmental Management













% of total (Market-hase)

Emissions inventory	10026	% of total (Market-baseu)
※ Scope 1 Refrigerants	1	0%
Scope 2 Electricity (Location-based)	233	_
Scope 2 Electricity (Market-based)	51	33%
Scope 3 Air Travel	87	56%
Scope 3 Car Travel	16	5%
Scope 3 Leased Assets	0	0%
Total (Gross-Location-based) (tCO ₂ e)	336	Per Person 1
Total (Gross - Market-based) (tCO ₂ e)	154	Per Person 0.4
Carbon offsets (tCO ₂ e)		-
Total Not (Market-based) (tCO o)	15/4	Per Person 0 /



People Flexible Working **Employee Wellbeing Gender Equality Staff Development Diversity** Employer Parental Leave Scheme Flexible Working Policy Gender Equality Target 209 0 \bigcirc **Parental Leave Staff Gender Profile** per care giver Secondary **Partners** Legal Staff Non-Legal Staff **Promoted Last 12 Months** 6 48% 52% 0% 27% 73% 0% 16% 84% 0% 36% 64% 0%

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Biodiversity or nature-positive initiatives (e.g., green walls, native planting, pollinator support)
- Green leasing or collaboration with landlords on

EXTERNAL REPORTING TYPES

Sustainable procurement policy
 Paper reduction and digital transition policy or initiatives

CLIMATE ACTION INITIATIVES

- Renewable electricity purchases Remote and hybrid work practices
- Teleconferencing systems and virtual meeting practices
- Sustainable procurement (e.g., ECO-Buy, green purchasing policies)

- Energy auditing
 Energy-efficient lighting and appliances
 NABERS Energy rating participation
 Green Star-rated buildings (4-6 star)
- Active transport infrastructure (e.g., end-of-trip
- facilities, Ride to Work)
- Air travel policy

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs Reporting or tracking of waste volumes and
 - diversion rates
 - Paper reduction and digital transition policy or

 - initiatives
 Office waste segregation (e.g. organics, co-mingled,
 - soft plastics)
 - Internal waste education or behaviour change campaigns
 • Battery and mobile phone recycling (e.g.

 - Mohile Muster)

MODERN SLAVERY RISK ASSESSMENT

risk assessment

Yes, we have a general understanding of modern

slavery risk in our operations and supply chains

but have not undertaken a formal modern slavery

• E-waste and office equipment reuse or donation

FLEXIBLE WORKING INITIATIVES

Weeks

- Time in lieu (TOIL)
- Phased retirement Flexibility for disability needs
- Adjusted KPIs after leave
- Career breaks
 Purchased leave
- Religious/cultural leave •Study/professional development leave
- Family and domestic violence leave Parental/fertility-related leave
- Carer's leave Unpaid personal leave
- Formal flexible work policy
- Remote/hybrid work options Part-time arrangements
- Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Technology training Substantive law
- Professional skills
- •Personal development
- Mentoring
 Internally delivered training programs
- Internal policy training Coaching
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Training Gender awareness unconscious bias
- Sexual harassment gender equality programs / initiatives

Non-Binary /Other

- ·L SNSW Charter Advancement of Women
- LCA Diversity and Inclusion Charter
- •International Women's Day •Internal D&I networks or committees
- Host or lead external programs and/or forumsFemale advancement, mentoring and coaching
- Equitable briefing pledge (e.g. CommBar/LCA) • Equal pay controls
- Employer of Choice for Gender Equality

Governance Risk **Public Sustainability** Sustainable **Code of Conduct** Management **Procurement** Reporting Promotion of AusLSA Reporting 0

SUPPLIER STANDARD COVERAGE

Community

Community Volunteering



Legal Pro Bono

Corporate Giving

-0-

First Nations Reconciliation



Reflect

COMMUNITY VOLUNTEERING INITIATIVES

- Skilled volunteering program Secondments to NFPs
- Student tutoring and mentoring
- CPD for community sector lawyers
- Blood donations
- •NFP Boards

CORPORATE GIVING INITIATIVES

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

- Partnerships and collaboration for reconciliation
- Reconciliation Action Plan (RAP) • Pro bono legal or business support
- Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week) •Indigenous employment pathways (e.g., internships,
- graduate roles)
 Funding and donations
- Cultural awareness training



Sparke Helmore Headcount (FTE): 918

Floor Area: 12,813m² Number of Offices: 10 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, awardwinning 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 950 people strong across 10 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 Environment

To further our commitment to a sustainable future, we have developed an Environmental Management System with AusLSA which has been externally certified. In this process we updated our Environmental Policy, created an Environmental Impacts Register and an Environmental Management Plan for the next two years. 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 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.



Our People

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.



Our Governance

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 a 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.



Our Community

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 FY24/25, we provided 20,468 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 FY24/25, we completed an average of 42.4 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.

