

2018


LEGAL SECTOR SUSTAINABILITY INSIGHT
AUSTRALIAN LEGAL SECTOR ALLIANCE
MEMBER REPORT

AUSTRALIAN
LEGAL SECTOR
ALLIANCE

PROMOTING SUSTAINABILITY



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This report is also available as an interactive flipbook. 

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FROM THE AusLSA CHAIRS

Welcome to the 2018 AusLSA Annual Sustainability Snapshot

On behalf of the Australian Legal Sector Alliance (AusLSA) Board and our member firms - Welcome to the *2018 Legal Sustainability Insight*

AusLSA's members are drawn together from Australia's most successful and progressive law firms, by an agreed set of principles and clear sustainability framework.

This year's Insight is the Australian Legal Sector Alliance's ninth annual report and the third to measure our member's commitments and performance against an expanded range of sustainability issues.

The framework outlines those important considerations of

1. safe and inclusive workplaces,
2. community service,
3. environmental conservation and
4. sound governance.

Here's some of the highlights you'll find in this year's report

Those seeking better work life balance, including working families, are being well supported by AusLSA members. All our members have flexible working programs in place, compared with only fifty-four percent across Australian business. Ninety percent of members are implementing gender equality policies and programs with encouraging results, improving the proportion of female partners from twenty-six percent in 2016 to thirty-three percent in the 2018 report. This increase translates to the promotion of an additional 250 female partners across our member firms.

Practicing law can be a high-pressure activity and like all professions where this is not managed carefully it can cause unsustainable stress and affect people's mental wellbeing. Ninety percent of AusLSA members acknowledge and address these risks through formal policies and commitments and deliver an average of five different mental health initiatives each.

Environmental conservation has been AusLSA's focus for nine years. A consistent effort by members is really starting to pay off. Net greenhouse gas emissions have reduced by 7.3% this year. This reduction is driven by energy efficiency programs saving enough electricity over the last twelve months to power 410 Australian homes. The purchase of carbon offsets is also growing, increasing by 191% since 2014. Offsets purchased in 2018 support the equivalent of 100,000 new trees and 1.8 square kilometres of revegetation

Perhaps our greatest success story has been the significant and consistent reduction of paper use by firms. Commitment to innovation and electronic systems has driven a nine percent reduction this year and a eighteen percent reduction since 2014. That equates to a 260 tonne reduction over the 12 months which would require seventeen semi-trailer trucks to carry.

Unfortunately, while many members have made solid reductions in their travel emissions, overall we have failed to achieve significant inroads with only a small decrease of two percent overall this year and an overall growth in emissions of nineteen percent since 2014. Our travel greenhouse gas emissions in 2018 are equivalent to the total greenhouse gas emissions of around 8,900 people.

Many Law firms can also use more sustainable purchasing choices to address a wide range of human rights and social issues while protecting biodiversity and conserving energy and water.

This year our report includes a spotlight on Modern Slavery and the pending legislation and disclosure regulations that will involve most of AusLSA's members. AusLSA will monitor the implementation of the regulations and investigate the support and tools required to assist members and build capacity to improve the sustainability of their broader supply chain.

Acknowledgments

AusLSA is appreciative of the ongoing relationships we have with our thought leader allies who provide their insights across a wide range of sustainability issues included in AusLSA's Sustainability Framework and annual report. We would specifically like to acknowledge our new relationships with Workplace Giving Australia and Tarwirri, the Indigenous Law Students and Lawyers Association of Victoria. We also like to express our gratitude to Informed 365 for their ongoing support in developing and maintaining for our reporting tools.

As well as welcoming back our existing members the board welcomes our new members for 2018 including Barry.Nilsson, Davies Collison Cave and Lawcover.

For all law firms who are not yet members of AusLSA we encourage you to get in contact with us to learn more about the benefits joining with your industry peers to share in and help guide your sustainability journey. There has never been a better time.

Brendan Bateman
Co-Chair, AusLSA
Partner, Clayton Utz

Kelvin O'Connor
Co-Chair AusLSA
Consultant



Instant Flipbook

AusLSA is grateful to [Instant Flipbook](#) for their assistance in presentation of this report.

PEOPLE HIGHLIGHTS

GENDER EQUALITY POLICY



FLEXIBLE WORKPLACE



PAID PARENTAL LEAVE



LGBTI INCLUSION



PSYCHOLOGICAL WELLBEING

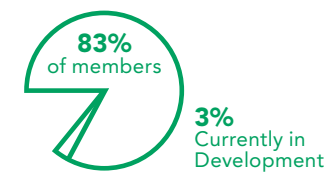


COMMUNITY HIGHLIGHTS

PRO BONO PROGRAMS



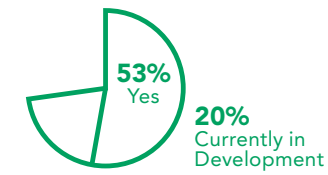
NON LEGAL VOLUNTEERING PROGRAMS



COMMUNITY GIVING PROGRAMS



INDIGENOUS RECONCILIATION POLICY (IN PLACE OR IN DEVELOPMENT)



ENVIRONMENT HIGHLIGHTS

PAPER USE



ELECTRICITY USE



OFFSETS AND RENEWABLES



TRAVEL GHG EMISSIONS

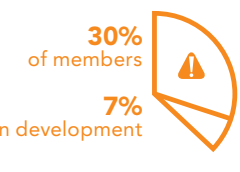


GOVERNANCE HIGHLIGHTS

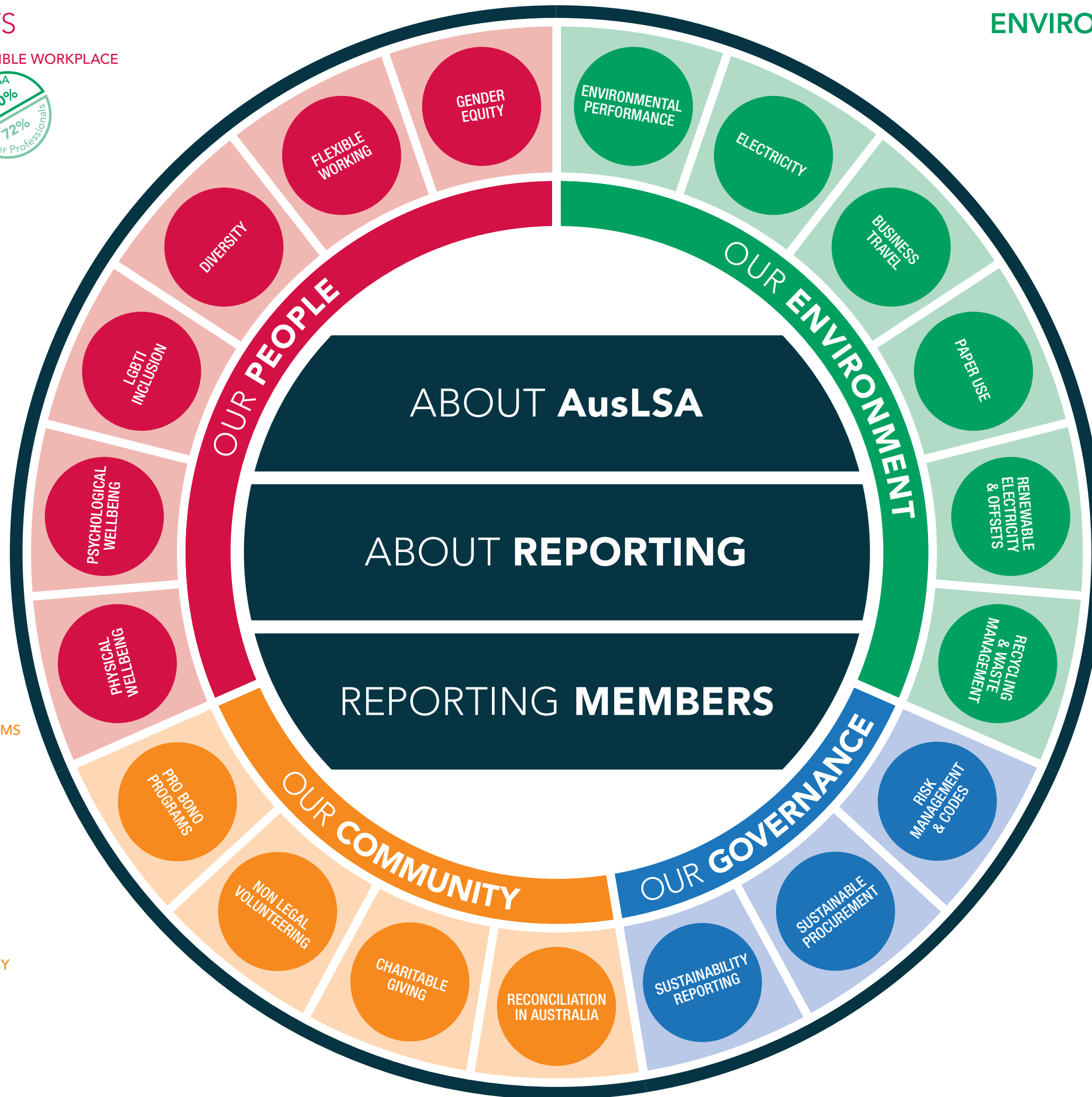
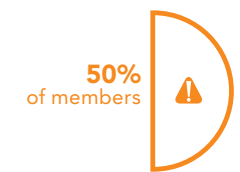
PROMOTION OF AUSLSA REPORT PARTICIPATION



ADDITIONAL SUSTAINABILITY REPORTING PUBLISHED



SUSTAINABLE PROCUREMENT



ABOUT THE AUSTRALIAN LEGAL SECTOR ALLIANCE

Working together to improve sustainable practice

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

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

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

AusLSA's Vision and Mission

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

Mission - To work collaboratively to inspire and facilitate more sustainable practices across the legal sector addressing areas including our people, community, environment and governance.

The AusLSA Principles

All AusLSA Members have committed to the AusLSA Principles:

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

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

AusLSA's Executive members

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

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



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

Focus and Direction

Every year our members' commitment to sustainability and social impact grows. With this growth comes the opportunity and expectation to continually refine and improve the sustainability framework and to broaden the support available to ensure that AusLSA continues to evolve and enhance its member services so that Australian law firms can remain as a global example of leading practice for corporate purpose and responsibility.

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

AusLSA's 3-year strategic plan is concentrating its efforts on building value to our members and stakeholders (including partners, employees, customers, stakeholder, regulators and other thought leaders).

Priorities for 2019

Welcome more members – AusLSA needs members. Our membership both reinforces the industry support for the AusLSA model and contributes to the resources we need to provide and continually develop new programs and materials and to promote progress.

Ongoing reporting development – AusLSA is continually reviewing the opportunities to improve metrics and reporting to most efficiently tell a useful story about members' sustainability that meets the expectations of stakeholders, international best practice and our members. This year we will be preparing for the adoption of regulatory reporting requirements on modern slavery.

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

Spreading the word – This year AusLSA will be increasing our conversations with the customers of legal services to better understand the types of sustainability information they are interested in from AusLSA and how we can most effectively provide it to them on our members behalf. Members' commitment to sustainability and their AusLSA membership also provides a wide range of benefits to their firm's different functions and internal stakeholders. In 2018, AusLSA will assist firms to communicate more widely about actions and commitments that different members provide to the community.

Collecting the latest information and resources – AusLSA's website has now been redeveloped to accommodate a broader and more up to date set of sustainability information and materials as well as being a portal to selected materials and programs from our alliance partners. During the year we will progressively populating the site with new topics as well as a stream of newsletters, twitter, LinkedIn and Facebook streams to follow. A copy of all AusLSA Sustainability Insight reports, including the 2018 Sustainability Insight are available from our new website.

ABOUT AUSLSA'S SUSTAINABILITY REPORTING

Since 2009 AusLSA members have reported their environmental sustainability performance based on a consistent set of reporting criteria. Over the past four years member firms have progressively added social sustainability information until last year when the complete AusLSA sustainability reporting Framework was established.

The purpose of the annual AusLSA reporting process is two-fold:

1. To increase the understanding and transparency of the social and environmental impacts of the Australian legal sector;
2. To provide a framework for AusLSA members and their stakeholders to track the sustainability status of their operations and the effectiveness of their sustainability initiatives.

AusLSA's sustainability reporting is unique. It is the only industry sustainability reporting system in Australia that uses common reporting scope, boundaries and methodologies. This is superior to traditional internal sustainability reporting, where firms will set their own scope and often use different methodologies, assumptions and factors.

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

Why do AusLSA members report?

Our members are part of a growing business community who recognize how their social impact and the values they demonstrate contribute to their business strength and competitiveness. They also increasingly recognise that their employees and customers are also assessing the values they demonstrate and the purpose they pursue.

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

A 2017 [ACCSR Survey](#) of 1,215 professionals from across corporate and government sectors found that assessing and reporting their impact and performance was their highest sustainability priority. The survey also showed that eighty-eight percent understood that sustainability reporting helped the reputation of their business and seventy-eight percent said it contributed to brand positioning. Other top responses from organisations prioritised increased engagement from leadership, stakeholders and staff and identification of opportunities for improvement.

Public reporting is one method that AusLSA members use to articulate the common elements of their sustainability approach and to demonstrate their commitment to improve performance in these areas.

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

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

What Does AusLSA report?

The reporting framework developed by AusLSA is consistent with management and reporting elements commonly applied in Australian and international organisations. This consistency provides important benefits to both member firms and the audiences for this information.

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

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

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

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

AusLSA Key reporting principles

Materiality

Materiality assessment is an early and essential step in Sustainability Reporting.

The process involves the identification of the most relevant and important sustainability impacts (both positive and negative) through the different perspectives of a range of stakeholders. AusLSA has researched and incorporated the views and preferences of key legal sector stakeholders including government, thought leaders, customers, employees and AusLSA members through this process.

A key advantage in reporting on sustainability as a sector is the ability to identify and apply a common set of material issues for the legal industry, which AusLSA will continue to monitor, review and update.

Completeness

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

Responsiveness

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



How we report

Each year all AusLSA members are invited to report based on the [AusLSA standard reporting framework](#). Reporting is open from July until mid-September.

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

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

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

AusLSA's SRAT software is developed and is maintained by INFORMED 365, an independent Australian company who continues to assist AusLSA to grow the tool's features to better plan and manage law firms sustainability programs.

Acknowledgements

The development of AusLSA's reporting framework and the analysis and commentary included in this report has been greatly assisted by the input of a group of key organisations who provide related programs and thought leadership in different areas. AusLSA would like to thank the following organisations for their assistance in developing AusLSA's Sustainability Framework and the 2018 report:

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

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

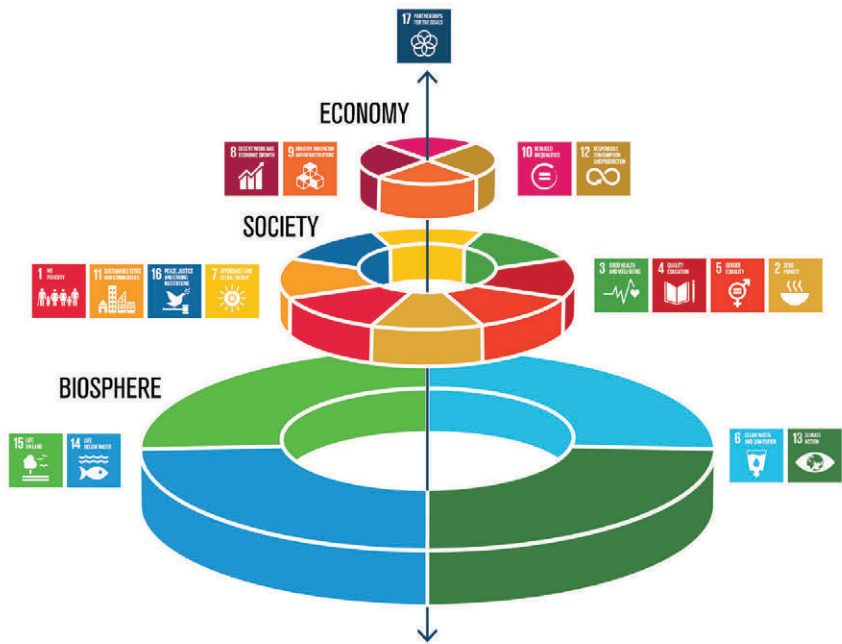
GLOBAL SUSTAINABLE DEVELOPMENT GOALS

What Are They?

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

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

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



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Why Are They Important?

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

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

How Are They Relevant To Members?

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

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

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

Law firms by the nature of their business are exposed to certain common impacts and opportunities that arise by the nature of their profession and industry. These impacts and opportunities are generally shared by most (if not all) law firms and

correlate with a number of the Sustainable Development Goals. There is also a second set of impacts and opportunities that will be more specific to the individual business and strategic priorities of different law firms. This may include their market focus but also the focus of community programs including pro bono and charitable giving etc.

The alignment of AusLSA measures with the Sustainable Development Goals.

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

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

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

Other Sustainable Development Goals

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

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



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

Modern Slavery

SPOTLIGHT ON

MODERN SLAVERY; INCLUDING SERVITUDE, FORCED LABOUR, AND CHILD LABOUR CONTINUES TO BE A SERIOUS PROBLEM IN THE OPERATIONS AND SUPPLY CHAINS OF BUSINESSES WORLD-WIDE WHETHER THEY ARE AWARE OF THEM, OR NOT. WHAT WAS HISTORICALLY AN UNDER-REGULATED AREA OF CORPORATE ACTIVITY IS NOW ATTRACTING INCREASED ATTENTION FROM REGULATORS GLOBALLY.

The Issue

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

The Road to Regulation

Since 2010 policies have been introduced in California, France, Italy, the EU and the UK.

Most recently, the Australian government has consulted on introducing a Modern Slavery Act — focused on supply chain transparency and corporate reporting.

In February 2017 the Australian government commenced an enquiry into establishing a Modern Slavery Act in Australia. Around 200 submissions from corporations and organisations were received and considered prior to the release of an [interim report](#). Based on current predictions, legislation may be introduced mid-2018, with enactment expected in 2019.

The legislation is expected to bring reporting requirements into closer alignment with other jurisdictions, particularly with the transparency provisions (s54) in the UK Modern Slavery Act. The UK Act requires organisations to publish a slavery and human trafficking statement that addresses information such as its due diligence processes in relation to slavery in its business and supply chains.

What is the aim of the Modern Slavery Act?

The government has expressed that the proposed legislation is intended to “equip and enable the business community to respond

effectively to modern slavery and develop and maintain responsible and transparent supply chains.”

Many forms of modern slavery and exploitation are already illegal in most jurisdictions, and in Australia it is covered by the Commonwealth Criminal Code. The Australian government plans to consolidate Australian law within a Modern Slavery Act (similar to the UK Act) and introduce new provisions for corporate disclosures and reporting.

By requiring organisations to disclose what actions they are taking to identify, mitigate, and remedy incidents of modern slavery in their supply chains — the government aims to initiate a “race to the top”, and provide stakeholders with information to hold organisations accountable for managing human rights risks in their supply chains.

What does it mean?

Mandatory disclosures of steps taken by businesses to prevent modern slavery in the supply chain implicitly requires them to ensure that their supply chain due diligence procedures will meet stakeholder expectations. The implication being that disclosure can invite comparison, scrutiny, and increased stakeholder demands if expectations are not met.

For businesses, greater transparency also facilitates industry collaboration and is expected to ultimately improve supply chain conditions — which may in turn help support security of supply and their own sustainable procurement practices.

Who is required to report?

The initial proposal suggests that reporting requirements will apply to all entities that carry out business in Australia with revenues over AUD\$100m. However, there are other recommendations to reduce the threshold to closer to AUD\$60m in line with the UK threshold, or potentially lower — as well as including an option for any entity to “opt-in” to report despite not being caught by the revenue threshold.

The public sector is not currently included, however one possibility may be to include them by requiring that they only procure from entities that have published a Modern Slavery Statement in accordance with the proposed legislation.

What is to be reported?

The current proposal is for entities to report against the following four criteria:

1. The entity's structure, its operations and its supply chains
2. The modern slavery risks present in the entity's operations and supply chains
3. The entity's policies and process to address modern slavery in its operations and supply chains and their effectiveness (such as codes of conduct, supplier contract terms and training for staff), and
4. The entity's due diligence processes relating to modern slavery in its operations and supply chains and their effectiveness

Further guidance will be required to understand what level of detail is required to achieve compliance.

Disclosures should be made in a “Modern Slavery Statement” and it is proposed that it should be published within five months after the end of the Australian fiscal year. A requirement to include a link to the statement in a “prominent place” on the entities’ websites is likely, in line with expectations in the UK Act.

How will compliance be monitored?

Compliance provisions are not included in the initial proposal. However, there is a suggestion for the government to maintain a central repository of statements, which will aid benchmarking, identification and publishing the names of non-compliant entities. In principle support has been given for establishing an Independent Anti-slavery Commissioner, who would have the ability to consult, advise, report on, and make recommendations with respect to modern slavery supply chain reporting. This position and role, however, is yet to be determined.

How does it compare to other jurisdictions?

The UK Modern Slavery Act (2015) is a broader Act, which contains provisions confirming the offence of modern slavery. Reporting

disclosures is one section (54), whereby guidelines for reporting criteria are provided, however, not mandated. The threshold for companies to report is GBP£36m. At this stage, the public sector is not subject to reporting provisions. The California Transparency of Supply Chain Act (2012), requires retailers and manufacturing companies with worldwide annual revenues of USD\$100m or more that sell/operate in California to report on their specific actions to eradicate slavery and human trafficking from its direct supply chain. More recently in the US, amendments to the Tariff Act of 1930 now forbid goods made with forced labour from entering the country. The Corporate Duty of Vigilance Law was adopted by the French Parliament in February 2017. It requires approximately 150 of the largest French companies to assess, address, and report on the adverse impacts of their companies on people and the planet, including impacts linked to their companies and those of suppliers and sub-contractors. Concerned parties can bring allegations of noncompliance before the court, who can issue fines of up to EU€10m for failing to publish a plan or EU€30m where a failure has resulting in damages that would have otherwise been preventable. Formal enforcement provisions are unlikely — however, a proposed central repository of statements would facilitate non-compliant companies to be “named and shamed”.