Gender Equality Target





Emissions Inventory



Environmental Management

Scope 1 Refrigerants

Scope 3 Air Travel

Scope 3 Car Travel Scope 3 Leased Assets

Total (Gross - Location-based) (tCO₂e)

Total (Gross - Market-based) (tCO_e)

Carbon offsets (tCO₂e) Total Net (Market-based) (tCO2e)



Scope 2 Electricity (Location-base

Scope 2 Electricity (Market-based





		6

Climate Action

Near-term SBT Target

	tCO ₂ e	% of total (Market-based)
	8	1%
ed)	479	_
)	244	40%
	328	54%
	27	3%
	0	0%
	842	Per Person 0.9
	606	Per Person 0.7
	_	



People Flexible Working **Employee Wellbeing Staff Development Diversity Gender Equality** Employer Parental Leave Scheme Flexible Working Policy 209 \bigcirc 0



ENVIRONMENTAL MANAGEMENT INITIATIVES

- Green leasing or collaboration with landlords on sustainability
- •Internal environmental policy or management plan
- Sustainable procurement policy
- Regular environmental compliance or risk audits
 Paper reduction and digital transition policy or initiatives
- Environmental Management System (EMS)

CLIMATE ACTION INITIATIVES

• NABERS Energy rating participation • Sustainable procurement (e.g., ECO-Buy, green

Per Person

0.7

- purchasing policies)
 Energy auditing
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)
- Air travel policy Renewable electricity purchases
- Remote and hybrid work practices
 Energy-efficient lighting and appliances
- Teleconferencing systems and virtual
- meeting practices
- Green Star-rated buildings (4-6 star)

SUSTAINABLE WASTE INITIATIVES

- Reusable and recyclable coffee cup programs Battery and mobile phone recycling (e.g.
- Mobile Muster) • Paper reduction and digital transition policy or
- Office waste segregation (e.g. organics, co-mingled,
- soft plastics)
- E-waste and office equipment reuse or donation

FLEXIBLE WORKING INITIATIVES

- Childcare support Flexibility for disability needs
- Adjusted KPIs after leave
- Phased retirement Sahhaticals
- Career breaks
- Purchased leave
- Volunteering leave
- Study/professional development leave Family and domestic violence leave
- •Parental/fertility-related leave
- Carer's leave
- Unpaid personal leave Time in lieu (TOIL)
- Formal flexible work policy
- Remote/hybrid work options
- Part-time arrangements • Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Technology training Professional skills
- Substantive law
- •Personal development Mentoring
- •Internally delivered training programs
- Internal policy training Coaching
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

- •Sexual harassment gender equality programs / initiatives
- •International Women's Day
- Gender-sensitive promotion and recruitment
- Internal D&I networks or committees
 Female advancement, mentoring and coaching
- Equitable briefing pledge (e.g. CommBar/LCA)
- Equal pay controls
 Employer of Choice for Gender Equality

■ Governance

Public Sustainability Reporting























Sustainable

Procurement













Risk

Management













Code of Conduct





Community

Community Volunteering





Legal Pro Bono

Corporate Giving

First Nations Reconciliation





EXTERNAL REPORTING TYPES

- Website disclosure of ESG strategy, targets, and
- performance

 Modern Slavery Statement publication

SUPPLIER STANDARD COVERAGE

• Diversity, equity, and inclusion (DEI)

- Community and social impact Ethical business conduct (e.g., anti-bribery, fraud, corruption)
- Fair competition and consumer protection • Engagement with social enterprise or
- Indigenous suppliers
 Environmental sustainability and climate impacts
- Modern slavery and human rights

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Paid volunteer time
- Organised staff volunteering
- NFP Boards • Community volunteering

CORPORATE GIVING INITIATIVES

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

- Supply Nation membership
- Scholarships and student mentoring • Pro bono legal or business support

-0-

• Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)

FIRST NATIONS RECONCILIATION INITIATIVES

- •Indigenous employment pathways (e.g., internships,
- graduate roles)
 Funding and donations
- First Nations spend targets
- Cultural awareness training

AUS LSA 203

STANTON & STANTON

Stanton & Stanton Headcount (FTE): 21

Floor Area: 517m² Number of Offices: 1

At Stanton & Stanton, we go beyond the law with a deep understanding of food and beverage, wine, agribusiness, real estate, projects, and water sectors. We provide specialist commercial and legal advice tailored to our clients' business needs, ensuring the best possible commercial and legal outcomes. We are proud to be recognised as a 'Leading Law Firm in NSW for Agribusiness' in the Doyles Guide 2025.

We go beyond expectations, making meaningful and lasting contributions to our clients' businesses. The success of our clients drives us, and we are passionate about working alongside likeminded businesses. Our core values are respect, achievement and adding value. We treat our clients and stakeholders like close friends, building long-lasting relationships based on mutual trust and understanding.

We recognise that sustainability is the fundamental principle driving the future of the industries we represent. As a law firm committed to supporting our

clients in this sector, we understand the unique challenges and opportunities that sustainable practices, initiatives and targets present. We're committed to providing legal counsel that ensures compliance with current regulations while fostering innovative and sustainable business practices for the



Our Environment

We are committed to sustainability within our own operations, striving to reduce our environmental impact through energy efficiency, waste reduction, and responsible sourcing of office materials. We support clients in adopting environmentally responsible practices, including reducing waste, conserving water and energy, and sourcing sustainable ingredients.

Stanton & Stanton has achieved carbon neutrality and obtained Government Climate Active certification, implemented an office premises reduction strategy, and is 100% green powered. The firm takes a datadriven approach to empower staff and achieve tangible sustainability improvements.

We reached this goal through a carbon reduction strategy and strategic investment in carbon credits to offset remaining emissions. Stanton & Stanton chose

to invest in the Mai Ndombe REDD+ Project, which protects 300,000 hectares of critical habitat for bonobos and forest elephants in the world's largest intact rainforest. This investment aligns with the UN Sustainable Development Goals, demonstrating our dedication to global environmental initiatives.

Stanton & Stanton has committed to the United Nations Global Compact, a corporate responsibility initiative providing a voluntary framework for developing, implementing, and disclosing responsible business practices. We support the UN Global Compact's Ten Principles, which span critical areas of global sustainability and ethical business conduct.



Our People

Our people go beyond the standards. Driven by our core values of respect and achievement, we've created a dynamic culture that promotes growth and individual success within our team and among our clients. We take pride in being high achievers, fostering excellence and inclusivity through people programs integrated into our business strategy.

Our people are supported throughout their career journey by leaders who provide regular weekly oneon-one feedback sessions and educational seminars. In May, we promoted solicitors Jack Hutchinson and Karl Panarello to Senior Associates. The firm invests in nurturing and promoting talent from within, ensuring clear career paths for all employees.

We continually evolve to provide a respectful, flexible, supportive, and inclusive work environment. We are active members of the Charter for the Advancement

of Women of the Law Institute of Victoria and the Law Society of New South Wales, as well as the Diversity and Equality Charter of the Law Council of Australia. We maintain an equal female-male ratio on our board and management team, celebrate International Women's Day and R U OK Day, and regularly attend CPD and sector events



Our Governance

The firm's approach is centred around strengthening our governance structures, advancing transparency and prioritising ethical organisational practices. Accountability and ethical conduct are focal points of all our programs as we continue to handle increasingly complex cases. We achieve this by working closely with leadership to implement best practices, ensuring that our policies and working methods are continually reviewed and improved.

As part of the firm's risk management plan, we have become ISO 9001:2015 Quality Management Systems certified, marking another significant milestone in our commitment to 'go beyond' industry standards and deliver exceptional value to our clients and stakeholders.



Our Community

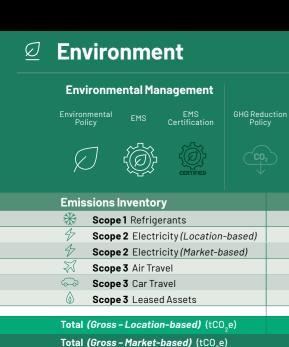
At the core of our business is our commitment to both our legal community and our client's community. We partner with the St Vincent's Curran Foundation, whose mission is to deliver excellent healthcare for all people by bridging government funding gaps for St Vincent's Hospitals in New South Wales. We provide annual monetary donations and host foundation events at our CBD office, enabling them to bring together their community and raise awareness and funding.

We also partner with Australian Women in Wine, a community that champions women in the Australian wine industry and advocates for gender equality across the sector.

We provide pro bono legal advice to Aboriginal Employment Strategy Limited and have committed to the National Pro Bono Target, with each lawyer

aiming to complete 35 hours annually to ensure our community has access to the necessary legal advice. In 2025, we strengthened our pro bono offering by joining Justice Connect, providing our team with a structured pathway to contribute meaningfully to access to justice initiatives.

Our people are encouraged to give blood through the Australian Red Cross during working hours. In March, our team gave back through OzHarvest's 'Cooking for A Cause Program'. This initiative embodied what we stand for: going beyond our community.







ENVIRONMENTAL MANAGEMENT INITIATIVES

• Climate Active Certified

Carbon offsets (tCO₂e)

Total Net (Market-based) (tCO,e)

- Environmental Management System (EMS)
- •Internal environmental policy or management plan •Staff education or training on environmental management

CLIMATE ACTION INITIATIVES

Climate Action

tCO₂e

0

20

21

128

0%

0%

4%

0%

96%

% of total (Market-based)

Per Person

Per Person

Per Person

- Supplier emissions engagement Voluntary carbon offsetting
- Teleconferencing systems and virtual
- meeting practices
- Renewable electricity purchases
 Remote and hybrid work practices
- Employee education and awareness training
- Climate Action Plan or decarbonisation strategy
- · Climate Active certification
- Aligned with Science-Based Targets Initiative (SBTi)