What AusLSA are doing?

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

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

GENDER EQUALITY

Social inequality of different groups is nothing new in Australia or across the globe. In Australia the gender equality movement commenced by the Victorian Suffrage Society was preceded by the first female trade union, the Tailoresses' Association of Melbourne, who pursued greater workplace rights for women from 1882.

Comparing contemporary Australian gender equality against these historical benchmarks of the twentieth century or of those of other cultures, skims over the fact the women like many other groups still do not enjoy the same resources, opportunities, rewards or security as traditionally powerful groups. In fact in 2017, Australia slipped to a 35th international ranking in gender equality from a high point of 15th in 2006 ([global index measuring gender equality](#)).

Improving gender equality builds stronger societies, economies, businesses and individuals. It boosts the productivity and performance of organisations and the economy. The Workplace Gender Equality Agency has documented a range of organisational [benefits and gender equality](#) and the [Grattan Institute](#) has calculated that removing barriers for women to enter the workforce would increase the Australian economy by about \$25 billion per year.

There have been improvements; between 2009 and 2017 the number of women on the Boards of ASX-listed companies grew from 8.3 to 26.2% in 2017.

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

The [2016 National Profile](#) of the Profession in Australia revealed that female solicitors make up 35,799 or 50.1% of the legal profession. The Law Society of NSW Chief Executive Officer, Michael Tidball, said 'the growth in number of female lawyers emphasised the need for law firms and law societies to increase their efforts and strategies to boost the number of women in leadership positions'. An [Australian Financial Review partnership survey](#) conducted since the 2016 National Profile, has found that two-thirds of the 128 new partners appointed at the nation's larger law firms were women.

The Law Council is committed to taking measures that ensure a level playing field for all members of the Australian legal profession. A major step towards this goal is the development of a [National Model Gender Equitable Briefing Policy](#), which briefing entities now have the opportunity to adopt.

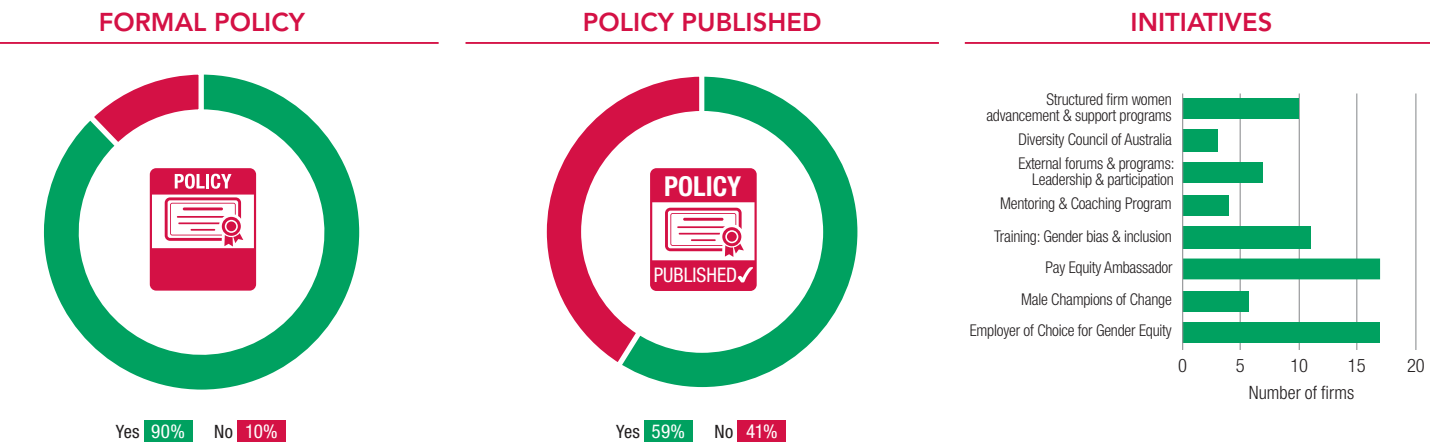
The Policy includes interim and long-term targets with the objective of briefing women in at least thirty percent of all matters and paying thirty percent of the value of all brief fees by 2020.

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

Comparison of Gender Equality Performance

	AusLSA Members	Total Legal Services	All Professional Services	Accounting Services	Aust Industry
Policy	91%	60%	58%	47%	54%
Targets	64%	75%	16%	36%	36%
Female Management Promotions	Not measured	66%	44%	46%	47%
Composition Key Management/General Manager	33%	33%	30%	15%	30%
Composition Lawyers and Professionals	59%	63%	42%	50%	53%
Gender Pay Gap (professionals)	Not measured	12%	18%	3%	17%

Source: [WGEA Data Explorer](#)



2018 AusLSA Member Performance

The 2018-member results reinforced findings from our previous reports that a very high proportion of AusLSA members are taking a positive steps to improving gender equity in their workplaces. Ninety percent of respondents have a gender equity policy, which is unchanged from last year's result, and remaining firms are implementing a Diversity and Inclusion policy which address many common issues. Although firms reported a high level of policy commitment, forty percent of firms choose not to make their gender equality policies public.

This year all reporting firms had allocated key responsibility for overseeing the implementation of this policy to either a partner, manager or committee which increased from ninety-seven percent last year. There is strong evidence that leaders and leadership teams are taking greater public responsibility for their firm's performance on pay equity with fifty-nine percent who had Managing Partners who were WGEA Pay Equity Ambassadors, up from forty-nine percent in 2016. Fifty-nine percent of AusLSA members are also WGEA Employers of Choice for Gender Equity.

Gender ratios for female partners improved again this year increasing to thirty-three percent from thirty one percent in 2017 and twenty-six percent in 2016. This increase translates to eighty-two more female partners than male partners being promoted and in the last twelve months and 286 since 2016 (based on an estimate of partners at member firms). The proportion of female lawyers amongst AusLSA members also continues to rise and is now sixty percent of legal staff.

These results for the legal profession remain stronger in comparison to similar professions such as the accounting services sector which also has an equal representation of women and men across their employee base but with fewer women appointed to senior management levels, with only seventeen percent in key management positions.

Challenges and Opportunities

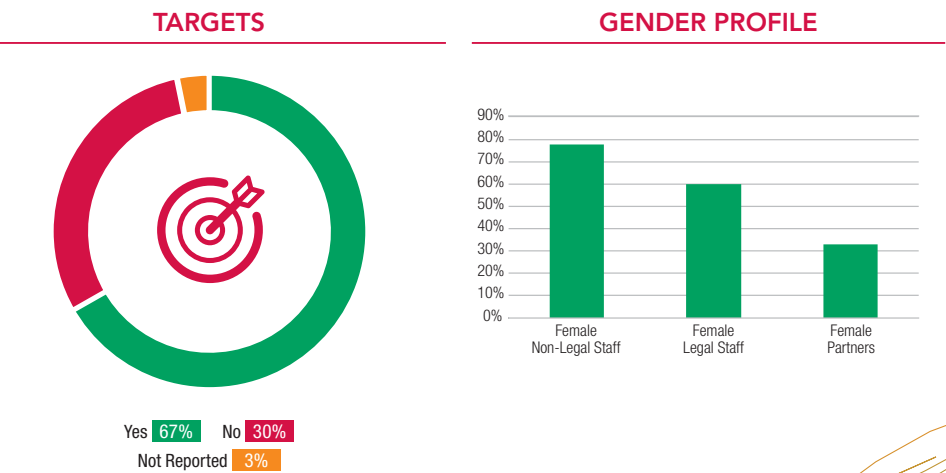
The 2018 results show an improvement to the balance of women in partnership and that law firms still lead many other industries in Gender Equality.

Female representation has grown to sixty percent of the legal staff, however they still only occupy thirty-three percent of partner positions. While this may be partially due to lags between the growth in female numbers and the building of required experience and seniority for promotion, there is little doubt historical imbalances in equality of opportunity are also a significant factor. If this disparity is mostly due to this historical legacy, and if the firm's equity policies continue to be implemented and monitored we should see a continued improvement in these numbers over time.

Law Council of Australia survey [National Attrition and Reengagement Survey](#) found a higher rate of attrition of women in law firms and highlighted the need to focus on a range of priority changes to address the causes including

- Career path transformation
- Leadership and role modelling
- Relationships and support
- Workplace safety
- Transparency and measures of success.

The Workplace Gender Equality Agency also addressed opportunities for change, teaming up with the Business Council of Australia and McKinsey & Company to research the [Women in Leadership: Lessons from Australian companies leading the way](#). The report identifies the ten common features of leading organisations who are dismantling barriers to women's participation at senior levels.



FLEXIBLE WORKING

Flexibility has become critically important to both males and females as employees seek to balance competing life opportunities and priorities. More and more Australian companies are adjusting the way they work and the systems they have in place which allow people to contribute effectively and efficiently with more time and location flexibility.

The technology to support flexible working has improved dramatically over the last five years and the provision of flexible working has become widespread. This has in turn led to flexible working being less of a fringe benefit and more of a core expectation for working lawyers and partners.

Introducing flexible working has become one of the most effective methods of helping law firms to retain key talent while helping employees to continue their career, whilst also meeting their personal commitments. Flexibility is linked to a wide range of organisational benefits, including

- Attracting new talent
- reduced absenteeism
- higher retention
- higher individual performance
- improved organisational performance and productivity.

Flexible working also has a significant impact in gender equality in the workplace. Female workforce participation rates have grown from [sixty-five percent](#) to [seventy-two percent](#) in the five years between 2015 and 2017. More women in the workforce emphasises the need to accommodate the responsibilities shared by both women and men in family life. Flexible work policies encourage the sharing of family responsibilities.

Having someone who requires care disrupts the career paths of the higher proportion of women who provide home based caring. This can drive a reduction in the participation of women in the workforce, including law firms, between the ages of thirty and fifty-four.

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

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

Comparison of Flexible Working

	AusLSA Members	Total Legal Services	All Professional Services	Aust Industry
Policy	100%	84%	68%	54%
Paid Parental Leave	93%	84%	68%	46%
Primary Paid Parental Leave - weeks	16 (related to tenure)	10	11	10
Secondary Carer Leave	93%	81%	55%	39%

Source: [WGEA Comparison tool](#)

2018 AusLSA Member Performance

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

The 2018 reporting results show that our member firms know the importance of introducing flexible working for all staff as well as supporting parents and other careers in the workplace. All report respondents have a flexible working policy in place. Ninety-three percent of firms also provide paid parental leave for secondary carers in addition to their paid primary carer schemes.

The percentage of women returning to work after maternity leave can be an indicator of the effectiveness of flexible work and other support arrangements to successfully manage their family commitments with their career. On average fourteen percent of female legal staff from our reporting firms resigned during or within six months after returning from maternity leave. This may indicate that current flexible working options are not sufficient for these women to continue working but may also reflect demographic profile and options available to the legal profession.

This year we have observed a number of firms delivering programs to improve the acceptance of flexible working and promoting an increase in the number of staff utilising these options. We have also seen a greater number of support programs to assist parents to better balance their family and work objectives. AusLSA will seek further information about these programs for our 2019 report.

Challenges and Opportunities

A [Bain and Co report](#) from 2016 showed that men who worked flexibly said they didn't feel supported by senior staff and that their flexible work arrangements were viewed negatively by peers and managers.

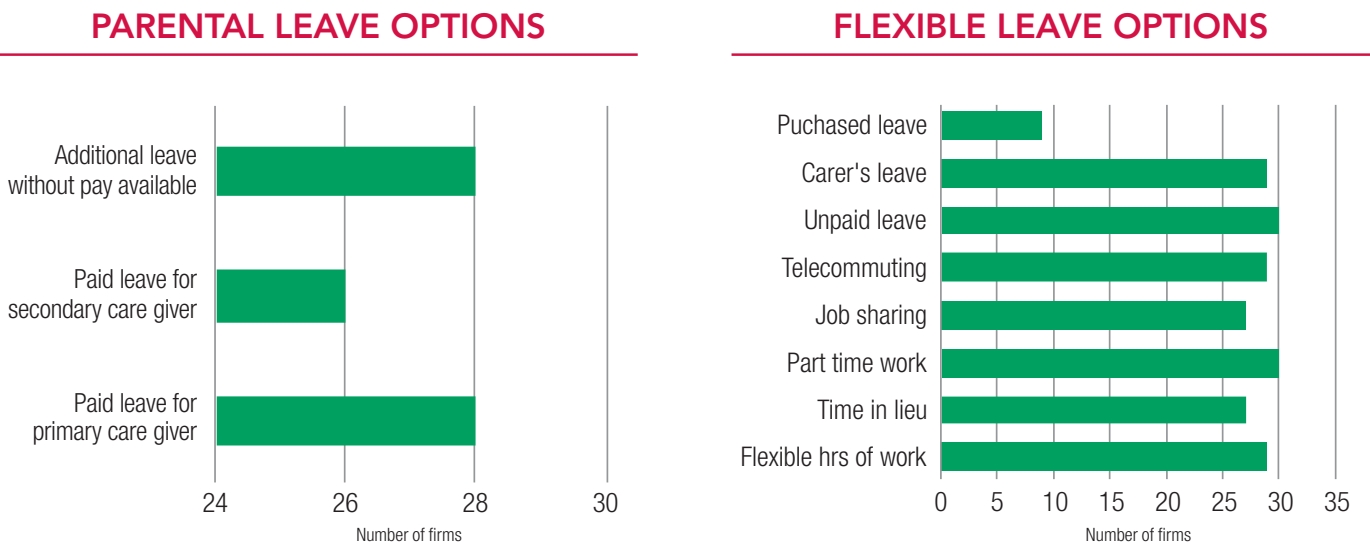
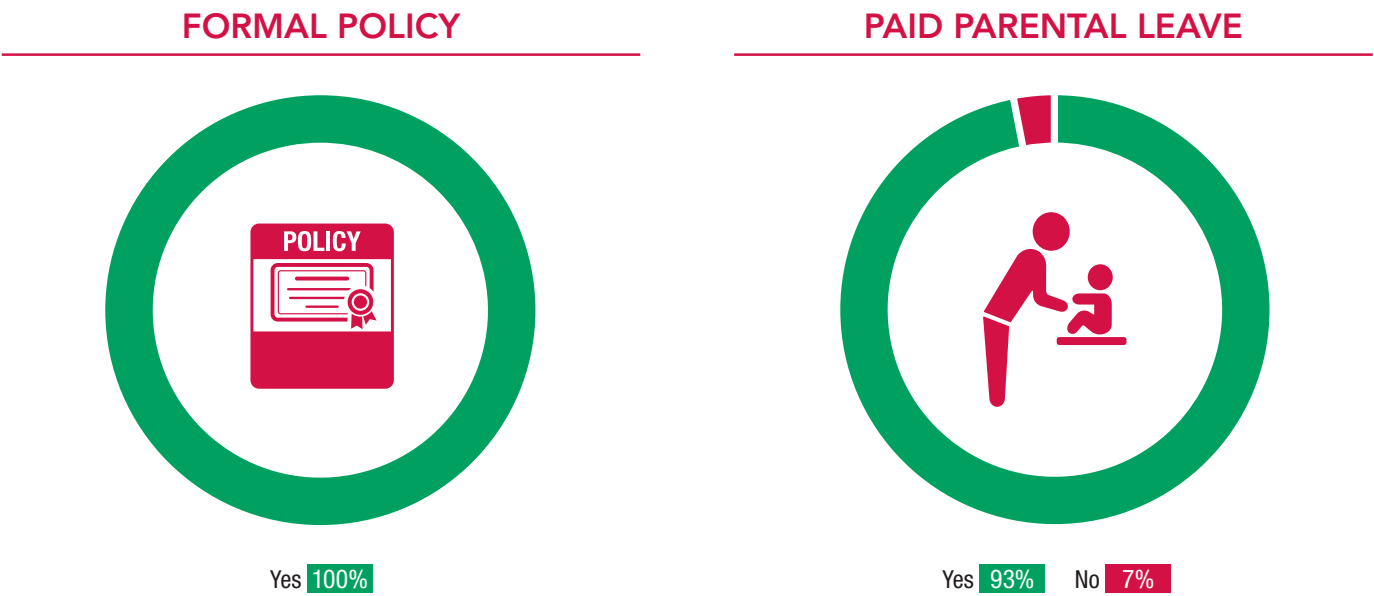
Achieving the benefits of successful flexible working programs depend on their effective delivery and uptake.

Both spoken and unspoken expectations of managers, peers and subordinates strongly influence an individual's perceptions about the true consequences of departing from traditional hours and locations for more flexible options.

Leadership and culture which actively supports flexible working is also critical to ensure that dominant working styles do not overwhelm the opportunities to work flexibly.

All organisations should also consider whether they are actively driving the required cultural and systems change, through more direct workplace interventions.

The uptake of flexible working also needs to be actively and equally targeted to men as well as women. When men can work flexibly it allows them to contribute more equally to their relationships and families which in turn reduces the caring burden traditionally shouldered by women and enables them to participate more fully in the workforce. Active participation by men also reduces the stigma that may be applied to women who more commonly use flexible working options to fulfil family and career needs.



DIVERSITY AND INCLUSION

Workplace inclusion is about recognising the worth of each employee and integrating differences to benefit the organisation as a whole.

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

Understanding, valuing and including diverse personal contributions facilitates increased productivity, performance, and creativity as well as creating an environment where everyone feels safe and respected.

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

- **Profit and performance** - Inclusive environments are associated with improved job and/or team performance, as well as higher return on income and productivity.
- **Well-being** - Inclusion is associated with a higher sense of employee well-being and psychological safety, as well as employees feeling valued and respected.
- **Innovation** - Teams with inclusive climates have higher levels of innovation and profit.
- **Engagement and opportunity** - Inclusive leadership is associated with greater team engagement, while individuals working in more inclusive team climates report higher levels of commitment and satisfaction and demonstrate access to better job opportunities and career advancement.
- **Productive conflict** - In inclusive teams, employees are better able to resolve conflict and be more satisfied as a result of having worked through the conflict effectively.
- **Legal risk** - In inclusive climates, individuals from traditionally marginalised groups experience lower levels of unlawful behaviour such as harassment and discrimination.
- **Talent costs** - Inclusion and inclusive leadership are associated with reduced employee turnover.

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

International research conducted by Acritas Research found that diverse teams earn twenty-five percent more revenue and are fifty percent more likely to achieve a ‘perfect ten’ performance score. Their client satisfaction ratings are also more than three times higher. The report also concluded that ‘a lack of diversity is detrimental to long-term financial success for law firms.’

Effectively managing diversity and inclusion also assists law firms to:

- Comply with applicable legislation and regulation
- Align with increasing client diversity and expectations and
- Sustain a changing professional profile to attract and retain a better and more responsive workforce.

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

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

2018 AusLSA Member Performance

The legal profession’s foundation of justice, integrity, equity, and the pursuit of excellence connect well with the values of diversity, equality, respect, and inclusion.

In addition to a law firm’s management of diversity and inclusion, AusLSA also includes the specific issues of Gender Equality and LGBTI inclusion as well as related areas such as flexible working, indigenous reconciliation, psychological wellbeing in its framework. These areas provide additional insight into the commitments and performance in creating an environment that supports diversity

And so it’s not surprising that ninety-seven percent of reporting law firms have specifically addressed their diversity values and commitments in a policy, with the remaining seven percent of firms having policies that partially cover the range of diversity issues surveyed.

This year, however, less than half (forty-six percent) of these firms promoted their commitments by publishing their diversity policy through their websites or similar means. By increasing the promotion of their positions and commitment to diversity, firms can benefit from a greater level of stakeholder engagement and oversight.

All reporting firms now have implemented formal governance structure to allocate responsibility for their policy and reporting progress. Fifty-five percent of firms allocated this accountability to one of the firm’s Partners, and sixty-eight percent established committees to assist with planning and delivery of actions across the firm.

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

Challenges and Opportunities

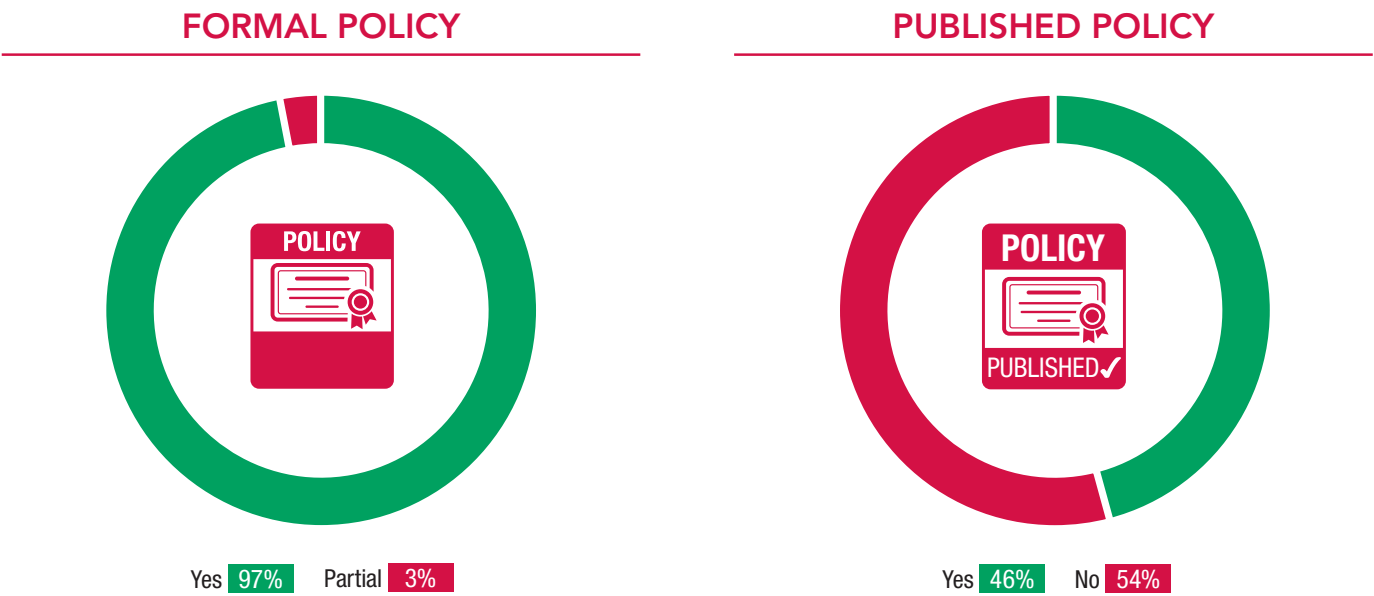
However, even as the cultural diversity of the Australian population increases, government, corporates, and law firms remain disproportionately represented by CEOs and Partners from Anglo-Celtic backgrounds. For example, the last Australian census showed that ten percent of Australians had an Asian background, but a 2015 survey by the Asian Australian Lawyers Association of six large firms and forty-four medium firms found that none had Asian Australian Partners, and where they were present they made up only three percent of Partners across all firms.