SUSTAINABLE WASTE INITIATIVES

- $\bullet \, \mathsf{Reporting} \, \mathsf{or} \, \mathsf{tracking} \, \mathsf{of} \, \mathsf{waste} \, \mathsf{volumes} \, \mathsf{and} \,$
- •Office waste segregation (e.g. organics, co-mingled, soft plastics)

FLEXIBLE WORKING INITIATIVES STAFF DEVELOPMENT INITIATIVES

- Family and domestic violence leave Purchased leave
- Study/professional development leave • Parental/fertility-related leave
- Carer's leave
- Unpaid personal leave
- Time in lieu (TOII)
- ·Flexible working hours

Community

Community Volunteering

- •Internally delivered training programs
- Internal policy training Technology training
- Personal development
- Professional skills
- Mentoring
- Coaching

Legal Pro Bono

• Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Women on Boards
- LCA Diversity and Inclusion Charter
- ·LSNSW Charter Advancement of Women
- International Women's Day
- Gender-sensitive promotion and recruitment
- Equal pay controls

■ Governance

Public Sustainability Reporting























Sustainable

Procurement













Risk

Management







Code of Conduct











Corporate Giving

First Nations Reconciliation



EXTERNAL REPORTING TYPES

- Website disclosure of ESG strategy, targets, and
- •UN Global Compact
- •Climate Active certification and public disclosure

SUPPLIER STANDARD COVERAGE

- Modern slavery and human rights
- •Ethical business conduct (e.g., anti-bribery, fraud, corruption)
- Environmental sustainability and climate impacts
- Community and social impact • Alignment with UN Global Compact and/or SDGs

MODERN SLAVERY RISK ASSESSMENT

Yes, we have a general understanding of modern slavery risk in our operations and supply chains but have not undertaken a formal modern slavery

COMMUNITY VOLUNTEERING INITIATIVES

- · Community volunteering • Blood donations

CORPORATE GIVING INITIATIVES

- · Host external charity events
- Charitable foundation
- •External charity events and appeals

FIRST NATIONS RECONCILIATION INITIATIVES

• Pro bono legal or business support

Swaab

Swaab

Headcount (FTE): 104

Floor Area: 2,133m²

Number of Offices: 1

Swaab was established by Fredrick Swaab, in Sydney, Australia, in 1981 and has grown to become a haven for family businesses, small to medium enterprises, corporations, high-networth individuals and government clients. We hold a unique position in the market place, as a firm with both a full-service Commercial law and Family law offering. Our success comes 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 with our Swaab Brand of Service (SBoS). Our Lawyers and staff have studied Law, Accounting, Arts, Biology, Broadcasting, Business, Communications, Conveyancing, Data Analytics, Economics, Education, Engineering, English Literature, Finance, Governance, Hospitality, Human Resources, Information Technology Marketing, Management, Media, Music, Nursing, and Science to name a few.



Our Environment

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 and encourage digital documentation to reduce paper use.



Our People

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 Governance

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 are signatory to the Law Council's Diversity Equality Charter, Charter for the Advancement of Women and ISO 9001 certified.



Our Community

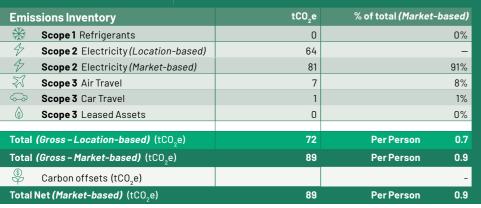
We firmly believe that lawyers don't merely have a duty to the court and to their clients - we also have a duty to behave with the utmost integrity and humanity. This belief runs through everything we do. It's because we believe that actions speak louder than words that we do pro bono work, get involved 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, Odessey House, Red Cross Blood Line and The Salvation Army.













ENVIRONMENTAL MANAGEMENT INITIATIVES

- •Internal environmental policy or management plan Biodiversity or nature-positive initiatives (e.g., green
- walls, native planting, pollinator support) Paper reduction and digital transition policy or initiatives
- Green leasing or collaboration with landlords on sustainability

CLIMATE ACTION INITIATIVES

- $\bullet \, \mathsf{Teleconferencing} \, \mathsf{systems} \, \mathsf{and} \, \mathsf{virtual}$
- meeting practices • Remote and hybrid work practices
- Green Star-rated buildings (4-6 star)
- Energy-efficient lighting and appliances Air travel policy
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- Surplus food donation or redistribution
- Reusable and recyclable coffee cup programs
- ·Paper reduction and digital transition policy or initiatives
- Office waste segregation (e.g. organics, co-mingled, soft plastics)
- •Internal waste education or behaviour
- change campaigns
 E-waste and office equipment reuse or donation Battery and mobile phone recycling (e.g.
- Mobile Muster)

FLEXIBLE WORKING INITIATIVES

- Adjusted KPIs after leave
- Phased retirement Purchased leave
- Religious/cultural leave
- Volunteering leave
 Study/professional development leave
- Family and domestic violence leave
 Parental/fertility-related leave
- Carer's leave
- Unpaid personal leave
- Time in lieu (TOIL)
- Part-time arrangementsRemote/hybrid work options Flexible working hours