Only twenty-five percent of legal firms in the 2016 Acritas Diversity [study](#) were rated as ‘very diverse’. While we can currently measure activity in diversity programs, ongoing progress in this space is needed to keep pace with the diversity that exists in the wider Australian community.

The Diversity Council of Australia suggests in *Building Inclusion: An Evidence-Based Model Of Inclusive Leadership* that while the Australian workforce is very diverse by world standard the real challenge for workplaces and managers is to improve the inclusion of diverse individuals and groups. The Council provides a set of five key skills that are required to manage and lead an inclusive workplace.

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

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



LGBTI INCLUSION

Since last year’s AusLSA report was published, and following a lengthy public debate, marriage equality in Australia was realised. The postal survey confirmed majority support for equality in this area of law.

The attitudes expressed by those opposed to this change highlights that work to achieve full community acceptance of LGBTI community is far from over. While we saw much of corporate Australia publicly voice their support, some workplaces were left unwilling or unable to take a stand by publicly expressing their views on this issue. The postal survey provided those organisations already engaged in LGBTI inclusion the opportunity to walk the talk, and for those not yet involved, provided a catalyst for internal change. We were also confronted by those including many of our political, business and community leaders who showed that they were unable to completely accept and include LGBTI people as equal citizens. These attitudes and opinions illustrate the range of different attitudes and behaviours that impact LGBTI people in their workplaces.

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

Diversity and inclusion initiatives that support LGBTI inclusion in the workplace foster a broader culture of inclusion and respect for all employees. All areas of diversity and inclusion practice are essential to the creation of effective, productive, innovative and engaged workforces. Employees who are [completely out at work](#) are more likely to innovate, provide excellent customer/client service, and work highly effectively in their teams. By encouraging employees to bring their authentic selves to work, organisations see benefits in productivity, talent attraction and retention, and enhanced organisational reputation.

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

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

2018 AusLSA Member Performance

Overall, AusLSA members are reporting a growth in the strategic, management, and program based response to promoting LGBTI inclusion. This follows a year of strong growth in 2017.

Eighty percent of firms reported having an LGBTI inclusion policy (up from sixty-eight percent in 2017 and sixty-three percent in 2016) and sixty-one percent of these firms reinforced this by publishing their commitment on their external website. The respondents that allocated a specific responsibility to implement their policy

increased from sixty-three percent in 2016 to eighty-seven percent this year, and the involvement of workplace-based committees also increased from sixty-four percent in 2016 to eighty-six percent.

Twenty-five firms participated in a range of different work-based activities and initiatives. Seventeen (up from 15 in 2017) ran activities for [IDAHOBIT](#) and 11 for [Wear it Purple](#) (up from eight). Firms who reported being members of Pride in Diversity increased from 16 to 18, and of these, 15 reported participating in the Australian Workplace Equality Index (AWEI). Nineteen firms provided LGBTI awareness training (up from 17 in 2017 and 13 in 2016).

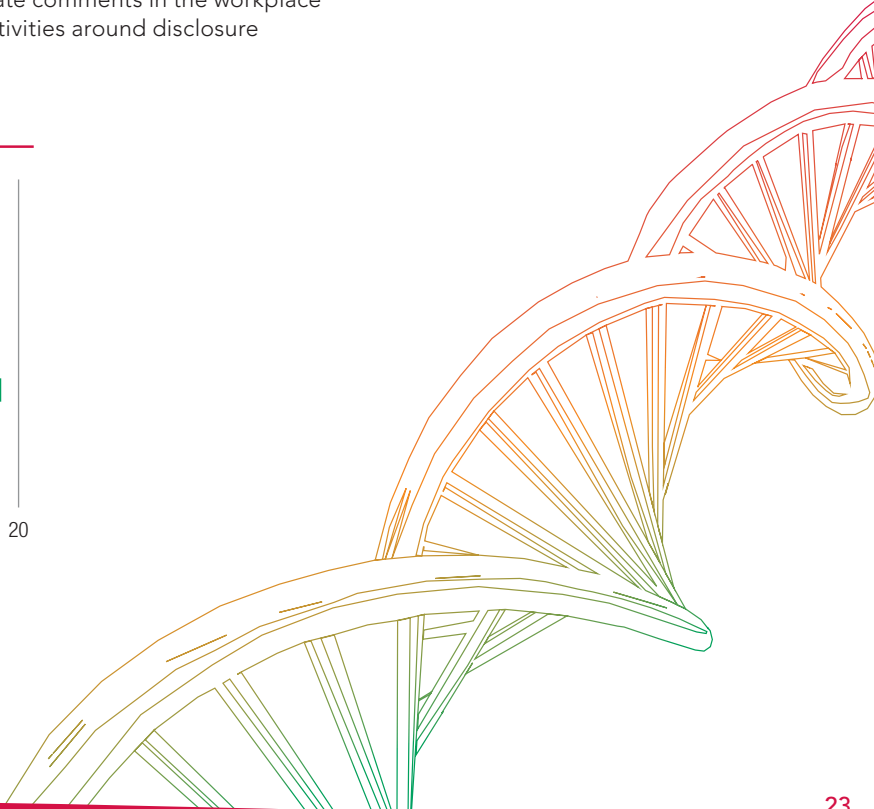
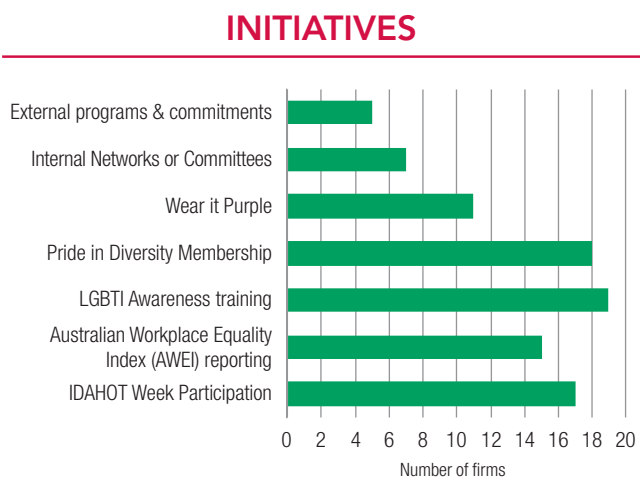
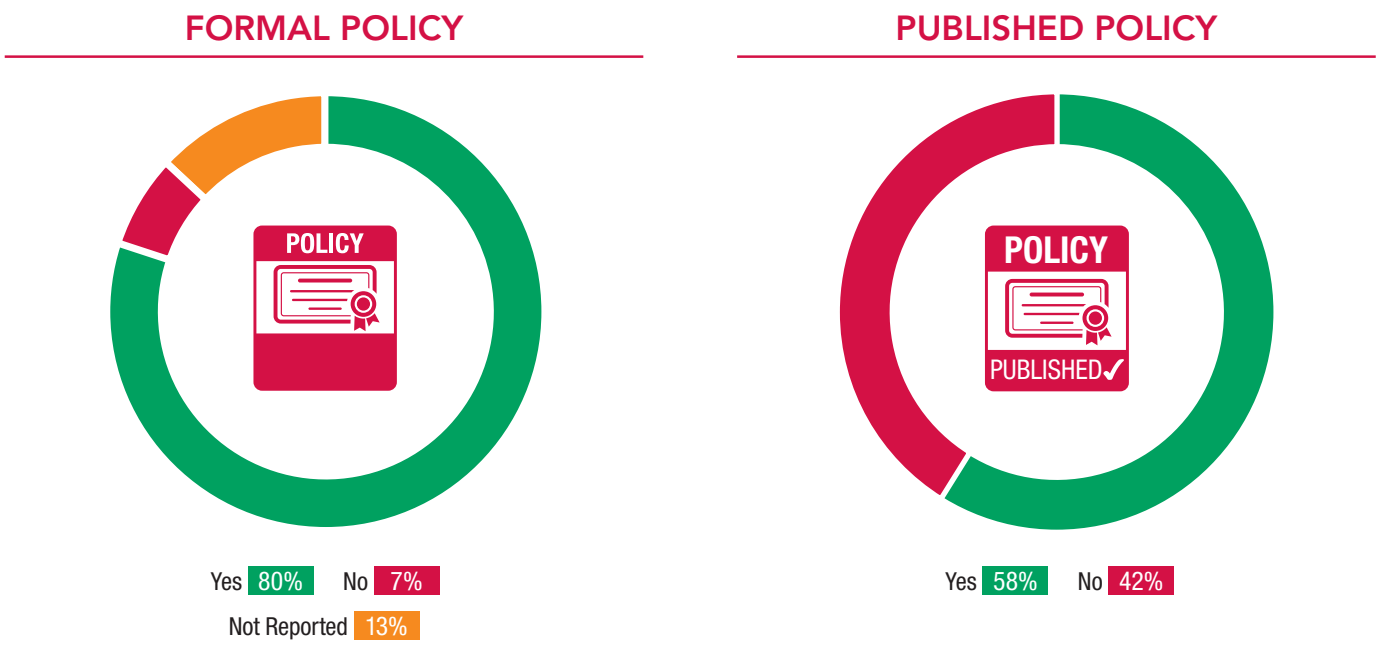
Challenges and Opportunities

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

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

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

- [Leading practice](#) in this area of inclusion includes:
- Targeted measures to combat the underreporting of LGBTI bullying and harassment
 - The tracking and analysis of LGBTI bullying and harassment reports
 - Ensuring any internal or external counselling or Employee Assistance Programs understand the challenges faced by LGBTI people in the workplace
 - Additional tailored support for transgender, gender diverse, and intersex employees
 - Collecting lifelong data for LGBTI employees comparing engagement, pay, retention, promotions, and exits
- Other [areas of focus](#) should also include:
- The low visibility and engagement of [same-sex attracted women](#) in the workplace
 - Targeted measures to facilitate the reporting of LGBTI bullying and harassment
 - The analysis of lifelong data for LGBTI employees on pay disparity, promotions, and tenure
- Awareness and understanding is a key stepping stone to inclusion. Comprehensive awareness training for teams and all levels of management is critical for a truly inclusive work environment and should cover:
- The unique challenges faced by LGBTI employees
 - The use of terminology and language
 - How to promptly and effectively respond to inappropriate comments in the workplace
 - Respecting confidentiality and understanding the sensitivities around disclosure



PSYCHOLOGICAL WELLBEING

Unmanaged workplace stress and unsustainable workloads can impact worker’s physical, mental and social health. Like many professions, law firms rely on their people to function at their best and consistently produce a high-standard of work to be successful. For these professionals to reliably perform at the highest levels they need to be managed sustainably and within their limits of resilience.

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

The [Mental Health First Aid Manual](#) also estimates that that sixty percent of depression is undiagnosed and untreated and that mental ill-health is the third most common source of disease burden after cancers and heart disease and is the major cause of disability in Australia. The [2016 Insights Report](#) over six million working days are lost annually in Australia through untreated depression. Estimates put the cost of lost productivity from absenteeism at about \$10,000 per year for each employee with untreated depression. In 2016 [Gallup](#) found that the cost of presenteeism through ambivalence or disengagement from work is ten times higher affecting around seventy percent of the Australian workforce.

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

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

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

2018 AusLSA Member Performance

During 2018 AusLSA members continued investing in and delivering a range of initiatives to address the causes, symptoms and effects of mental ill-health. This is a sign that management generally accepts the importance of this issue and sees a need to better understand and address it.

Ninety percent of AusLSA’s reporting firms have formal policy-based commitments to address psychological wellbeing but only twenty-four percent of these firms made their commitments publicly. Public disclosure of mental health issues and firm policies reinforce management’s values and culture of leadership that help to reduce stigma of caring for mental health. All of these firms did however have a management structure in place for their policy implementation. Sixty-one percent of firms were also signatories to the Tristan Jepson

Memorial Foundation [Workplace Wellbeing Best Practice Guidelines](#) for the Legal Profession which is unchanged from last year.

Sixty-four percent of firms allocated the responsibility for their policy implementation to a partner at the firm and fifty percent maintained workplace based committees to help embed implementation in the firm. Both these elements are strong symbols of a firm embracing the implementation of their policy with a stronger potential of improving awareness of the issues and shifting firm culture.

Firm based activities and initiatives to address mental illness and support psychological wellbeing were common with all surveyed firms participating with the average firm having five different initiatives in place. Confidential psychological support delivered through employee assist programs was the most popular program provided with an eighty-seven percent response.

Eighty-three percent of firms participated in RUOK programs and events and seventy-seven percent conducted mental health first aid type training. Firm’s participation in a range of awareness programs grew including thirty-seven percent for Beyond Blue programs and thirty-three percent for the Black Dog programs.

Challenges and Opportunities

Healthy wellbeing is more likely in an environment which is physically and psychologically safe. This safety is built from experiencing a caring and supportive workplace culture which relies on the leadership team modelling appropriate values.

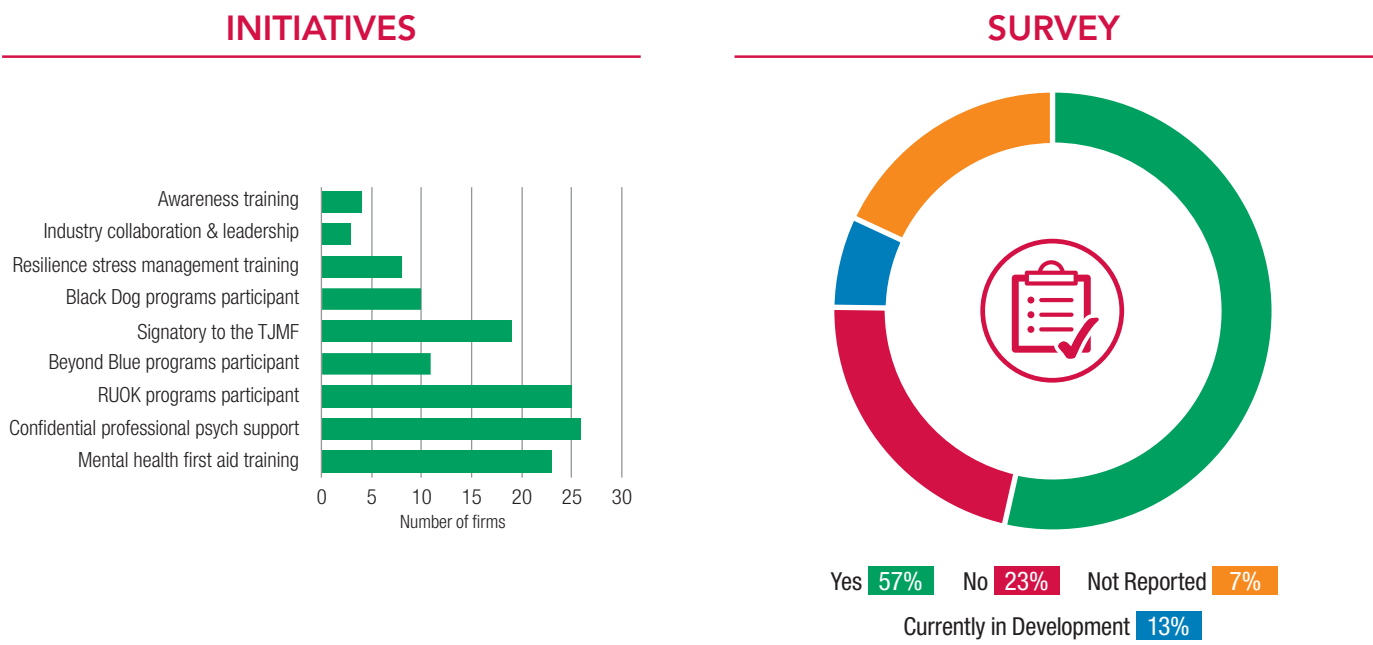
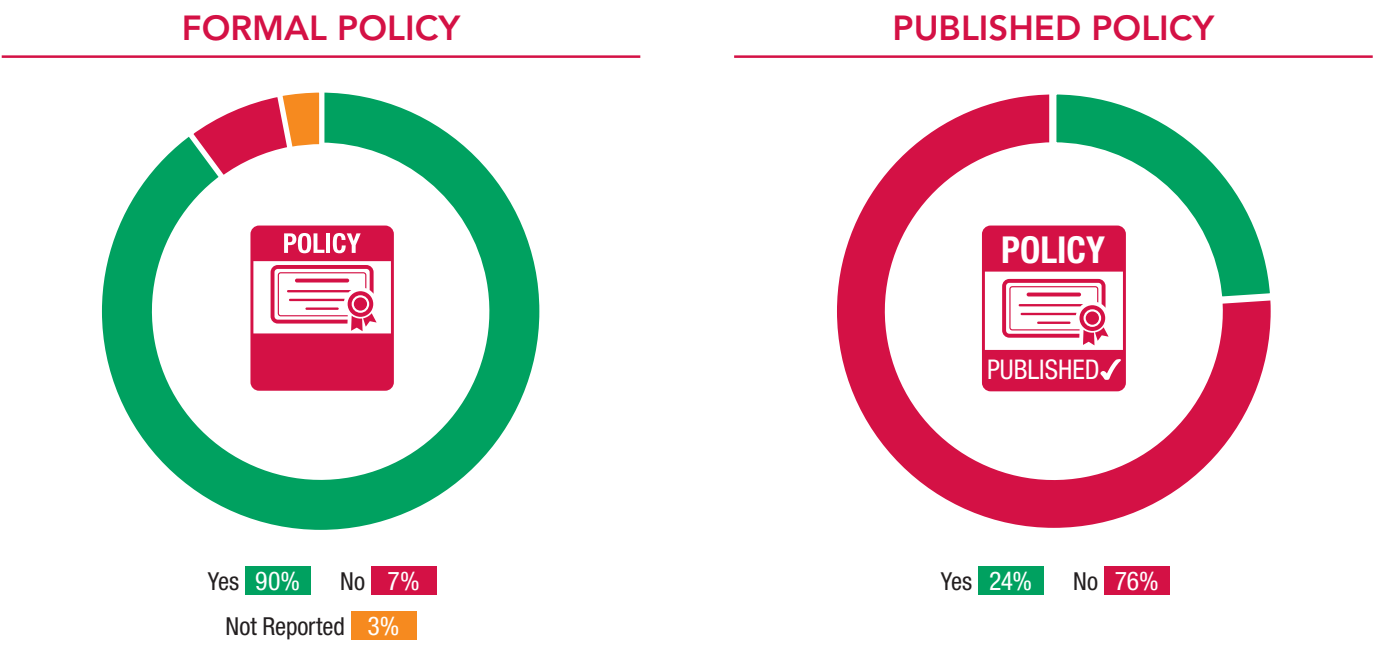
There are dangers in not making healthy wellbeing part of strategic planning. These dangers include:

- Resources are applied ineffectively
- Complacency from the responsible managers who mistakenly believe the issues are being effectively managed
- Sending signals to affected staff members that the firm’s concern is superficial, token or maybe even cynical
- Ineffective or unsustainable improvements in mental health
- Opportunity cost from higher impact changes based on a deeper understanding and knowledge of mental health.

The next challenge is for workplaces to build a culture that truly owns their mental health issues, accepts there are new things to learn and embraces appropriate change. All change in organisational culture should be driven from the top through accountability, advocacy and modelling changed behaviours. This should be supported with robust systems and programs that transparently reinforce this change.

The truth is that preventing mental health impacts and improving wellbeing is an innovative process that requires high levels of commitment and some willingness to take measured risks to think and do things differently. Effective leadership in this area requires a significant commitment to research and listen, in order to develop a well-grounded approach that staff will find credible. Leaders cannot sustain this position of credibility without investing in a deeper understanding of the true nature of the problem, its causes and confronting the challenges required to improve the problem.

It is an old management adage that *what gets measured gets managed* and this is also true of workplace mental health. It is difficult to measure an organisation’s mental health status and to assess the effectiveness and benefits of changes over the longer term. However, developing a relevant baseline of psychological wellbeing including the collection and expert analysis of sick leave, annual leave, absenteeism, complaints and grievances, incidents and injury records is an important step in recognising and developing an understanding of the issues. Over time improvements in understanding develops the firm’s capacity to identify risk areas to prioritise, evaluate program impacts and to provide early warning of emerging issues or trends.



PHYSICAL WELLBEING

Since 1948 the [World Health Organisation](#) has defined health as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. Increasingly medical researchers are finding new evidence of the interdependence between our physical health and other areas including mental and social health.