Community

• Formal flexible work policy

 Internal policy training • Attending external training or seminars

• Technology training • Substantive law

Professional skills

Mentoring

•Coaching

•Personal development

STAFF DEVELOPMENT INITIATIVES

Internally delivered training programs

GENDER EQUALITY INITIATIVES

- Female advancement, mentoring and coaching
- Women on Boards
- International Women's Day
- Equal pay controls

■ Governance

Public Sustainability Reporting

























Sustainable

Procurement











Risk

Management







Code of Conduct







Community Volunteering



Legal Pro Bono



Corporate Giving



First Nations Reconciliation



EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

Modern slavery and human rights

MODERN SLAVERY RISK ASSESSMENT

Yes, we have a general understanding of modern slavery risk in our operations and supply chains but have not undertaken a formal modern slavery risk assessment

COMMUNITY VOLUNTEERING INITIATIVES

- Student tutoring and mentoring
- Paid volunteer time • Organised staff volunteering
- •NFP Boards
- Community volunteering • CPD for community sector lawyers
- · Blood donations

CORPORATE GIVING INITIATIVES

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

FIRST NATIONS RECONCILIATION INITIATIVES

- Participation in Indigenous awareness events (e.g.,
- NAIDOC, National Reconciliation Week)
- Volunteering and secondments
- Pro bono legal or business support

211

Thomson Geer

Thomson Geer Headcount (FTE): 828 Floor Area: 145,001m²

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 800 people, including over 155 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. We provide a full range of corporate legal services to clients across the public and private sectors.

As part of the broader Australian business community, Thomson Geer is committed to making a meaningful impact through corporate social responsibility, diversity, employee wellbeing, and sustainability. We have a range of firmwide initiatives dedicated to advancing these priorities.



Our Environment

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 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 People

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

nonlegal 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 Governance

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.



Our Community

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.







ENVIRONMENTAL MANAGEMENT INITIATIVES

•Staff education or training on environmental management

Total (Gross - Market-based) (tCO_e)

Carbon offsets (tCO₂e) Total Net (Market-based) (tCO2e)

 Paper reduction and digital transition policy or initiatives •Internal environmental policy or management plan

CLIMATE ACTION INITIATIVES

Climate Action

tCO_e

452

650

258

11

725

923

923

% of total (Market-based)

Per Person

Per Person

Per Person

1%

71%

28%

2%

0%

0.9

1.1

1.1

- $\bullet \, \mathsf{Teleconferencing} \, \mathsf{systems} \, \mathsf{and} \, \mathsf{virtual}$ meeting practices
- Remote and hybrid work practices
- NABERS Energy rating participation
- Green Star-rated buildings (4-6 star)
 Energy-efficient lighting and appliances
- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)

SUSTAINABLE WASTE INITIATIVES

- E-waste and office equipment reuse or donation Internal waste education or behaviour
- change campaigns
 Paper reduction and digital transition policy or

FLEXIBLE WORKING INITIATIVES

- Flexibility for disability needs Adjusted KPIs after leave
- Phased retirement
- Career breaks
- Sabbaticals Volunteering leave
- Purchased leave
 Study/professional development leave
- Family and domestic violence leave Parental/fertility-related leave
- Carer's leave Unpaid personal leave
- Formal flexible work policy
- Time in lieu (TOIL)
- Part-time arrangements
- Remote/hybrid work options

Community

Community Volunteering

Flexible working hours

STAFF DEVELOPMENT INITIATIVES

- Substantive law Technology training
- Professional skills
- •Personal development
- Mentoring
 Internally delivered training programs
- Internal policy training Coaching
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Women on Boards
- Training Gender awareness unconscious bias Sexual harassment gender equality programs /
- initiatives
- International Women's Day
 Host or lead external programs and/or forums • Gender-sensitive promotion and recruitment
- Female advancement, mentoring and coaching
- Equitable briefing pledge (e.g. CommBar/LCA)
- Equal pay controls

■ Governance

Public Sustainability Reporting

Promotion of AusLSA Reporting



















Sustainable

Procurement













Risk

Management







Code of Conduct















Corporate Giving First Nations Reconciliation



Reflect

EXTERNAL REPORTING TYPES

SUPPLIER STANDARD COVERAGE

- Ethical business conduct (e.g., anti-bribery, fraud,
- Modern slavery and human rights

MODERN SLAVERY RISK ASSESSMENT

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Student tutoring and mentoring
- Organised staff volunteering • Secondments to NFPs
- •NFP Boards
- Community volunteering • CPD for community sector lawyers
- · Blood donations

CORPORATE GIVING INITIATIVES

Legal Pro Bono

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

FIRST NATIONS RECONCILIATION INITIATIVES

• Scholarships and student mentoring

-0-

- Reconciliation Action Plan (RAP) • Pro bono legal or business support
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)
- Indigenous partnership programs (e.g.,
- CareerTrackers)
- Cultural awareness training



Turks Legal

Headcount (FTE): 257

Floor Area: 3,529m² Number of Offices: 4

At Turks, corporate responsibility is embedded in our culture and strategy. We are guided by a strong set of valuesleadership, boldness, collaboration, accountability, and integrity—which shape how we serve clients and engage with the broader community. We believe that being great at our craft means standing for more than commercial success; it means contributing meaningfully to society.