The way many of us work and the demands of modern life combine with our personal choices to put pressure on our physical wellbeing. Legal work, like many modern professions, is predominantly sedentary often involving pressure and long working hours. Long hours in combination with personal commitments can also reduce the amount of health leisure-time and lead to poor choices in other areas including nutrition and drug and alcohol abuse. While some physical health issues can be overcome many others have a significant and enduring impact on individuals lives and life expectancy as well as the collateral effects on the wellbeing of families and partners.

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

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

Many of these indicators are difficult to measure and quantify and the ability to recoup savings to account for a typical ROI means many investments in physical well being go unfunded and benefits unrealised.

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

2018 AusLSA Member Performance

Overall the commitment to providing support for physical fitness and wellbeing initiatives was widespread and included a variety of different approaches to programs and initiatives.

Ninety percent of firms reported having an active physical wellbeing policy or strategy. All members had allocated the responsibility to implement their policy to director or manager within the firm even those without a policy in place. In forty-one percent of firms this was a Partner and in seventy-two percent of firms a manager or director also played a role in the management or delivery of the programs. Just under half of all firms also involved workplace based committees to help build a broader participation and ownership in their program implementation.

Firms tended to implement initiatives that focussed on preventative health by educating staff, providing health screenings or to improving health and fitness to increase resilience. The most common physical wellness initiative was from specific ergonomic equipment, assessments and training with all respondents providing them. Firms also provided some medical support including flu shots being provided by all but two firms and health checks being provided by eighty percent of firms. Workplace physical fitness programs including gym memberships, mat style and HIIT classes were also popular, being provided by ninety percent of firms.

Challenges and Opportunities

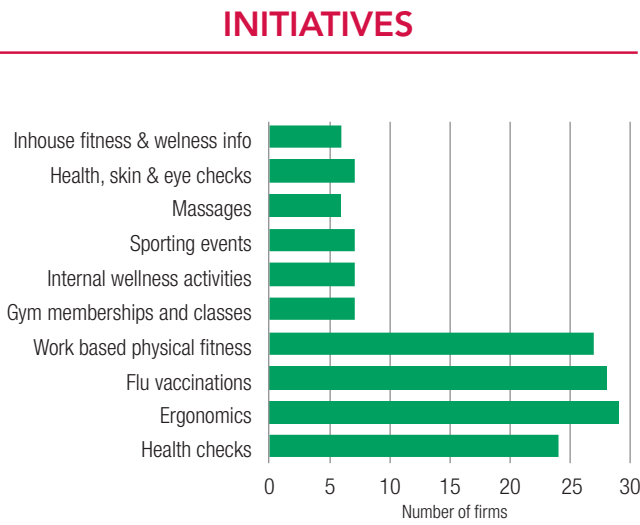
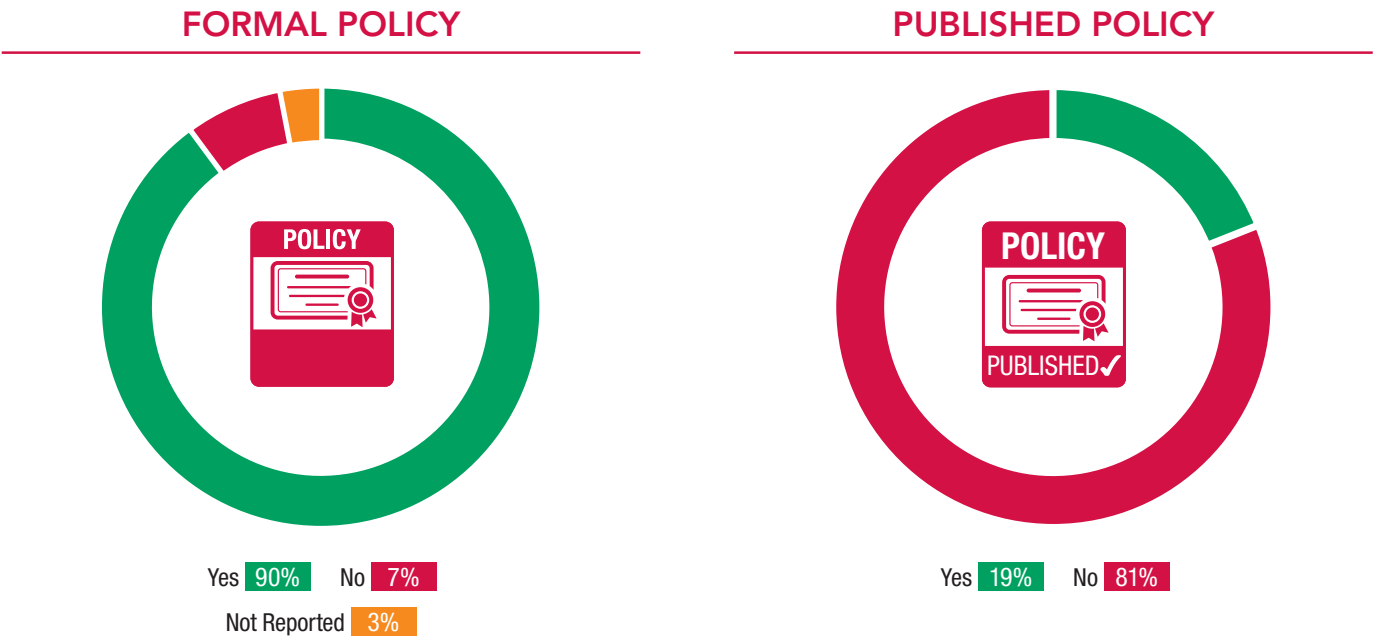
The promotion of positive, healthy lifestyles and initiatives which both encourage and support these lifestyles are recognised as fundamental to reducing a range of chronic health conditions as well as making people generally more happy and productive.

The role of prevention of and the early recognition and treatment of illnesses is key to reducing disease and injury and needs greater appreciation. To address major health concerns, we must increasingly focus on the underlying causes - both within the workplace and outside.

While the benefits of improving the health of a workforce are generally undisputed, established measurement methodologies to qualify these benefits are rare. This lack of management information can limit the ability to account for typical ROI based decisions and lead to work place opportunities to improve physical well-being going unfunded and the benefits being unrealised. In the short term senior leaders need to increase their understanding of overall relationships between health and productivity and costs so they can provide the necessary leadershipship. In the medium term however the ongoing and sustainable investment relies on a commitment to measurement of program impacts and the setting of objectives and targets around these metrics.

Some of the accepted strategies to promote and increase participation in health and wellbeing initiatives include:

- providing sufficient time away from work duties to allow participation
- building interest by effectively promoting the benefits and opportunities that the programs offer
- defining purpose, create and communicate clearly defined goals
- committing program funding to allow for higher quality and impact initiatives
- demonstrating commitment and leadership though the participation and support of leaders throughout the organisation.





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

A law firm's success relies on establishing and building valued relationships with fellow members from various formal and informal communities including customers, employees, regulators and suppliers.

A clear ethical and social purpose attracts employees, customers, suppliers and other partners who value working with people who share their perspectives and values.

Law firms can contribute to communities in three main areas:

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

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

PRO BONO PROGRAMS

The Australian legal profession has a strong commitment to providing legal assistance to those who do not have adequate access to justice, a service that lawyers are uniquely qualified to provide. Pro bono assistance is provided in a range of practice areas, including employment law, commercial agreements, immigration, governance and deductible gift recipient status (DGRS) processes, and to a variety of client groups.

The role of pro bono legal work in Australia has become increasingly visible both within the legal profession and the community as many law firms develop increasingly structured pro bono programs. Through those programs, lawyers are supported and encouraged to undertake pro bono legal work for socially disadvantaged and marginalised persons and the organisations that support them.

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

AusLSA and the Australian Pro Bono Centre (Centre) have collaborated since 2015 assisting AusLSA to incorporate pro bono program information into its Sustainability Framework. AusLSA members began providing information about their pro bono strategy and management in the 2016 report. Members report on the structures and management of their programs and whether they are signatories to the voluntary National Pro Bono Target (Target). The Target is a benchmark of pro bono performance, with signatories agreeing to use their best efforts to provide at least 35 hours of pro bono legal services per lawyer per year.

In the years between launch of the Target in 2007 and its ten-year anniversary in 2017, the number of signatories to the Target increased from 58, covering 3,000 full-time equivalent (FTE) lawyers, to 138, covering 11,000 FTE lawyers collectively conducting 420,195 hours of pro bono legal work and averaging 35.7 pro bono hours per lawyer in FY2017.

The 11th Annual Performance Report of the Target indicates that in FY2018 signatories averaged 34.97 hours of pro bono legal work per lawyer and performed 414,843 hours of pro bono legal services, 1.28% less than the 420,195 hours reported in FY2017. Although results are slightly down in FY2018, the process efficiencies involved and client outcomes achieved through this work continue to be impressive. In July 2018 the *National Pro Bono Aspirational Target* was renamed to the National Pro Bono Target. While the Target will remain at 35 hours per lawyer per year and be voluntary, the definition of ‘pro bono legal services’ will now include work for social enterprises under certain circumstances. The Centre has also released new guidance notes and reporting requirements in relation to substantially reduced fee pro bono work. A full overview of changes to the Target can be found in the Centre’s report, [National Pro Bono Aspirational Target – The Target at Ten Years – Final Report – June 2018](#)

2018 AusLSA Member Performance

This year’s AusLSA results demonstrate a strong but stable commitment to delivery of pro bono legal services amongst AusLSA’s members.

Ninety-seven percent of reporting members had a formally endorsed pro bono strategy in place, with the remaining members having a strategy in development. Ninety-four percent of firms also had a formally appointed person responsible for implementing this strategy and reporting back to the firm’s leadership team. Amongst AusLSA reporting members there has been an increase in the percentage of pro bono programs being managed by Directors (from eleven to eighteen percent) and Associates (from seven to fourteen percent).

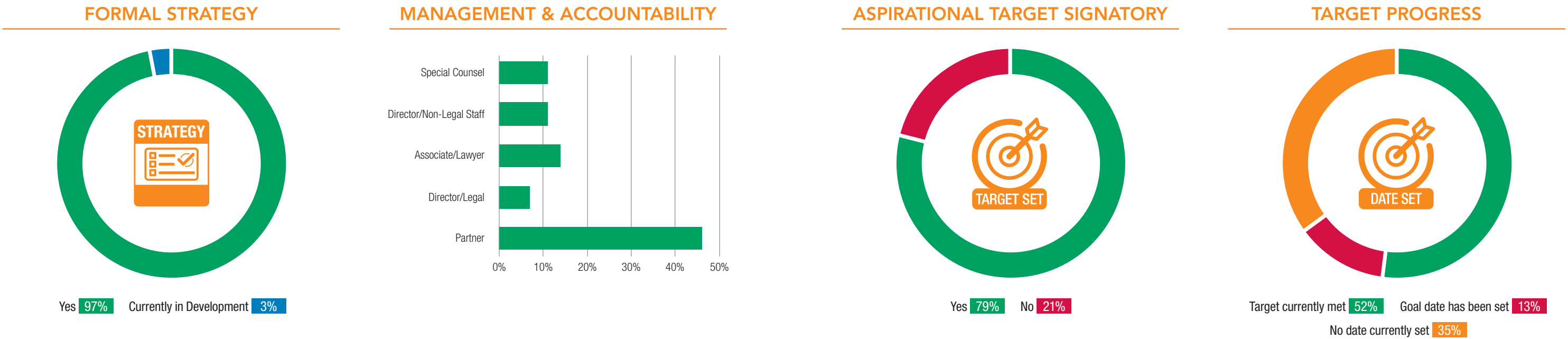
Seventy-nine percent of all AusLSA members are signatories to the Target with fifty-two percent of those members currently meeting the Target and a further thirteen percent setting goal dates in which to achieve it.

Challenges and Opportunities

The most important factor in ensuring a sustainable pro bono practice continues to be the strength of the relationship between a lawyer or law firm and the organisations supporting pro bono clients. A firm’s relationships with community legal centres, pro bono referral organisations and other community organisations are key to the development of effective pro bono programs and the provision of ongoing support. For guidance on developing effective pro bono programs the Centre has published [Pro bono partnerships and models – A practical guide to What Works](#).

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

Additional useful tools co-developed by the Centre include its publication, The Australian Pro Bono Best Practice Guide, to help law firms develop, and better manage, their pro bono programs and practices. In March 2017 the Centre, in collaboration with a number of pro bono coordinators and with substantial input from across the legal assistance sector and with experts in mental health, launched [Client Management and Self-Care – A Guide for Pro Bono Lawyers](#). This Guide is a practical resource to help firms develop sustainable pro bono programs.



NON LEGAL VOLUNTEERING

According to the most recent [State of Volunteering in Australia](#) report, volunteers comprise an average of fifty-seven percent of staff contributing an estimated 743 million hours to the Australian economy. Volunteer's work increases the volume of services they can provide as well as bringing new insights, increasing their effectiveness and efficiency as well as enhancing their reputation.

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

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

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

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

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

The most recent Giving Australia Report also found that business volunteering in the workplace is increasing, with almost three-quarters of large businesses allocating paid time for volunteering (ninety percent of these increasing resources to volunteering over the last ten years). The average participation rate by staff was twenty-one percent. Half of all corporations managing a formal program sought to integrate workplace volunteering through more in-depth community partnerships.

2018 AusLSA Member Performance

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

Ninety percent actively supported their employee's and partner's participation on boards and administrative positions in not-for-profit community organisations. Seventy-nine percent said their partners and employees currently sat on boards of community organisations.

Examples of the types of volunteering activities undertaken in 2018 include various charity events and appeals, blood donations, student tutoring and mentoring, local community sporting days and secondments to NGOs.

Only thirty-three percent of firms with volunteering programs said they monitored the levels of participation but a further forty-two percent said they were currently developing these systems for future reporting. The average participation rate currently recorded is twenty-nine percent.

Challenges and Opportunities

Community service organisations often lack skilled workers and financial means to build their existing volunteer base and engage with corporates effectively. Thirty percent of organisations were unable to engage their optimal number of volunteers because there were not enough suitable candidates, or the organisation was unable to locate them.

Volunteer programs can benefit from an increased and more consistent commitment by firms through a stronger connection to selected programs. The growth of the community partnerships provides a new model to apply volunteering activities in a strategic way that makes commitments and investments based on the needs of organisations and to achieve agreed objectives. This approach can provide a greater shared focus and a more disciplined way to deliver programs and activities in a way that also aligns closely with the firm's priorities.

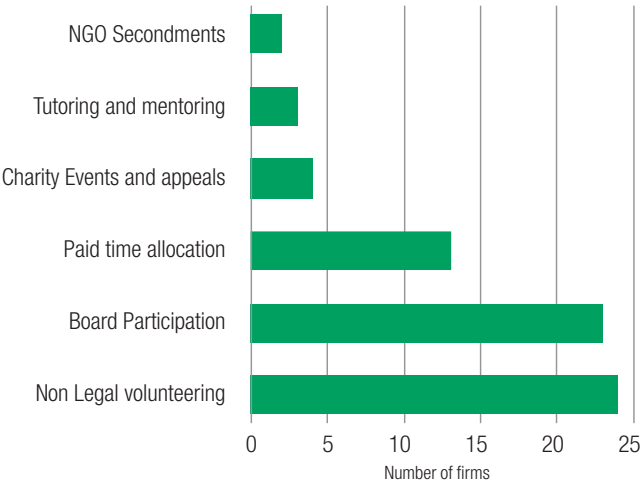
The investments in non-legal volunteering programs or initiatives at individual law firms can involve significant time and financial costs. While there are established systems in place to record and reward lawyer time provided on pro-bono legal matters, systems to record non-legal volunteering time and recognise their contribution are rare. Improved monitoring and evaluation systems will assist the firms to understand and tell the story of the benefits that comes from these investments.

Volunteering is an act of freewill and so firms also need to find and promote opportunities that are attractive and varied where volunteers personally value the difference they make. Just as not all accountants want to be the treasurer, some lawyers enjoy the variety of volunteering in a non-legal capacity as it provides a break from their legal work and allows them to follow specific interests or causes.

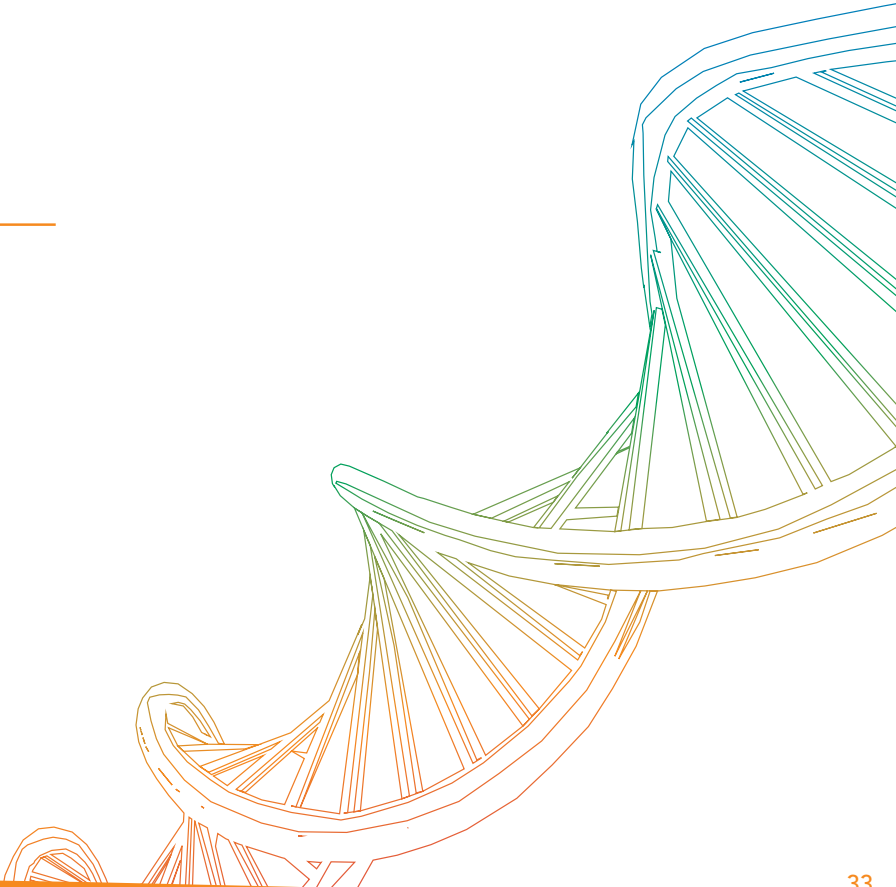
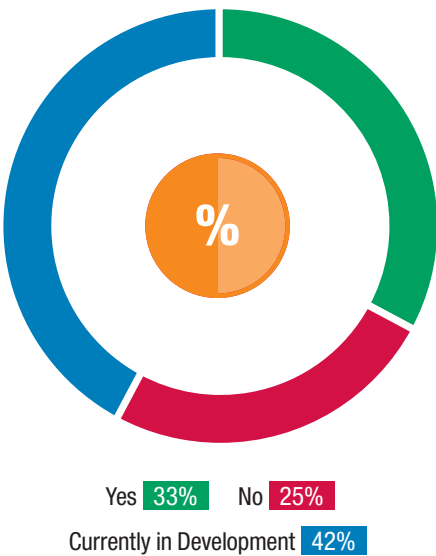
VOLUNTEERING COORDINATION



INITIATIVES



PARTICIPATION MONITORED



CHARITABLE GIVING

Not-for-profit organisations and charities provide a range of critical services in Australia and play an invaluable role in responding to community needs, building social capital and bolstering our resilience. They also generate almost four percent of Australia's GDP or around \$55 billion and facilitate the contribution of over 600 million hours of volunteer work - equivalent to 320,000 full-time jobs.

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

Corporate Giving

In 2015/16 large businesses of over 200 employees gave \$9 billion through donations of money, goods and services (\$2.5 million on average). These financial contributions went to fund education and research (\$3 billion), health (\$1 billion) and social services (\$990 million). Businesses see this giving as being strategic and a source of competitive advantage by boosting employee engagement, social licence, and stakeholder engagement (2016 Giving Australia Report).

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

Workplace Giving

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

The 2016 Giving Australia Report showed:

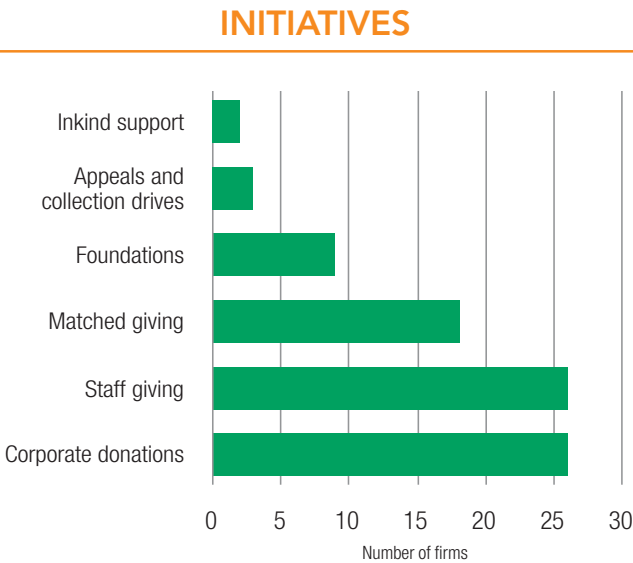
- eighty-five percent of reporting businesses facilitated payroll giving,
- fifty-six percent provided donations matching programs, and
- forty-six percent had a formal workplace volunteering program.

Payroll giving allows employees to make regular donations from their pre-tax pay and receive the tax benefit straight away. It has become an important component of giving within large business. Since 2002, payroll giving has raised more than a quarter of a billion dollars in new funding for charities. ATO data from FY17 shows 173,500 working Australians donated \$36m to charities through employee payroll giving which was then multiplied by employer contributions.

Payroll giving is a highly efficient way for employees to donate to charity delivering a reliable, untied and recurring revenue stream for charities without the high fundraising costs which can be up to 30-40% of funds raised. Contributions from payroll giving are also doubly valuable to the chosen charity as they are usually matched by employers providing higher and more consistent funding.

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

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



2018 AusLSA Member Performance

Ninety-three percent of AusLSA's reporting members have a formal workplace-giving program in place and of these firms, eighty-seven percent operated a program that included staff donations with over two thirds of these matching the payroll donations made by their employees. Eighty-seven percent of firms also made direct corporate donations to charities in 2018.

Only forty-three percent of firms said they collected information about the participation of their employees in their workplace giving programs however a further eighteen percent said they were currently developing new processes to collect this information. The average participation rates recorded by those participating firms is twenty-nine percent.

Thirty percent of firms have formal foundation-type structures or separate entities to plan and administer their charitable giving. Firms also reported participating in giving-drives such as the provision of books, food and Christmas gifts.

Challenges and Opportunities

There are many variables that influence a workplace-giving program's success in addition to matched donations from payroll giving. Implementation and monitoring systems should include:

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

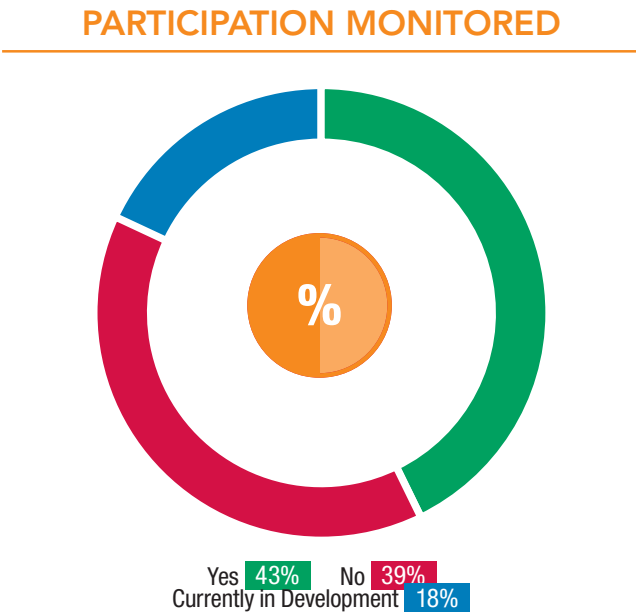
Leading law firms and Australian businesses are increasingly including their charitable giving programs as a core part of their business strategy and delivery. This means tying the investment and outcomes from these programs as an expression of their values into the achievement of their broader business purpose. This level of integration and internalisation is in turn leading to increased and longer-term commitments that benefit both firms and their community partners.

To establish these types of partnerships takes time and work. Firms need to search for and develop relationships with willing organisations and develop agreed commitments and objectives. This will allow them to build partnerships that take full advantage of their special skills and resources.

There is significant potential to increase participation in Payroll Giving.

More than 4,000 employers who employ 3.4m workers offer payroll giving. However only 175,300 are currently donating which suggests ninety-six percent of employees at these companies have access to a payroll giving program but are not donating.

There is a huge opportunity for firms to more actively promote and encourage staff to participate in their payroll giving programs. Workplace Giving Australia provides an extensive range of supporting materials and campaigns that support organisations grow their giving programs. The One Million Donors platform provides a range of specific workplace giving toolkits, resources and a recognition program.



RECONCILIATION IN AUSTRALIA

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

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

A formal process examining how to achieve recognition of Aboriginal and Torres Strait Islander Peoples in the Australian Constitution has been underway since 2011. In 2017 the Government's Referendum Council hosted a National Constitutional Convention at Uluru including over 250 Aboriginal delegates from across Australia. They issued the Uluru Statement from the Heart with a recommendation for an Indigenous voice to parliament.

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

Reconciliation Australia's 2017 State of Reconciliation in Australia report discusses five dimensions of reconciliation; historical acceptance, equality and equity, institutional integrity, unity and race relations. In Australia the legal profession has filled an important role by working in each of these five dimensions to improve equality and reconciliation through;

- assistance to Aboriginal and Torres Strait Islander Legal Centres
- direct pro bono services for individuals and groups
- secondments of staff to and from firms
- strategic partnership including sponsorships, corporate giving and volunteering
- Reconciliation Action Plans through Reconciliation Australia
- development of Indigenous lawyers
- National Reconciliation Week and NAIDOC Week activities
- a more diversified supply chain through procurement from Indigenous-owned businesses.

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

2018 AusLSA Member Performance

Seventy-three percent of reporting firms either have an indigenous reconciliation policy or have one in preparation This is an increase from sixty-six percent in 2017 and fifty-six percent in 2016. All but one firm shares their approved policies publicly. Ninety six percent of firms had formal management structures in place to implement their policies and report progress. This has significantly increased from seventy-seven percent in 2017 and seventy percent in 2016. Management mechanisms in place range from ranging from committees, partners, directors and combinations of these with seventy percent including the use of a committee. While only forty-three percent of firms had developed a Reconciliation Action Plan (RAP) that had been reviewed by Reconciliation Australia, this has increased from thirty-nine percent in 2017.

Firms were most active in active as participants in initiatives and events designed to raise awareness and provide recognition to reconciliation and indigenous issues. Involved firms participated in an average of 3.4 activities or programs up from 208 in 2017. An additional five firms took

part in NAIDOC week activities this year taking the participation to sixty-one percent of firms. Fifty-two percent of active firms participated in National Reconciliation Week activities and also provided indigenous cultural awareness training.

While there is a high level of participation in these programs by firms that are implementing Reconciliation Action plans, many other law firms are still showing their commitments through a focus on specific programs and initiatives. Other support for first Australians also includes; providing legal pro bono programs, employment and training programs, staff secondments to aboriginal corporations and indigenous procurement programs.

Challenges and Opportunities

Next year the 'Closing the Gap' initiative will be half way through the 22-year timeline set by governments to achieve progress for basic equality for first Australians. Unfortunately, the most recent 'Closing the Gap' reports show that progress on most of their important targets are not on track to be met in the majority of Australian states. This suggests the current strategies to increase the inclusion and equality of opportunity are failing or at least are insufficient.

Participation in business and employment is a key element that drives sustainable self-sufficiency in many indigenous families and communities. Indigenous people like many minority groups, are underrepresented in the legal profession and its supply chain.

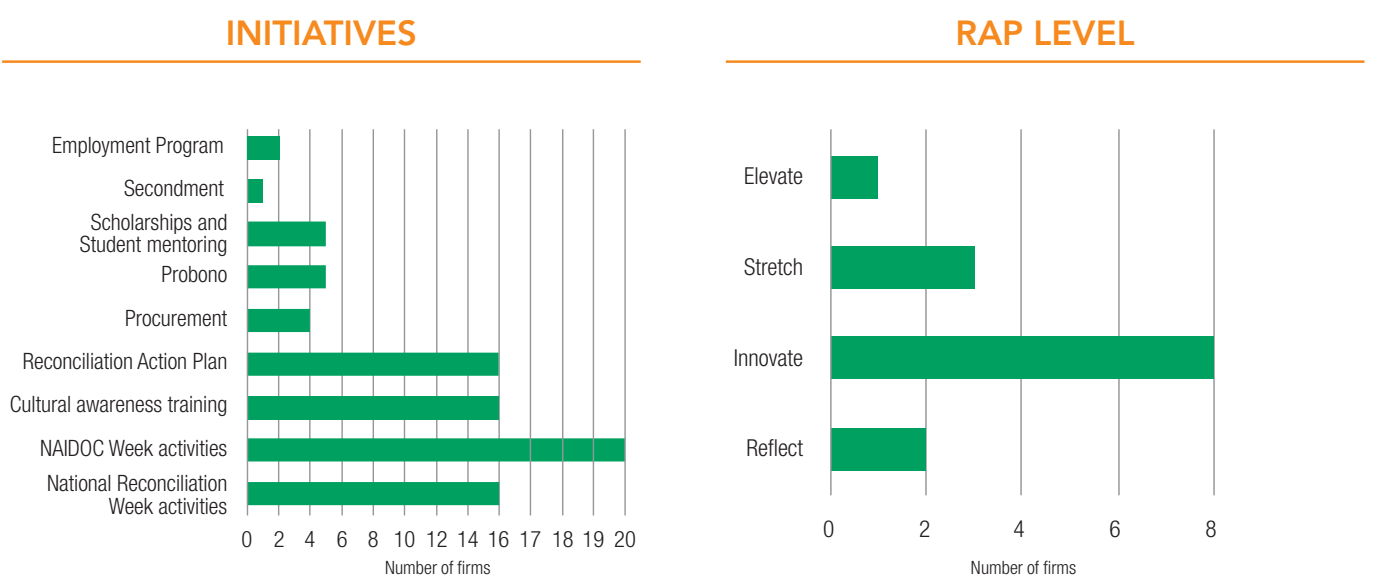
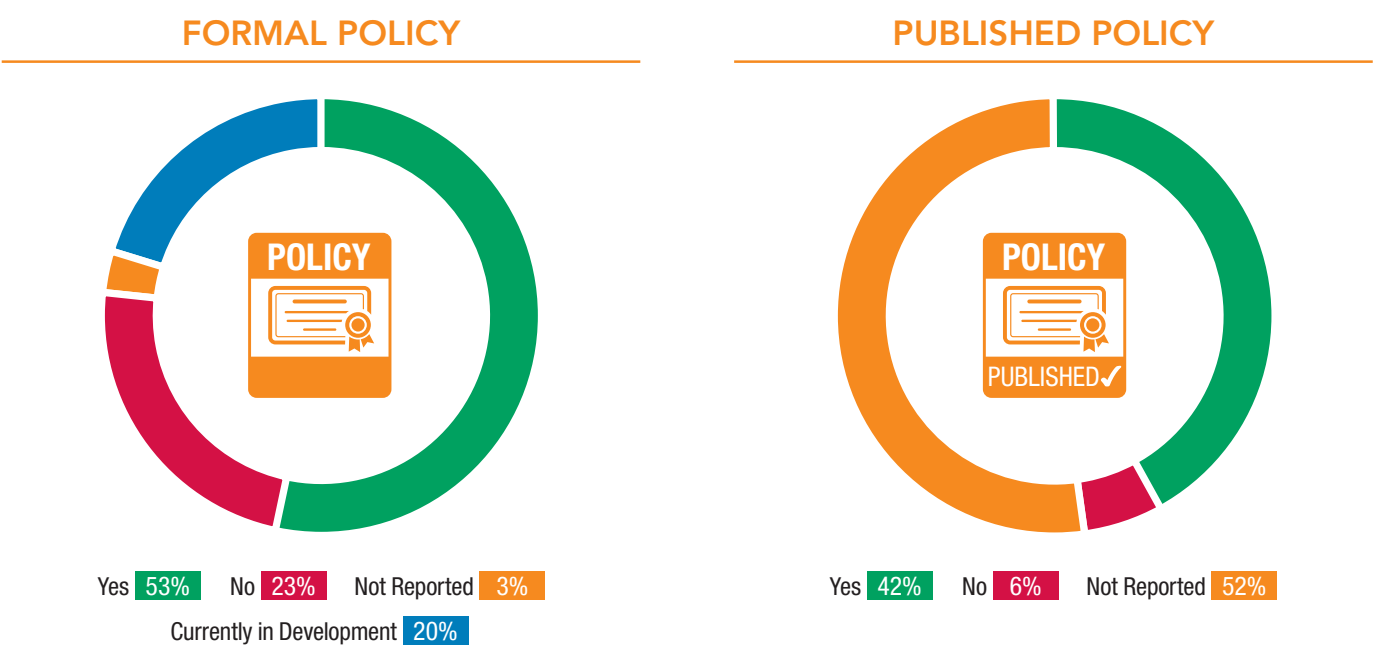
The National Profile of Solicitors 2016 Report, conducted by the NSW Law Society found that only 1.2% of the profession nationally identify as Aboriginal and/or Torres Strait Islander despite being 3.3% of the population. Law firms' investments in nurturing Aboriginal and Torres Strait Islander legal talent can be improved to provide more attractive opportunities for first Australian Lawyers. Deeper more immersive programs that include more continuous and progressive pathways including; scholarships, vacation placements, internships, clerkships, graduate programs and Lawyer development programs, will lead to higher levels of engagement by participants.

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

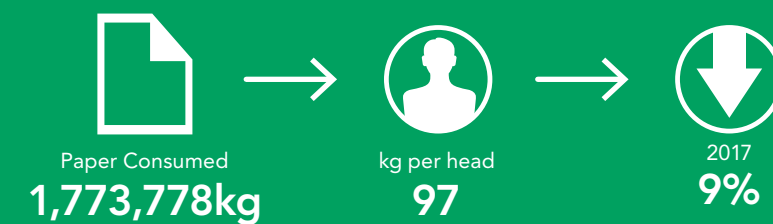
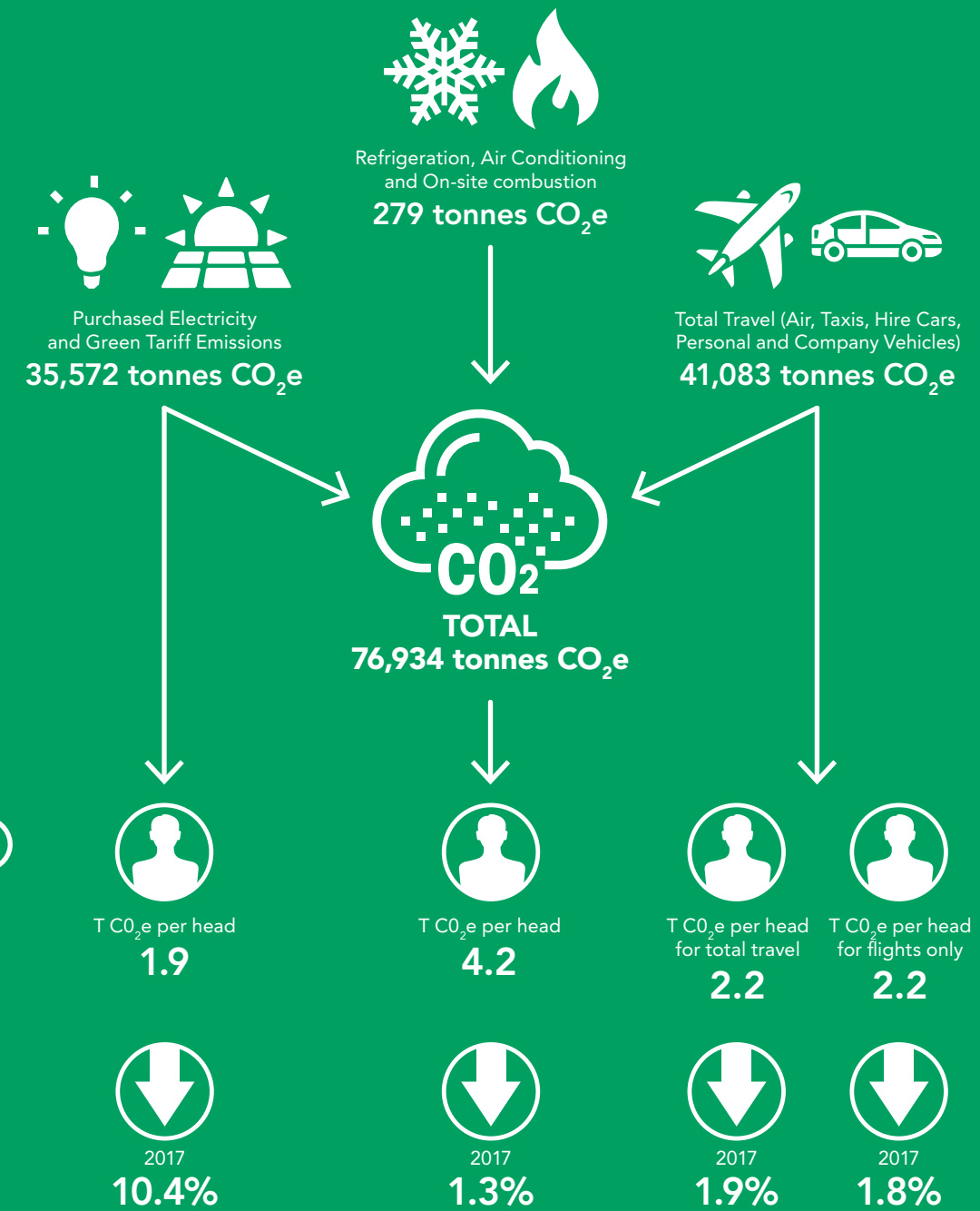
Increasingly indigenous businesses are providing supplier diversity through competitive goods and services that are used by law firms and other businesses. But for these businesses to grow and to increase their range of products and services further they need the increased demand and support from businesses like law firms. Supply Nation is the leading directory for indigenous businesses and is endorsed by the Australian Government.

Reconciliation Action Plans have a positive effect in workplaces and improve a firm's chances of achieving the objectives of: respect, relationships and opportunities and implementing and measuring practical actions. While RAPs could spread some smaller law firms too thin, these firms should still identify the best opportunities to contribute to reconciliation that that align with their skills and capacities and with a focus on impact

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



ENVIRONMENTAL PERFORMANCE A SNAPSHOT



ENVIRONMENTAL PERFORMANCE

Environmental management and performance have been a cornerstone of AusLSA's reporting since our inception.

While we have progressively built our social reporting to involve all our member firms over the last three years, environmental management remains a major element of our program and reporting.

Environmental reporting provides the majority of our quantitative information included in our report. Over the years AusLSA member firms have used this reporting to demonstrate their own progress as well as benchmark their results against other firms to identify areas where they can improve.

The material impacts considered in our environment section are consistent with previous years reporting and include:

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

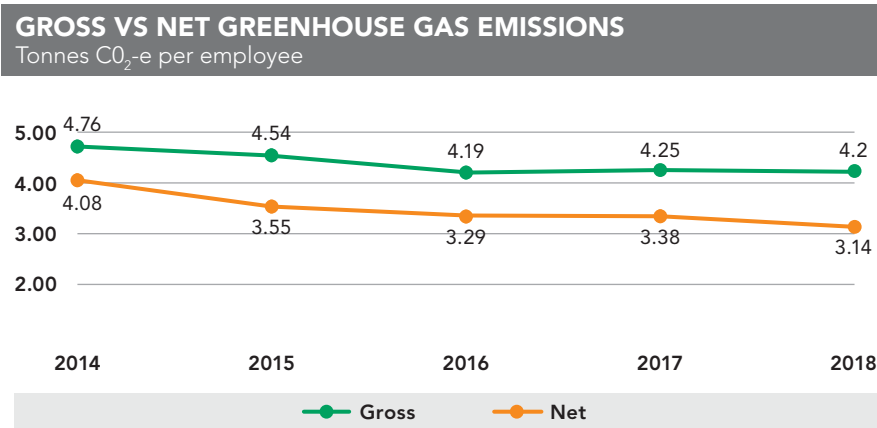
2018 AusLSA Member Performance

This year, 30 AusLSA member firms, representing 18,314 employees, participated in the Annual Sustainability Insight. The number of employees covered by the report reduced by 811 employees or by four percent from the previous year and floor space decreased by almost nine percent. These reductions were largely due to firm consolidations and mergers during 2017-18.

Reductions in electricity emissions are now at their lowest point of 1.9 tonnes per person. We also have noted a five year low in paper use, of 94 tonnes per person, a thirteen percent decrease from last year.

This year business travel emissions had a small reduction of two percent per person.

Despite these reductions, gross emissions, which doesn't include the impact of renewable energy and carbon offsets, have decreased by 1.3% per person. The increased level of number of carbon offsets being purchased further increased the reductions in net emissions to 7.6% per person.



RENEWABLE ELECTRICITY AND CARBON OFFSETS

A carbon offset, sometimes also called a carbon credit, is generated from an activity that prevents, reduces or removes greenhouse gas emissions from being released into the atmosphere.

In addition to investing in energy efficiency through office fit outs, ICT equipment and operational changes, firms can purchase these offsets or renewable energy to make up for emissions that occur through their business operations.

To become carbon neutral, firms must calculate their emissions and reduce these emissions as much as possible before purchasing carbon offsets equivalent to the remaining emissions. This process results in emissions being offset and leads to net zero emissions or being carbon neutral.

Many carbon offset projects deliver a range of positive outcomes in addition to emission reductions and by purchasing offset units, organisations can support social, environmental or economic outcomes.

- Environmental co-benefits include supporting the maintenance of habitat for native animal and plant species, avoiding clearing of vegetation and re-establishing vegetation on previously cleared areas.
- Social co-benefits include employment for local people through managing the project, reduced social welfare, and providing health and educational improvements.
- Economic co-benefits arise from the income generated from the sale of offset credits. This income is delivered to the communities in which the project is located through employment and community support.