Our commitments include fostering diversity and inclusion, supporting

reconciliation with First Nations peoples, and maintaining the highest ethical standards. Through our Innovate Reconciliation Action Plan, we aim to elevate Aboriginal and Torres Strait Islander voices, build cultural competency, and provide pro bono legal services that promote equity and justice.

We prioritise continuous learning, environmental awareness, and community engagement, and we actively support initiatives that reflect these goals. Our collaborative culture

encourages open dialogue, mutual respect, and the nurturing of talent across all levels of the firm.

Achievements such as our recognised client-focused approach, national reach, and leadership in legal innovation reflect our dedication to responsible business practices. At Turks, corporate responsibility is not a checkbox—it's a lived commitment to doing what's right, every day.



Our Environment

Our firm is deeply committed to environmental sustainability, integrating eco-conscious practices across operations, supply chains, and community engagement. Our top priorities include reducing carbon emissions, enhancing energy efficiency, and promoting circular economy principles.



Our People

Our firm is deeply committed to cultivating a peoplecentric culture that champions equity, inclusion, wellbeing, and continuous development. We uphold a formally approved Gender Equality Policy, actively participate in our Diversity & Inclusion Committee, and support International Women's Day initiatives. Our leadership includes a female CEO and women on the board, and we deliver mandatory sexual harassment and unconscious bias training across all levels.

We offer flexible working arrangements that exceed statutory requirements, including remote work, parttime options, carers leave, and dedicated provisions for family and domestic violence leave ensuring our people can thrive professionally and personally.

Our Diversity Policy formally embraces disability, age, ethnicity, religion, and gender identity. We promote inclusive recruitment practices, respect pronoun preferences, and support visibility days and community events that celebrate diversity.

Employee wellbeing is embedded in our culture through a comprehensive Health & Wellbeing Policy, access to an Employee Assistance Program (EAP), Mental Health First Aid (MHFA) training, and active involvement in national wellbeing campaigns.

We invest in staff development through structured internal and external training programs, accredited seminars, and ongoing legal education. These initiatives are designed to empower our people and foster a high-performing, inclusive workplace.



Our Governance

Turks's is committed to ensuring robust governance programs that uphold integrity, transparency, and accountability, are embedded across all operations. This allows us to ensure continuously adherence with regulatory standards, whilst fostering trust with our clients.

Key priorities for the new financial year, includes strengthening board and wider organisation oversight, enhancing risk management frameworks, promoting ethical conduct and transparency throughout the organisation.

Recent achievements include the successful roll out of monthly newsletters tailored for the Management and Partnership team. This is strategically designed to build a strong risk culture by highlighting emerging risks, sharing key insights from internal audits and compliance reviews, and promoting and introducing

best practices in risk management. The initiative has helped improved transparency and reinforced the importance of proactive risk ownership at all levels of leadership.



Our Community

Our firm is deeply committed to driving meaningful social impact through a range of community engagement initiatives. A cornerstone of this commitment is our Reconciliation Action Plan (RAP), which prioritises authentic, values-led partnerships with First Nations communities. Through our ongoing collaboration with Maganda Makers, we provide pro bono support to empower Indigenous women entrepreneurs, fostering sustainable growth and cultural resilience.

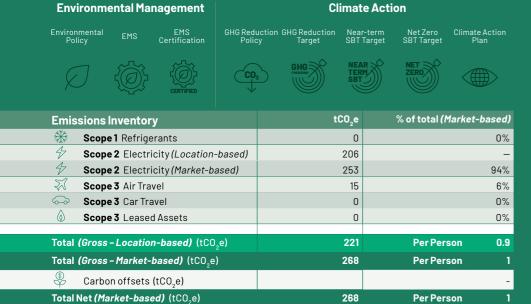
We also champion active employee participation in annual volunteering programs with the National Centre for Childhood Grief (NCCG), where our teams contribute time and expertise to support children navigating bereavement. These efforts reflect our belief in the power of compassion and connection.

In addition, we mobilise firm-wide charity drives aligned with key awareness days and causes ensuring our impact is both timely and relevant. These initiatives are embedded in our culture and reflect our broader purpose: to use our skills and resources to build stronger, more inclusive communities.













ENVIRONMENTAL MANAGEMENT INITIATIVES

Environment

 $\bullet \, \mathsf{Paper} \, \mathsf{reduction} \, \mathsf{and} \, \mathsf{digital} \, \mathsf{transition} \, \mathsf{policy} \, \mathsf{or} \, \mathsf{initiatives}$

CLIMATE ACTION INITIATIVES

- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)
- NABERS Energy rating participation Remote and hybrid work practices
- •Sustainable procurement (e.g., ECO-Buy, green purchasing policies)
- Teleconferencing systems and virtual meeting practices

SUSTAINABLE WASTE INITIATIVES

- Internal waste education or behaviour change campaigns
- E-waste and office equipment reuse or donation
- Paper reduction and digital transition policy or
- initiatives
- Office waste segregation (e.g. organics, co-mingled, soft plastics)

FLEXIBLE WORKING INITIATIVES

- ·Parental/fertility-related leave
- Time in lieu (TOIL) • Family and domestic violence leave • Volunteering leave
- Sabbaticals
- •Study/professional development leave
- Carer's leave
- Formal flexible work policy
- Flexible working hoursPart-time arrangements
- Remote/hybrid work options

STAFF DEVELOPMENT INITIATIVES

- Technology training Substantive law
- Professional skills
- •Internally delivered training programs
- Attending external training or seminars

GENDER EQUALITY INITIATIVES

- Training Gender awareness unconscious bias • Sexual harassment gender equality programs / initiatives
- •Internal D&I networks or committees
- International Women's Day

■ Governance Sustainable Risk **Public Sustainability Code of Conduct** Management **Procurement** Reporting 0 **EXTERNAL REPORTING TYPES** SUPPLIER STANDARD COVERAGE MODERN SLAVERY RISK ASSESSMENT

Community





Legal Pro Bono



Corporate Giving First Nations Reconciliation





Innovate

Yes, we have undertaken an internal modern slavery risk assessment on our operations and supply chains

COMMUNITY VOLUNTEERING INITIATIVES

- Community volunteering
- •Organised staff volunteering CPD for community sector lawyers
- •Blood donations

CORPORATE GIVING INITIATIVES

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

Charitable foundation

- Reconciliation Action Plan (RAP) Pro bono legal or business support
- Partnerships and collaboration for reconciliation
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)
- Funding and donations
- Cultural awareness training



Wotton Kearney Pty Ltd Headcount (FTE): 756 Floor Area: 6,207m² Number of Offices: 6 Wotton Kearney is Asia Pacific's insurance & risk legal business. Founded in 2002, WK has grown into a dynamic force of over 800 professionals, including 90+ partners, spanning 11 offices across Australia, New Zealand, Singapore and Thailand. WK partners with forward thinking insurers and corporates to solve their greatest challenges. We are the 'go-to' firm in the region for the majority of local, global and London market insurers, as well as brokers and corporates, particularly with the more complex issues facing the market.

More than just a law firm, we're a community of big thinkers, trail blazers and impactful humans that's committed to making a difference. Together, with our clients, our people and our communities, we're creating a legacy that redefines the world of insurance and risk.

Our commitment to pro bono, community contribution, and responsible business practices reflects our responsibility to act ethically, sustainably, and with long-term vision. It recognises that today's actions shape tomorrow's world, and

aligns with our Impactful Humans ethos and belief in leaving a legacy.



Our Environment

At WK we take seriously our role as a responsible global citizen. We are committed to understanding and reducing our environmental impacts, promoting sustainability, and achieving continuous improvement in our environmental performance across the business.

We have an externally certified Environmental Management System to drive sustainability from within WK. We have identified our firm's key environmental impacts (energy consumption, paper use, business travel, waste to landfill and responsibly procured products) and developed a detailed plan to address them.

We are measuring our Scope 1, 2 and 3 emissions and developing a plan to reduce those emissions. We are also preparing for climate-related disclosures under AASB S2.



Our People

WK'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. WK 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. WK fosters a flexible environment - 98% of employees, including partners, work under a formal flexible arrangement. WK focus on exploring alternatives to traditional ways of working and invest heavily in technology

which allows our staff to perform more efficiently and remain engaged regardless of where, when and how work is done. Established wellbeing programs (flu vaccinations and partnering with Black Dog Institute and RUOK) demonstrate our commitment to employees' physical and mental health. Mental Health First-Aid Officers, Staff Partners and EAP provide a support network to assist employees in confidentially dealing with personal or workplace issues.



Our Governance

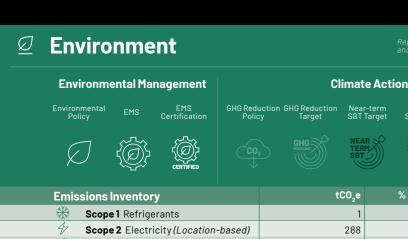
WK recognises that our actions today have lasting consequences for future generations. Our commitment to ESG principles reflects our responsibility to operate ethically, sustainably, and with a long-term vision. WK has established policies, frameworks and procedures that support good corporate governance and has an audit and risk committee (as a sub-committee of the Board) that regularly reports to the Board on new and emerging risks.