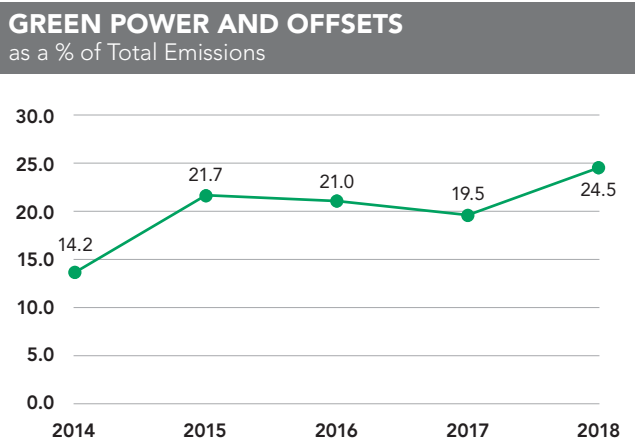
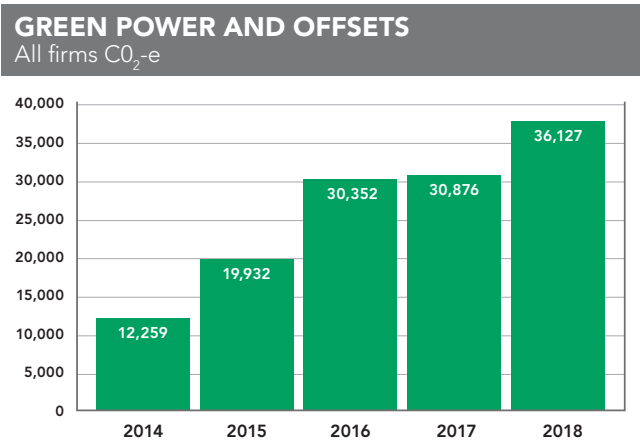
Several our member firms who have sought NCOS accreditation (or seek 'carbon neutrality') often purchase a greater number of carbon offsets than are documented in this report. This is because, as part of NCOS accreditation, firms must include carbon emissions from additional sources (such as hotel accommodation,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

2018 AusLSA Member Performance

There has been a steady increase of AusLSA members who purchase these additional offsets over the past five years. Notably, however, the number of firms who purchase renewable electricity has been decreasing in favour of purchasing offsets, which is due to the decreasing cost of offset purchases and the additional social benefits that are also often derived from the generation of these offsets. Six firms purchased offsets this year compared to five firms in 2017. Only one AusLSA member reported purchasing renewable electricity.

AusLSA members are offsetting almost one quarter of total emissions. Increases in the total greenhouse gas emissions offset have also increased steadily since 2014 increasing sixty-six percent during this time.

The following graph shows the gross purchases of green power and offsets for all member firms.



Note: the data values in these charts have been restated from previous years, the reasons for which are stated above.

ELECTRICITY EMISSIONS

Electricity generation is by far the biggest contributor to Australia's greenhouse gas emissions. In 2017 electricity generation accounted for 190 Mt of greenhouse gas emissions. That's thirty-four percent of Australia's total greenhouse gas emissions.

In Australian coal generation is the largest source of electricity production and it also the highest greenhouse gases emitter per unit of electricity. While there has been some improvement in the efficiency of our coal fired electricity generation it is still responsible for the majority of the 190 million tonnes of electricity emissions with smaller contributions from natural gas generators.

However Australia's solar and wind renewable electricity generation is increasing, and it has had a consistent level of hydro power contribution since the 1930's. Electricity customers can specifically choose products that source carbon neutral renewable electricity generation for their electricity use.

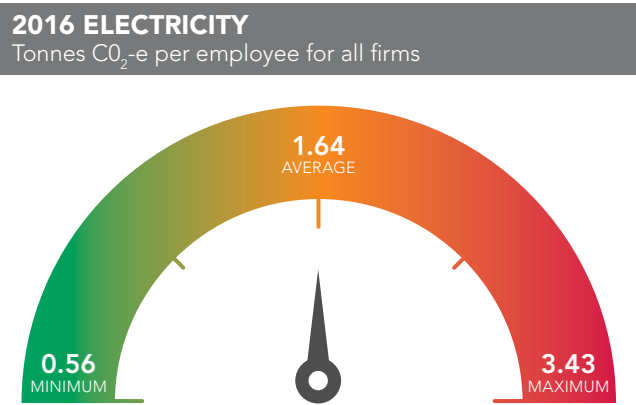
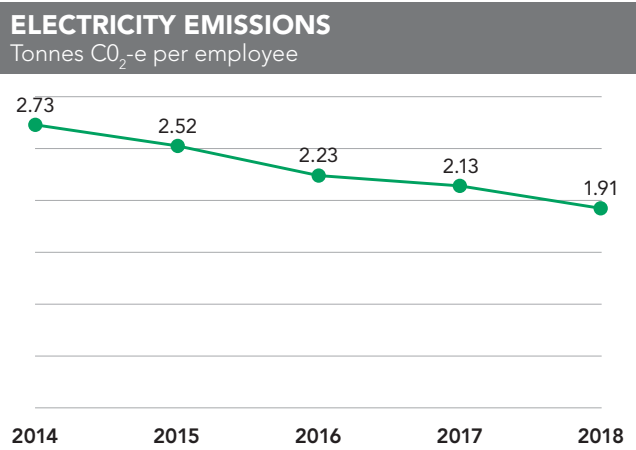
2018 AusLSA Member Performance

Electricity emissions represent forty-five percent of the gross emissions by AusLSA members meaning it has now slipped to the second highest source of greenhouse gas emissions with business travel taking over as leader.

Emissions from electricity have decreased by thirty percent over the past five years. This year we found six of our members had reductions in excess of 100 tonnes each. The cited reasons for these reductions ranged from enhanced office equipment, office relocations and behavioural and awareness programs, rather than reduced headcount or floorspace.

Energy efficient investment and changes often take time to demonstrate their full reductions in electricity use. For example, when a firm moves into a more energy efficient building it can take a year of fine tuning and analysis before the full impacts are seen.

It is pleasing to see that investment in more energy efficient office equipment, office fit outs has continued and that user education is still a priority in our member firms which continues to deliver tangible financial, operational and environmental benefits.



BUSINESS TRAVEL

Aviation contributes approximately 2.5% to global carbon emissions by using 1.2 billion litres of highly refined aviation fuel every day, which is increasing at a rate of six percent per year. Increasing demand from new and existing travellers means the number of passenger aircraft in our skies is set to double by 2035. An economy fare return trip from Europe to Australia for one person creates 4.5 tonnes of carbon compared to the average per capita footprint of around 1 tonne.

In addition to fuel use, jet planes cause radiative forcing caused by nitric oxides and water vapour. The [Intergovernmental Panel on Climate Change](#) has estimated that aviation's total climate impact is some 2-4 times that of its direct CO₂ emissions from fuel.

Aircraft are becoming more fuel-efficient, but not quickly enough to offset the huge demand in growth. There is currently no way to fly 8 million people every day without these levels of emissions.

Flying demand has also increased because the cost of flying is kept artificially low. The "Chicago Convention" agreed in 1944, prohibits countries from imposing jet fuel tax and VAT on international flights. Aviation, along with shipping, was also given a special status and excluded from the Kyoto and Paris climate change agreements.

To address emissions from flying, we can try to reduce the number of flights taken, buy carbon offsets for unavoidable flights, and question the broader logic of allowing the industry to grow and develop without addressing their carbon emissions.

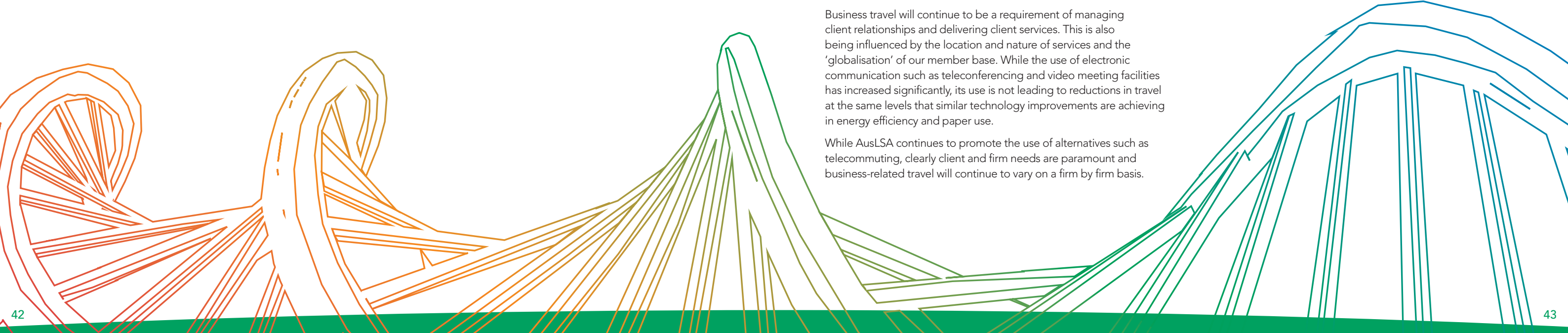
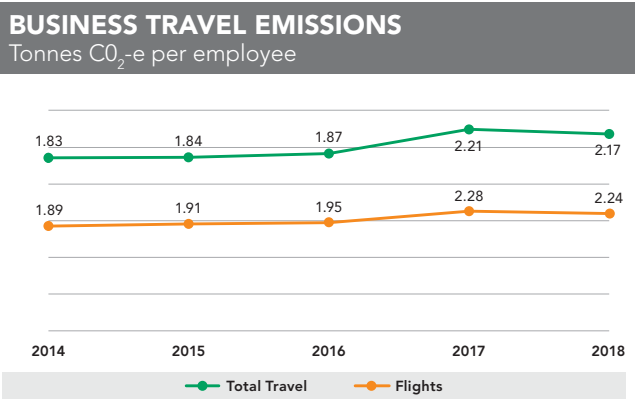
2018 AusLSA Member Performance

Emissions arising as a result of business travel at our AusLSA members are fifty-three percent of their gross total emissions and represent our sector's most significant environmental material issue. This year business travel emission reduced by six percent however over the past five years these emissions have grown by 18.5%.

While 20 of our member firms this year made significant decreases in travel, six members increased their travel and the savings made by most have been partially offset by those firms whose travel has increased.

Business travel will continue to be a requirement of managing client relationships and delivering client services. This is also being influenced by the location and nature of services and the 'globalisation' of our member base. While the use of electronic communication such as teleconferencing and video meeting facilities has increased significantly, its use is not leading to reductions in travel at the same levels that similar technology improvements are achieving in energy efficiency and paper use.

While AusLSA continues to promote the use of alternatives such as telecommuting, clearly client and firm needs are paramount and business-related travel will continue to vary on a firm by firm basis.



PAPER USE

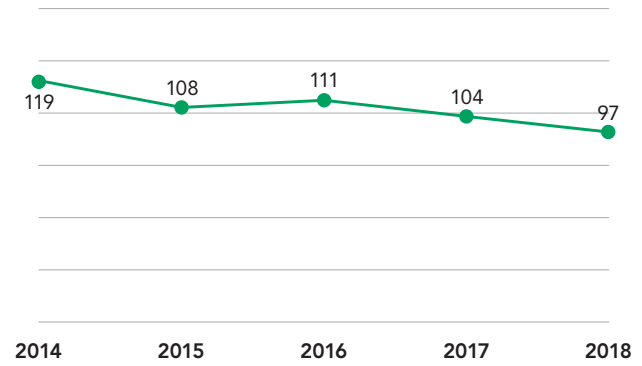
With the evolution of modern technology including automated paper mills, digital printing and the mechanised harvesting of wood, paper has become less expensive, contributing to increased levels of consumption and waste. Modern paper mills currently produce about 410,000,000 tons of paper and paperboard globally per year. According to the Pulp & Paper Industry Strategy group, Australians consume around four million tonnes of paper and paperboard each year — equal to almost 200 kg per person.

The production and use of pulp and paper harms the environment in many ways;

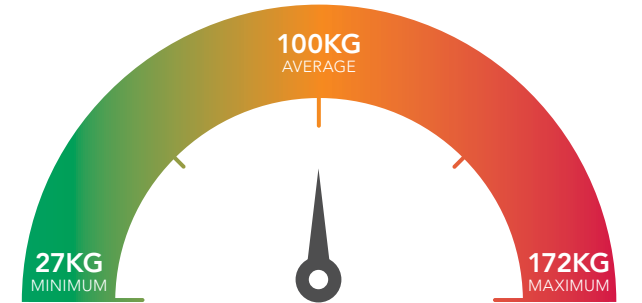
- logging releases carbon in the atmosphere (each hectare of mountain ash logged in Australia releases over 1,000 tonnes of greenhouse gases),
- paper production uses four percent of global energy (the world's fifth largest consumer),
- the paper production is a water intensive process,
- paper mills add to air, water and land pollution including; organochlorines, chlorine oxides and persistent organic pollutants such as dioxins and furans,
- paper recycling requires de-inking which produces a waste sludge and,
- discarded paper is a major component of landfill, accounting for about thirty-five percent by weight of municipal solid waste

While the environmental impact of paper use and production is significant, the rise in environmental awareness is causing a trend towards improved sustainability in the pulp and paper industry, including more sustainable paper options and reductions in paper use.

PAPER USE
kg per employee



PAPER CONSUMPTION
Tonnes CO₂-e per employee for all firms



2018 AusLSA Member Performance

The trend in paper use by Australian Law firms shows continuing reductions. These reductions are driven by a number of innovations, including the increased uptake of electronic filing, online lodgement and litigation processes, electronic communication and behaviour change among employees.

The consumption of paper per employee has decreased by nine percent this year and is now under one hundred kilograms per person for the first time. The paper reduction achieved this year amounts to over 260 tonnes of paper saved across the reporting members.

The upper range of paper consumption across member firms also decreased this year from 187 kgs per person to 172 kgs. This suggests that paper reductions initiatives are now underway at some of the higher paper using firms.

Of the seventeen hundred tonnes of paper consumed by AusLSA members, only seventeen percent was made from recycled paper.

Paper use by law firms is often influenced by the requirements and relationships they have with a wide range of stakeholders including; customers, barristers, other lawyers, courts and regulators. It is not currently possible, even for those firms with the best paperless processes and employee behaviours, to unilaterally eliminate paper from their practice. The most paper efficient firms in this report, however, set a challenge to the legal profession by demonstrating that there are viable alternatives to most paper use.

RECYCLED PAPER

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

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

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

Paper made from post-consumer waste makes the greatest contribution towards removing paper from the waste stream. In Australia, recycled paper often includes virgin fibre from plantations or native forests to improve quality. To be sure you're maximising the environmental benefits of recycled paper, it is generally best to choose paper products with the highest post-consumer content possible.

Advantages of recycled paper compared with virgin pulp

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

CERTIFICATION

Certification systems allow consumers to influence forest management and other impacts of paper use by purchasing pre-certified products. Customers may however assume that all certification standards are equivalent and that all certified forest products come from sustainably managed forests but unfortunately there are some differences that consumers should be aware of.

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

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

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

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

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

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

Beware of Greenwashing!

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

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

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

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

Organisational governance is the system of rules, practices and processes by which an organisation is managed and controlled and is critical to consistently and reliably set and deliver a firm's corporate responsibility objectives.

Management of procurement is an important part of a law firm's governance processes. Making the links between how the sustainability impacts of goods and services it uses in providing its own products and services aligns with its ethics, values and objectives.

Reporting and transparency is another fundamental principle of good governance and accountability and a feature of sustainable organisation. It builds strong organisational structures to support delivery as well as trust from stakeholders.

Good risk management and ethical behaviour are also important elements of governance. Universal standards for the management of risks, continuity, ethics and the codes of conduct in law firms are guided by government regulation, state law societies, customer expectations and industry standards.

SUSTAINABILITY REPORTING

Reliable public sustainability reporting is of interest to a growing range of stakeholders, including customers, regulators and shareholders. These stakeholders care about the values, priorities, performance and longer-term value of an organisation. Expectations about the scope, detail, rigor and completeness also continues to build among this group as more organisations provide reports and demonstrate their commitments.

Reporting is a universally accepted component of sound organisational planning and strategy. It requires engagement with stakeholders to assess the most important opportunities and threats and leads to a more meaningful understanding and articulation of an organisation’s goals and strategies. Reporting is also an important tool for evaluating reward for effort by measuring and communicating issues, commitments, targets and performance.

Publishing an organisation’s commitments and performance provides an additional element of transparency and honesty. Public sustainability reporting supercharges the meaningfulness of organisation’s commitments and acceptance their responsibility to address them. Providing honest information to stakeholders builds trust and reputation by demonstrating openness and accountability.

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

2017 AusLSA Member Performance

This year, eighty-six percent of participating AusLSA members chose to publicly provide their sustainability report. This participation rate is up from eighty-three percent last year despite the substantial expansion in the levels and scope of information collected over the last three years.

Thirty seven percent of member firms promoted their AusLSA produced report on their own websites which increased nine percent from only twenty-eight percent last year (an additional ten percent of firms have advised they are preparing to publicise their report in 2019).

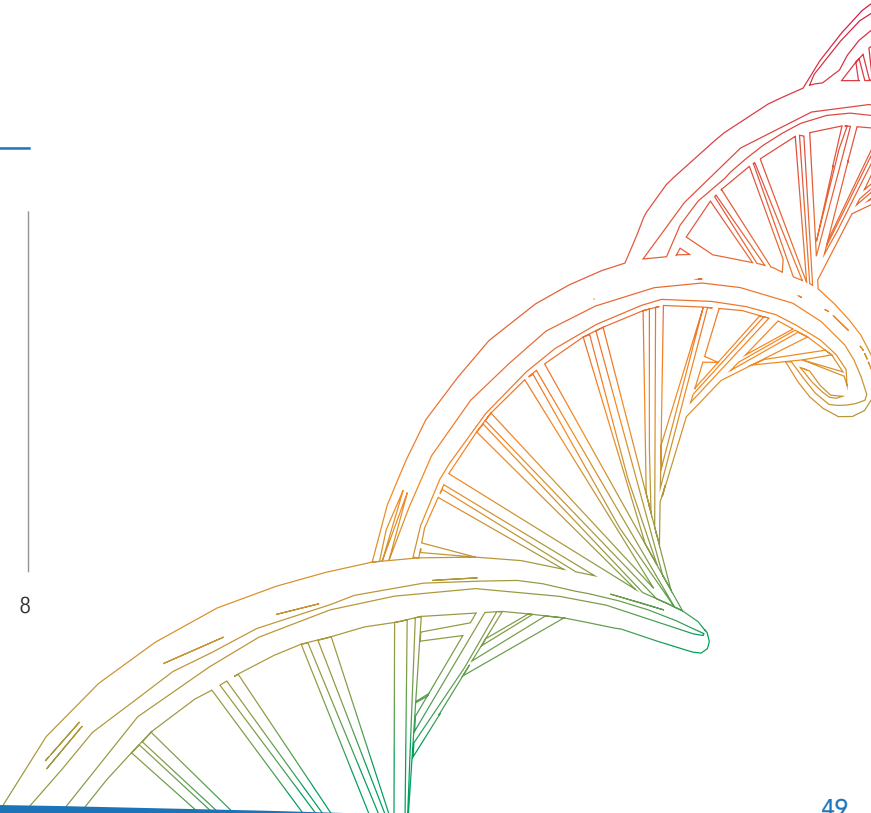
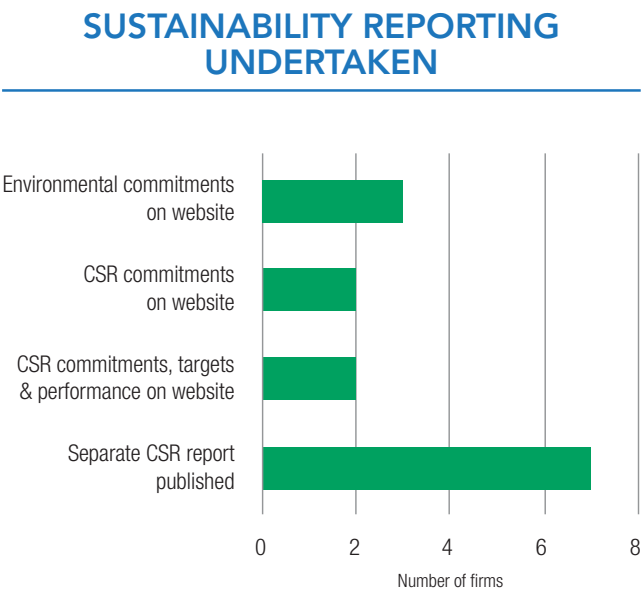
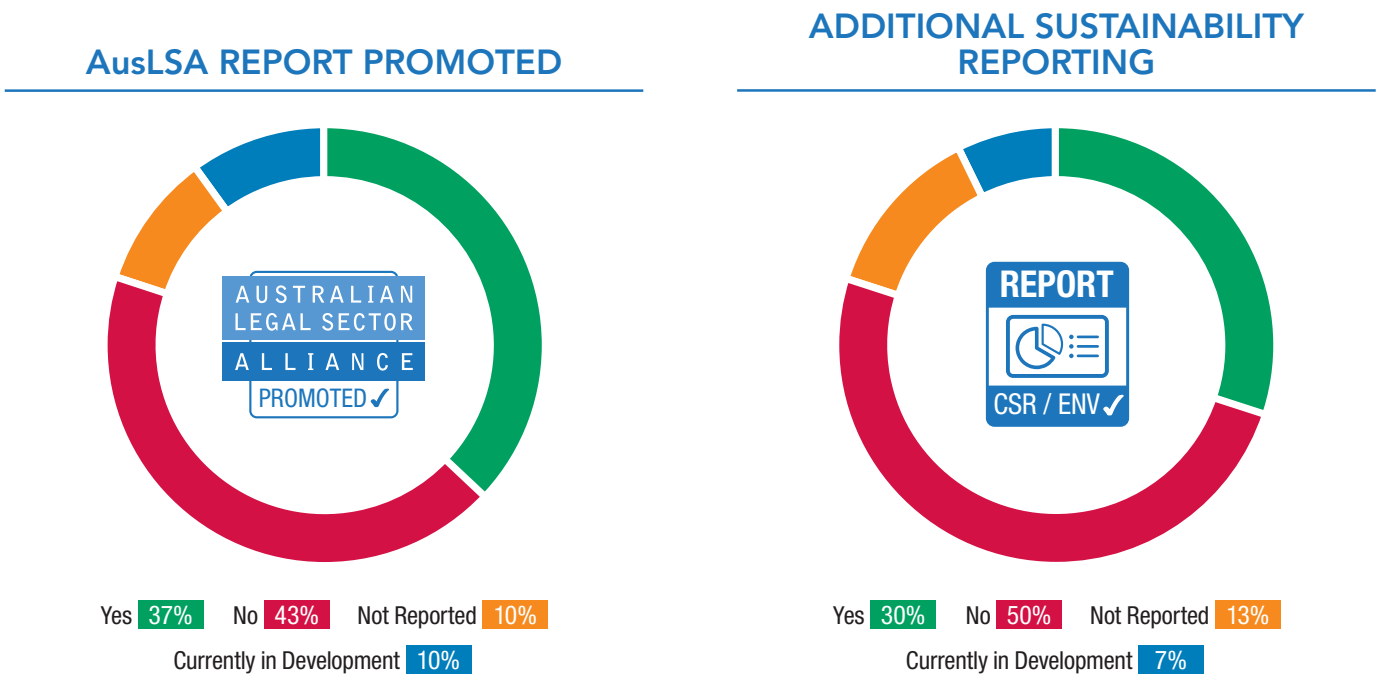
Only thirty percent of firms provided addition sustainability reporting publicly this year. There has been no growth in the number of firms collecting and publishing additional standalone reporting of their sustainability and corporate citizenship despite thirteen percent of firms indicating they intended to begin expanded reporting in last year’s report.

Challenges and Opportunities

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

The AusLSA report is carefully compiled and designed to suit a diverse audience of stakeholders. However, only thirty one percent of firms have benefitted by promoting their involvement in the AusLSA report through their own communications including the promotion on their websites or communications with customers or employees. Firms need to increase the profile of their involvement to enjoy greater advantages from their public sustainability reporting.

AusLSA's voluntary report is also designed to allow a common approach to reporting that is appropriate to a wide range of different firm types and sizes. This sometimes limits the amount of detail and depth that can be provided across the areas covered. Firms should consider an expanded collection and profiling their own information about their commitments and performance of specific sustainability programs and initiatives. This provides additional depth of information that is tailored to their specific priorities and audiences. Some firms choose to do this by developing a standalone corporate social responsibility style report but increased information can also be simply incorporated throughout relevant sections of their own website.



SUSTAINABLE PROCUREMENT

A significant portion of an organisation’s sustainability impact is often hidden in the goods and services that are inputs to its business. Examining the social and environmental impacts of the associated goods and services that law firms use to provide their own services helps to determine their true impacts. It also allows sourcing and purchasing considerations to be made that improve these impacts and signal to suppliers the need to drive changes in their own businesses.

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

Sustainable Supply Chain Management

A sustainable supply chain management program involves setting standards to improve the sustainability impacts related to the products we use. Procurement Managers then actively seek information from new and existing suppliers to assess if these standards are being met. Improving the impacts from procurement can require the identification of alternative products such as changing to renewable electricity from coal fired generation or selecting organic fair-trade coffee, paper produced without using materials from native forests and cleaning products which are not tested on animals.

Standards and certifications

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

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

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

Information on sustainable procurement is also becoming more widely available, with the emergence of a range of resources and tools being compiled by NGO’s and business. One example is the [Supply Nation](#), a government endorsed program providing information and a directory to assist organisations to locate indigenous service providers.

Modern Slavery

According to the [Global Modern Slavery Index](#) an estimated 40.3 million men, women, and children were victims of modern slavery on any given day in 2016. Of these, 24.9 million people were in forced labour and 15.4 million people were living in a forced marriage. Women and girls are vastly over-represented, making up seventy-one percent of victims. In the past five years, 89 million people experienced some form of modern slavery for periods of time and collectively approximately US\$150 billion per year is generated in the global private

economy from forced labour. Modern slavery is most prevalent [Asia and the Pacific region](#). Sixty-two percent of all people enslaved, or twenty-five million people in Asia-Pacific Region are ‘enslaved’ including 4,300 people in Australia.

In June 2018 the NSW Government passed legislation to address how the products we use In Australia contribute to ongoing modern slavery around the world. Similar legislation has been prepared by the Federal Government and is understood to have broad support from both sides of parliament and business and is now before the Senate. It is understood the associated regulations will be similar to those required in the UK where businesses over a certain turnover must provide a public Modern Slavery Statement, reporting on all potential modern slavery risks and practices in their operations and supply chains, including slavery, human trafficking, servitude, forced labour and forced marriage. The statement must also outline actions taken to address modern slavery risks in their own supply chains.

2018 AusLSA Member Performance

Only half of AusLSA members currently have a program or policy to address the sustainability impacts that occur as a result of the products and services they procure; however, ninety-three percent of these firms have now applied these standards to their existing suppliers as well as when establishing new contracts.

Of the fifty percent of firms with sustainable supply chain programs, environmental considerations were most popular with all firms considering them in their procurement. The next most popular elements were human rights, labour equity and fair dealing issues which featured in eighty percent of firm’s procurement choices. Gender equity issues were considered by seventy-three percent of firms while indigenous inclusion was less common with only sixty percent of firms seeking goods and services from indigenous suppliers.

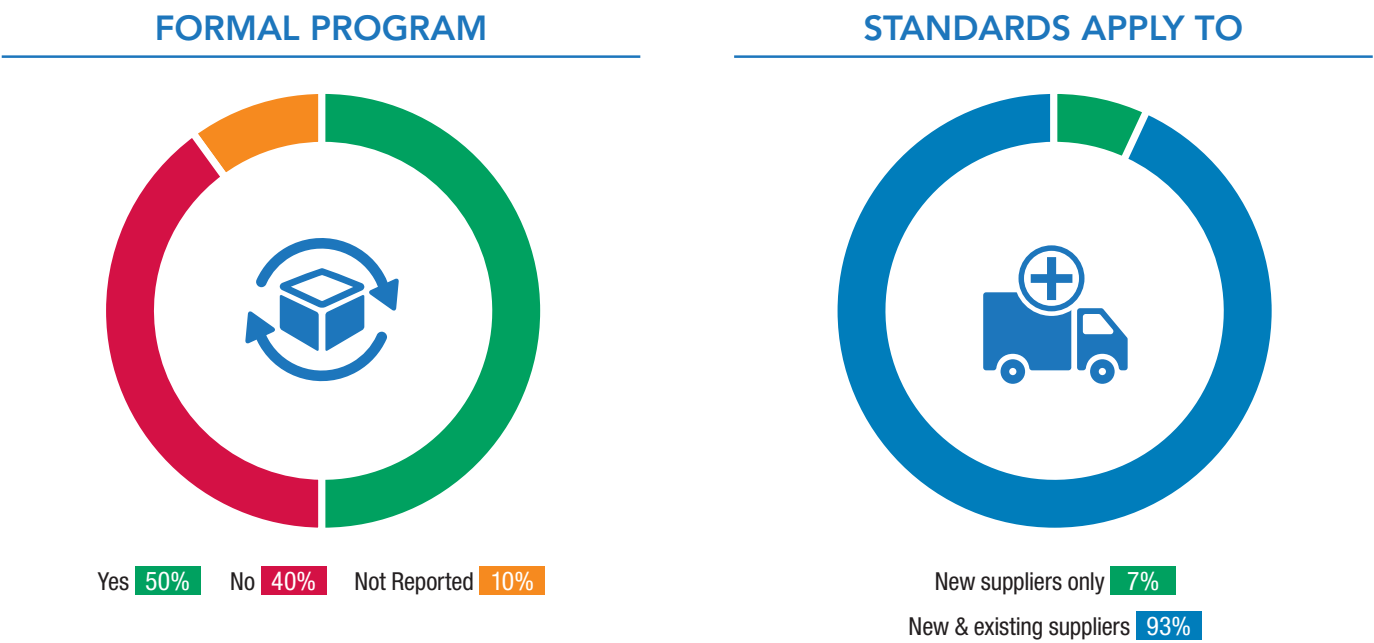
Challenges and Opportunities

For Sustainable Supply Chain Management practices to be workable in the business sector they need to be operationally practical and financially viable in addition to being ethically preferable. Sustainable supply chain management is still a relatively new practice in Australia and information about the sustainability impacts or products and the options for more sustainable alternatives is incomplete and often difficult to find and interpret.

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

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

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



RISK MANAGEMENT, BUSINESS CONTINUITY, ETHICS AND CODE OF CONDUCT

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

The flow of well publicised corporate and political scandals continues in 2018 where poor governance has allowed breaches of the law and also a loss of community trust and organisational reputation. Most of these issues have arisen where systemic governance failures have allowed behaviours and transactions to occur that were in conflict with otherwise documented public policies and values.

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

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

A law firm’s code of conduct promotes a good social, ethical and professional culture by documenting how people are expected to act. The process of assessing the behaviour of employees becomes more consistent when a code of conduct is used as a reference point. Codes of conducts for law firms are also reinforced by and regulatory requirements of the legal profession.

Risk management not only considers a firm’s significant regulatory, financial and reputational risk areas but also the risk of delivering their commitments and the objectives in their strategic plans. These are all elements that reflect on the overall sustainability of an organisation and the ability for it to meet its social purpose and responsibility.

2018 AusLSA Member Performance

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

All reporting firms have developed and operate a formal risk management plan that is reviewed regularly by the leadership team. All reporting firms also have a documented Business Continuity Plan or Emergency Response Plan which is regularly tested.

Challenges and Opportunities






































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

This report finds that all members have systems in place, however from time to time the media still finds examples where organisational systems fail to identify, avoid or properly manage breaches. Actual ethical and professional conduct is predominantly influenced by organisational culture and leadership and where these are misaligned it is almost always the cultural norm that determines behaviours. It is the roles of senior leadership to ensure that organisations culture, in a way demonstrates their publicly projected values and that their leadership and behaviours they demonstrate, and reward continues to strengthen these values.





Executive Member Reporting

POLICY 	Firm operates in accordance with a formally approved and managed policy	0.00% 	Carbon emissions from cars as a percentage of gross emissions
POLICY  PUBLISHED ✓	Firm operates in accordance with a formally approved and managed policy which is made available to the public	0.00% 	Carbon emissions from natural gas as a percentage of gross emissions
	Firm has gender equality targets	0.74% 	Carbon emissions from refrigerants as a percentage of gross emissions
	Staff surveys assess and communicate physical and psychological well-being	89%  0.00m²	Carbon emissions from use of electricity as a percentage of gross emissions and per square metre
REPORT  CSR / ENV ✓	Firm operates in accordance with a formally approved and managed policy	0.00%  0.00m²	Carbon emissions from renewable energy as a percentage of gross emissions and per square metre
AUSTRALIAN LEGAL SECTOR ALLIANCE PROMOTED ✓	Firm provides a link on their website to the AusLSA Sustainability Insight Report	8.4%  0.00m²/employee	Carbon emissions from flights as a percentage of gross emissions and per employee
	Firm has a Sustainable Supply Chain Management program	1.4%  0.00m²/employee	Carbon emissions from taxis and hire cars as a percentage of gross emissions and per employee
	Firm's supplier standards are applied to existing suppliers	100% 	Carbon offsets purchased as a percentage of gross emissions
	Firm's supplier standards are applied to new suppliers	0.00% 	Renewable energy purchased as a percentage of gross emissions
	Firm provides code of conduct training	79.830% 	Total paper used (tonnes) and per employee
	Firm has documented complaints and grievance mechanisms	99%  0.00m²/employee	Percentage of paper recycled
	Firm has a regularly reviewed risk management plan	100% 	Percentage of offices with paper and cardboard recycling
	Firm has a formal Business Continuity Plan	100% 	Percentage of offices with recycling of comingled waste
STRATEGY 	Firm operates in accordance with a formally approved and managed policy	75% 	Percentage of offices with facilities for organic waste disposal
 TARGET MET	Firm is a signatory to the Australian Pro Bono Centre Aspirational Target	100% 	Percentage of offices with e-waste facilities
	Firm active supports employees and partners participating in community organisations		Firm sets and monitors environmental targets
	Firm coordinates and supports employee non-legal volunteering		Firm has an Environmental Management System
	Firm operates in accordance with disability standards	 AEMS CERTIFIED	AusLSA Environmental Management System
 RAP INNOVATE	Firm has a Reconciliation Action Plan – Level indicated	 ISO 14001	ISO 14001 Environmental Management System

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

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

- A sustainable high performing workforce
- designing our workforce of the future, matching the needs of our clients
- engaging people, experience and culture
- enhancing our compelling graduate recruitment brand and employee value proposition by creating engaging content for our internal and external platforms.
- Implementation of a new core HR system to create a more engaging people experience
- Talent attraction and management
- launching talent reviews and new talent management frameworks to support our people
- developing our partners and employees
- building on our successful Business Excellence and Mentoring Programs

Diversity and inclusion

- The Firm has a comprehensive D&I Strategy with a focus on inclusion and various diversity streams including gender, flexibility, LGBTI inclusion, cultural diversity and disability

Community

- This year celebrates 15 years of the Clayton Utz Foundation and our Community Connect program. As part of our Reconciliation Action Plan, partners and employees across our offices participated in cultural awareness activities.



OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

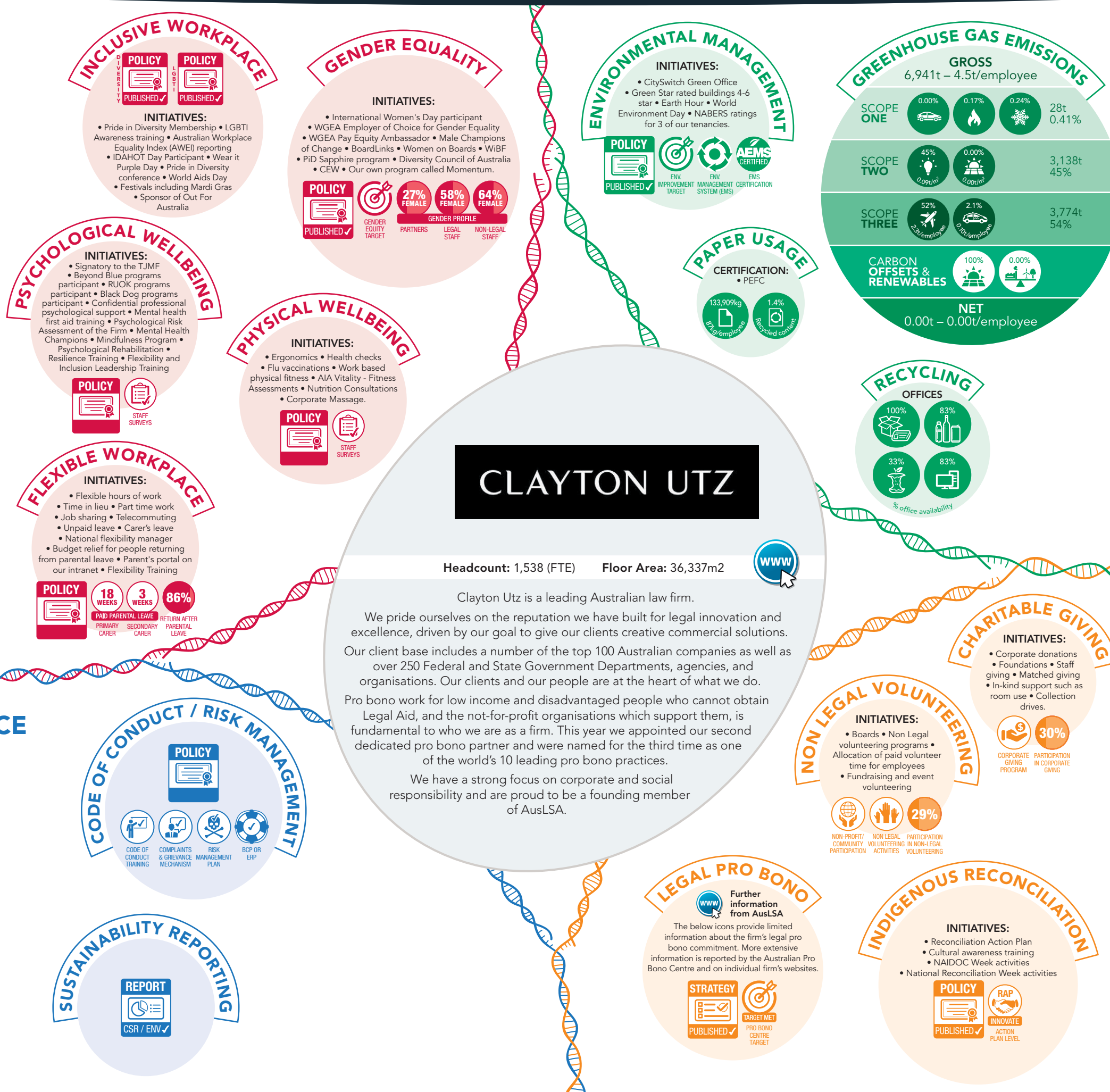
The firm has a strong commitment to and robust governance structure with respect to risk and compliance.

The Finance Risk and Audit committee of the board oversees this and meets quarterly. The board is supported in this area by the Risk Management, Partnership Secretariat and People and Development Teams.

We have robust policies and procedures available to all Partners and Employees through our Risk Management Handbook, Partner Handbook and Employee Handbook. These documents are supported by relevant training at all levels through the CU Learn framework.

The firm has a strong commitment to Cyber Security through our Cyber Security Board and ISO270001 certification.

The firm has mature crisis management, business continuity and disaster recovery planning which is regularly reviewed, updated and tested with external consultants.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

Clayton Utz is carbon neutral.

We have measured our FY18 carbon emissions in line with the federal government's National Carbon Offset Standard (NCOS) and are pleased to report that Clayton Utz have fully offset our FY18 carbon emissions in line with that standard through the retirement of purchased carbon credits. As a result, we have offset a total of 17,033 tonnes of emissions.

We continuously seek ways in which we can reduce the impact our business operations have on the environment and recently implemented a centralised waste system in our most populous office. This new waste system will significantly reduce the amount of non-biodegradable plastic bin liners that we send to landfill by approximately 32,290m² or 211kg per annum.



OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

This year celebrates 15 years of the Clayton Utz Foundation and our Community Connect program.

During this time, the Clayton Utz Foundation has distributed over \$10 million in grants to charities who address disadvantage and facilitate access to justice, including \$727,000 granted in FY18. 29% of our partners and employees volunteered this year and our people fundraised over \$124,000 for community organisations. We also partnered with The Funding Network on three events which raised over \$293,000 for 9 grassroots charities.

As part of our Reconciliation Action Plan, 200 partners and employees across our offices participated in cultural awareness activities such as film screenings, staff events with First Australian community partners, art exhibition tours, theatre productions and experiential Aboriginal cultural walks during National Reconciliation and NAIDOC Weeks. We procured over \$390,000 from First Australian businesses in FY18.



OUR PEOPLE

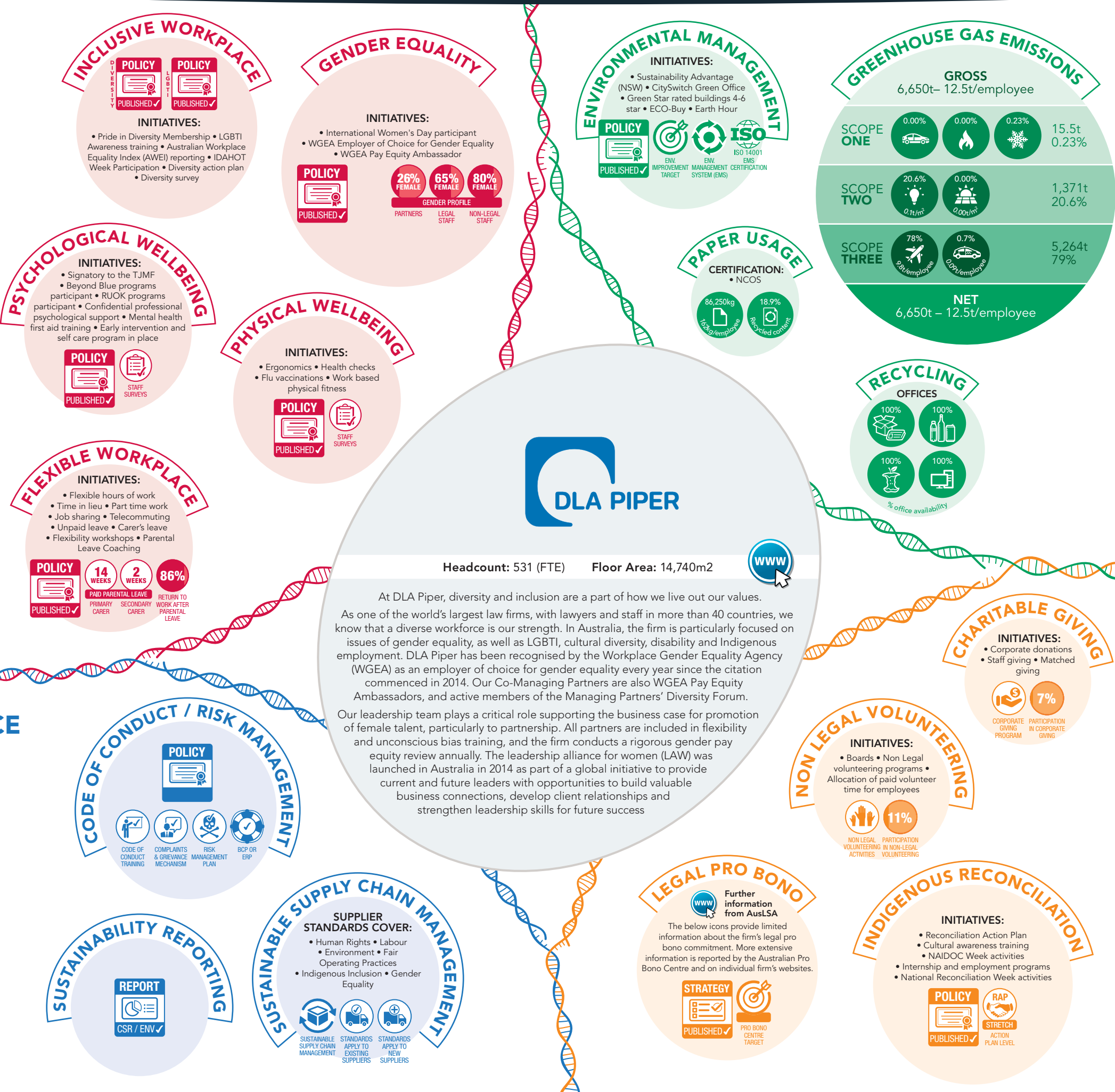
SUMMARY AND HIGHLIGHTS:

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

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

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

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



OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

DLA Piper was also the first law firm to achieve ISO 14001 certification in every office, committing us significantly to reducing our impact on the environment.