WK 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



Our Community

WK is committed to creating long-term, sustainable and equitable outcomes for future generations through our pro bono and responsible business program - Community Footprint. 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. Our pro bono efforts are focussed on removing systemic barriers to improve justice outcomes and improving access to the legal system. We drive social impact through our focus on Digital Inclusion and Safety, Social Inclusion, and Sustainable and Resilient Communities.



% of total (Market-based) tCO_e 0% 288 Scope 2 Electricity (Market-based) 85 16% 83% Scope 3 Air Travel 445 Scope 3 Car Travel 1% Scope 3 Leased Assets 0% Total (Gross - Location-based) (tCO₂e) 740 537 Total (Gross - Market-based) (tCO_e) Per Person 0.7 Carbon offsets (tCO₂e) 537 Total Net (Market-based) (tCO2e) Per Person

Paper Use, Recycling & Waste 67% 33% 100%

People Flexible Working **Employee Wellbeing Staff Development Diversity Gender Equality** Employer Parental Leave Scheme Flexible Working Policy Gender Equality Target 209 \bigcirc 0 **Parental Leave Staff Gender Profile** per care giver Secondary **Partners** Legal Staff Non-Legal Staff Promoted Last 12 Months 26 8 61% 39% 0% 35% 65% 0% 26% 74% 0% 39% 61% 0% Weeks

ENVIRONMENTAL MANAGEMENT INITIATIVES

- Sustainable procurement policy
 Staff education or training on environmental management
- Paper reduction and digital transition policy or initiatives
- •Internal environmental policy or management plan •Green leasing or collaboration with landlords on sustainability
- Environmental Management System (EMS)
- CitySwitch member

CLIMATE ACTION INITIATIVES

- Active transport infrastructure (e.g., end-of-trip facilities, Ride to Work)
- •Green Star-rated buildings (4-6 star)
 •Teleconferencing systems and virtual
- meeting practices
 Voluntary carbon offsetting
- Supplier emissions engagement
 Sustainable procurement (e.g., ECO-Buy, green
- purchasing policies)
 Renewable electricity purchases
- Remote and hybrid work practices
 Energy-efficient lighting and appliances Employee education and awareness training

SUSTAINABLE WASTE INITIATIVES

- E-waste and office equipment reuse or donation Reusable and recyclable coffee cup programs
- Reporting or tracking of waste volumes and diversion rates
- Paper reduction and digital transition policy or
- •Office waste segregation (e.g. organics, co-mingled,
- soft plastics) •Internal waste education or behaviour
- change campaigns
- Battery and mobile phone recycling (e.g. Mobile Muster)

FLEXIBLE WORKING INITIATIVES

- · Adjusted KPIs after leave Career breaks
- Religious/cultural leave
- Time in lieu (TOIL)
- Purchased leave
- •Sabbaticals
- Volunteering leave
- Family and domestic violence leave
- Study/professional development leave Parental/fertility-related leave
- Carer's leave
 Unpaid personal leave
- Formal flexible work policy
- Flexible working hours
- Remote/hybrid work options • Part-time arrangements

Community

STAFF DEVELOPMENT INITIATIVES

- Substantive law Attending external training or seminars
- Mentoring
- Technology training
- Professional skills
 Personal development
- Internally delivered training programs

GENDER EQUALITY INITIATIVES

- Gender-sensitive promotion and recruitment Female advancement, mentoring and coaching
- Equal pay controls
- Training Gender awareness unconscious bias
- Sexual harassment gender equality programs / initiatives
- •International Women's Day
- •Internal D&I networks or committees
- Equitable briefing pledge (e.g. CommBar/LCA)

Governance

Public Sustainability Reporting



EXTERNAL REPORTING TYPES

Standalone ESG or sustainability report

Modern Slavery Statement publication

















Sustainable

Procurement





SUPPLIER STANDARD COVERAGE

Modern slavery and human rights



• Environmental sustainability and climate impacts









Risk

Management









Yes, we have engaged a third party to undertake

MODERN SLAVERY RISK ASSESSMENT

a modern slavery risk assessment on our

operations and supply chains



Code of Conduct





Community Volunteering

- CPD for community sector lawyers
 NFP Boards
- Community volunteering
- Skilled volunteering program
- Paid volunteer time
- Organised staff volunteering

Legal Pro Bono





Corporate Giving





First Nations Reconciliation



Reflect

COMMUNITY VOLUNTEERING INITIATIVES

- Student tutoring and mentoring

- Secondments to NFPs

CORPORATE GIVING INITIATIVES

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

FIRST NATIONS RECONCILIATION INITIATIVES

- Funding and donations
- Reconciliation Action Plan (RAP)
- Pro bono legal or business support
- Participation in Indigenous awareness events (e.g., NAIDOC, National Reconciliation Week)

Australian Legal Sector Alliance Member Report 2025

AusLSA Reporting Members



Executive Members

CLAYTON UTZ





LANDER & ROGERS

NORTON ROSE FULBRIGHT



General Members

A&O SHEARMAN











































































www.legalsectoralliance.com.au