The initiative is sponsored by Board members with representation from Risk Management, Responsible Business, Facilities and Property Management, IT, Procurement, Travel Management and partners from our Environmental legal services.

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

OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

For DLA Piper the management of environmental aspects of our activities is an integral and essential part of the way we conduct our business. Our overall strategic approach is reflected in the firm's environmental sustainability policy.

Our environmental priority focus areas are defined by the Global Sustainability Initiative (GSI), which is set by the DLA Piper Global Board and governed by the two sponsoring partners and a cross-functional committee.

Our environmental management system has been ISO 14001 compliant and independently certified across our global business for the past ten years. It is shaped by the internal and external issues that are material to the firm and our key stakeholders. In 2017 we successfully transitioned and certified our management system to the new ISO 14001:2015 standard.

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

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

In 2017, our lawyers and staff contributed more than 220,000 hours towards pro bono and community engagement initiatives. Of this, we donated almost 200,000 hours of pro bono work globally, making us one of the largest providers of pro bono legal services in the world.

Our global focus areas are Child Justice, Migration Rights and Trafficking and Rule of Law.

In Australia alone in the last 12 months, 78% of all fee earners undertook pro bono work and 21% undertook more than 35 hours, consistent with DLA Piper's target.

We are continuing to implement our Stretch RAP, which will end in 2019, and working to develop a new and ambitious RAP from 2019 onwards.

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

Our local social mobility programs also provide opportunities for disadvantaged and underrepresented groups, which in Australia focus on Aboriginal and Torres Strait Islander peoples.

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Maddocks was awarded the Employer of Choice for Gender Equality citation from the Workplace Gender Equality Agency for 2017, the 14th consecutive year we have received this citation. We were also recognised in 2018 as a Bronze Employer in the Australian Workplace Equality Index awards.

Our Maddocks Women and Maddocks Pride groups organised a wide range of events in FY18, including events to mark International Women's Day and Wear It Purple Day.

The firm also has a comprehensive Diversity and Inclusion strategy with a focus on various diversity streams including gender, LGBTI, flexible work practices and cultural diversity.

Maddocks acknowledge Harmony Day and in March 2018 we invited Mariam Veiszadeh to speak to partners and staff in our 3 offices about inclusion in the workplace and what it means. Mariam is a lawyer, advocate and social commentator and is passionate about championing the rights of minority groups. In her role as an Ambassador for Welcome to Australia she provides a positive voice in the public conversation around asylum seekers, refugees and multiculturalism.

In September 2017 the Maddocks Women initiative celebrated 20 years since it was established. Originally designed to assist women in increasing participating in networking activities, it has contributed enormously to the culture of our firm. 35% of our partners are now female which has risen from 18% 7 years ago.

OUR GOVERNANCE

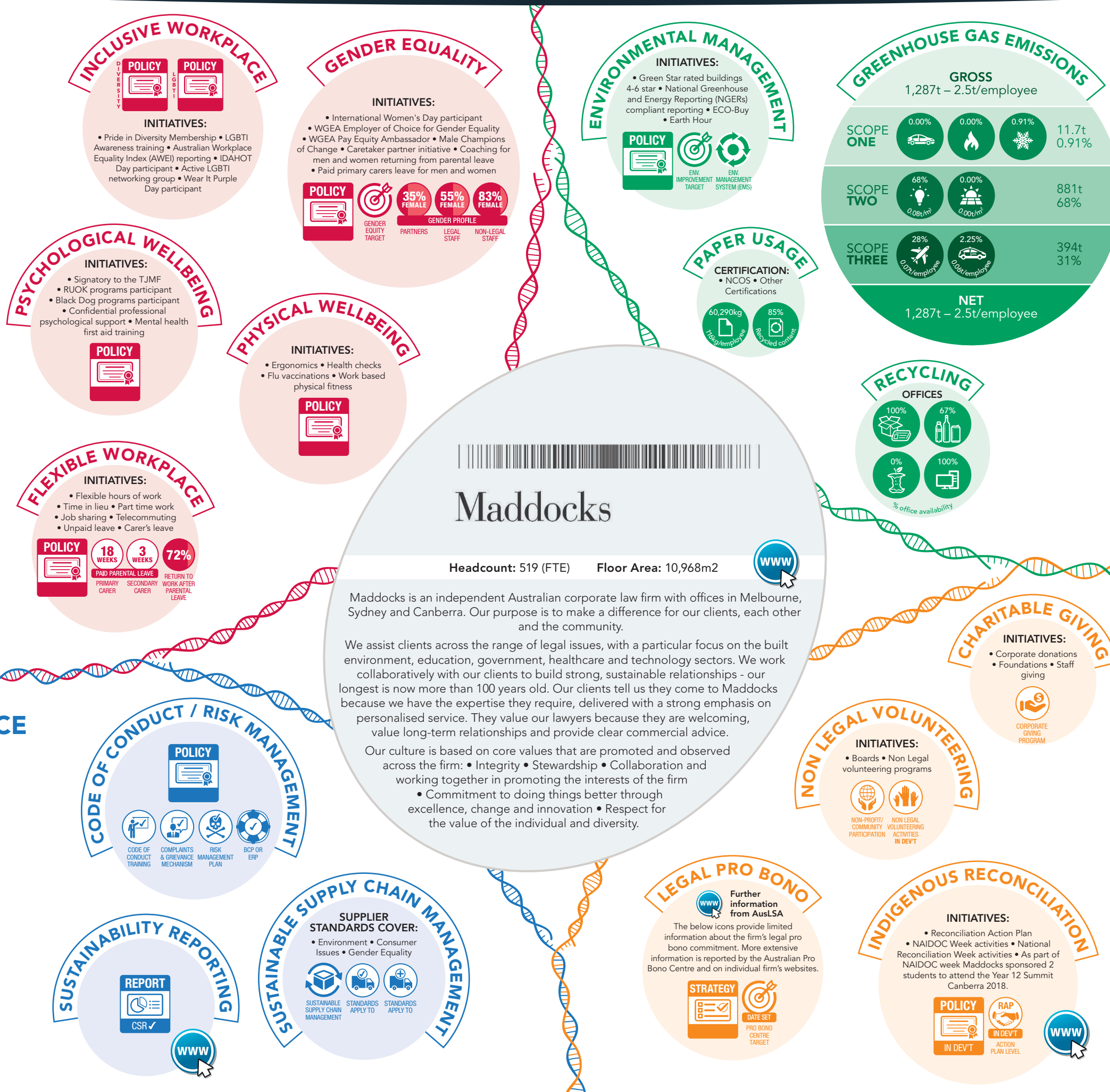
SUMMARY AND HIGHLIGHTS:

Maddocks has a full suite of policies and procedures which establish guidelines that provide clarity for all staff and promote the adoption of consistent good decision making across the whole firm.

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

Critical amongst the governance policies are specific policies regarding ethical conduct, information security, anti-bribery and delegated authority policies.

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



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

Maddocks seeks to lead by example through the adoption and implementation of environmentally sustainable practices in all that we do.

During FY17-18, we continued our journey to help our people keep sustainability front of mind - both in the workplace and at home.

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

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

Our approach is also governed by an Environmental Policy and Environmental Management System (EMS), which was developed in 2010 and formally adopted in 2011.

The precautionary principle is applied to the management of greenhouse gas emissions.

Staff are encouraged to limit travel wherever possible so as to reduce carbon emissions.

The firm has embarked on a 'Paper Lite' project with the aim of reducing paper consumption.

We have reduced our electricity consumption across the firm.

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

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

There is a demand for the skills we have as an organisation by those who are usually unable to access the services of a commercial law firm.

We aim to create social and economic benefits for these communities through pro bono work, the Maddocks Foundation, our support for various causes and by the volunteering of our employees' time and skills.

We have a particular focus for these programs on the areas of homelessness, mental health, welfare, human rights and education / literacy.

In FY17-18 the Maddocks Foundation made grants totalling \$145,000 to various charities that support the disadvantaged.

Maddocks also runs a 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.

The firm also has the Maddocks Board Scholarship which is awarded annually to a Maddocks employee to pursue a community or charity interest.



OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Our HR strategy is aligned with our purpose of Unlocking Success. Together with a focus on enhancing the employee experience ensuring that all staff at all times are aware of the five elements, those being knowing where they fit, how they contribute, how they can grow, that they feel valued and that they have fun doing it.

As a firm it is our goal to strive to be the best employer we can be, an active member of the legal profession and a good steward in our broader community.

Our achievements include WGEA Employer Choice for Women, being the winner of the Queensland Mental Health Achievement Award for 2016, a finalist in the Legal Innovation Index Awards in 2017 which outlines a number of practical solutions to support working families achieve sustainable work practices as well as an innovative intern program that drives relationships and opportunities for students.

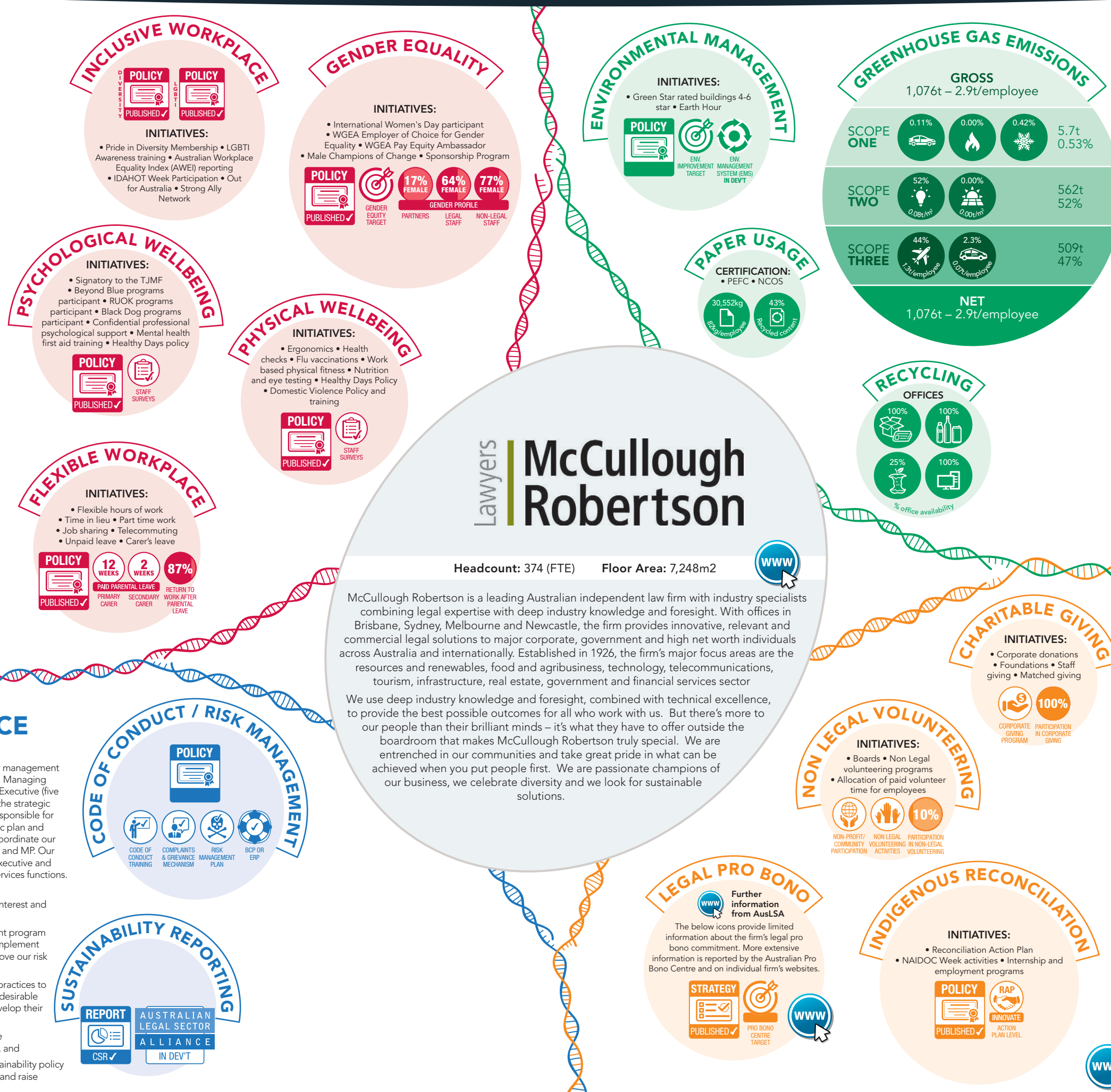
In addition we continue to have numerous finalists in the Australia Law Awards this year and extensive recognition in industry journals and publications.

OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

We adopt a corporate leadership model with senior management responsibility resting with the Executive Committee, Managing Partner (MP) and Business Unit Leaders (BULs). The Executive (five equity Partners, one of whom is the Chairman) sets the strategic direction and reviews performance. The BULs are responsible for day to day management, implementing the strategic plan and managing financial performance. Industry Groups coordinate our market facing approach and report to the Executive and MP. Our Chief Operating officer (COO) works with the MP, Executive and BULs and is responsible for the Business Support Services functions. Our committees report to Executive:

- Ethics: assess and manage potential conflicts of interest and ethical issues
- Risk: monitor claims, complaints, risk management program outcomes and other risk issues, identify trends, implement strategies to minimise risk and continuously improve our risk management systems
- Diversity and Inclusion: review and change work practices to make McCullough Robertson a competitive and desirable place for all staff and where professionals can develop their careers
- Innovation: consider, approve, prioritise and drive implementation of innovation projects and ideas, and
- Legal Environmental Action Forum: develop sustainability policy and goals to reduce our environmental footprint and raise environmental awareness.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

McCullough Robertson's environmental initiatives are coordinated by an Environmental Committee made up of the Chief Operating Officer, a Partner, three lawyers, a Graduate and an IT representative.

The key responsibilities of the Environmental Committee are:

- providing prioritisation and recommended next steps for ideas to be worked on by environmental teams
- endorsing processes to be followed by each environmental team to investigate, analyse and implement ideas
- determining information requirements for each type of idea e.g. investment budget, business case determinants, risks and internal and external resources
- establishing metrics to track progress by Environmental Teams and the Environmental Program overall, and
- oversight of appropriate communications and engagement activities to ensure all staff are kept informed and involved.

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

Our strategy includes pro bono work, Partner and staff donations and scholarships through the McCullough Robertson Foundation, sponsorships, staff community activities, fundraising and volunteering.

Our broad priority areas cover:

- Access to justice
- Health and mental health
- Indigenous education
- Rural and remote communities and their activities
- Community arts; and
- Diversity and inclusion.

Examples of our programs and activities include supporting new and start-up nonprofit and community based entities, governance and training for new and existing organisations and mentoring and supporting Indigenous organisations and programs. We also encourage our lawyers to take up board roles with community organisations.

We have signed up to Pro Bono Australia's Aspirational Target because the vision matched our own.

Our activities include:

- establishing charitable entities
- tax concession endorsement advice
- employment relations
- intellectual property
- privacy, and
- property.

As a founding member of the Queensland Public Interest Law Clearing House (QPILCH), now known as LawRight, we accept pro bono matters referred from LawRight through a number of its clinics.

We have established a number of long-term partnerships with community organisations, which provide our staff with opportunities to get involved in tangible ways.

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Norton Rose Fulbright aims to leverage the rich diversity of our workforce including diverse perspectives, cultural backgrounds, skills and opinions to provide better solutions for our clients.

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

In 2018, 31% of our partners are female partners, 50% of our Australian Partnership Council members are female and we have a female Australian and Global Chair.

We have been awarded multiple Workplace Gender Equality Agency's Employer of Choice for Gender Equality citations and in 2017 and 2018, Norton Rose Fulbright was awarded silver employer status in the Australian Workplace Equality Index (AWEI) for LGBTI inclusion.

We are committed to offering a range of diversity and inclusion programs and initiatives including unconscious bias programs, bespoke career strategies for senior women and various support networks including our Pride and Flex-ability Networks. This includes comprehensive mental health and wellbeing policies and a variety of learning and development and professional support opportunities all designed to support the individual needs of our people.

Our programs and services are extensive, integrated and evidence based.

OUR GOVERNANCE

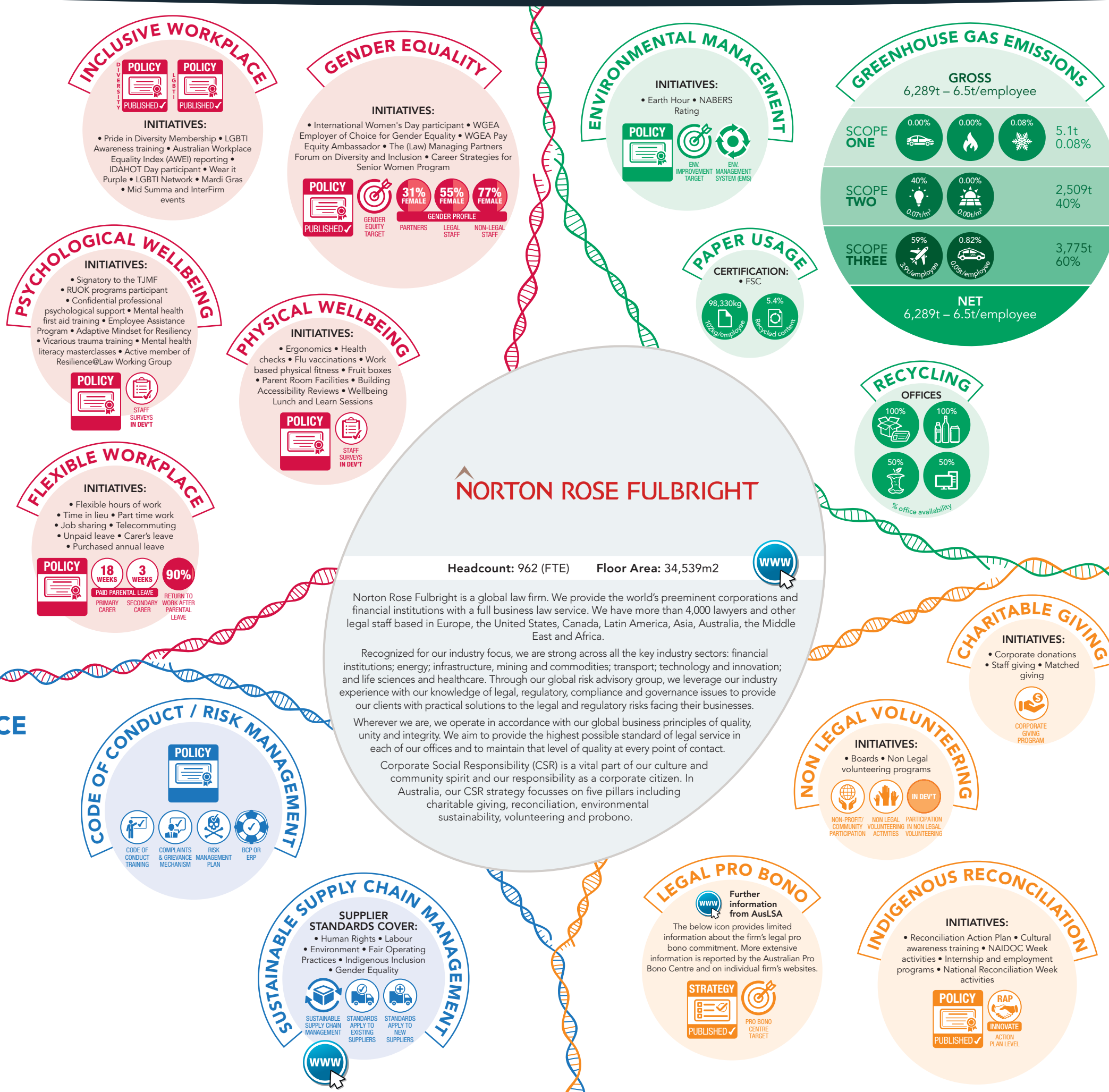
SUMMARY AND HIGHLIGHTS:

Norton Rose Fulbright's General Counsel and Compliance team in Australia is led by the firm's Head of Risk and General Counsel.

The General Counsel and Compliance team is responsible for all risk management matters, including ethical reporting, supply chain and compliance with legal professional obligations.

A Risk Committee meets quarterly to consider key risks facing the firm and identify risk improvement measures. The Committee comprises the firm's managing partner, chief financial officer, senior members of the General Counsel and Compliance team and other partners and senior managers.

Ongoing training in the areas of ethics, risk management and professional conduct is conducted by the General Counsel and Compliance team, both in person and through e-learning modules.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

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

Norton Rose Fulbright combined with Henry Davis York on 1 December 2017, increasing our size and premises, and overall Australian operations. We have an enduring Environmental Sustainability Policy, Environmental Management System manual and Supplier Social Responsibility Principles that guide the firm in reducing its impact on the environment.

We have recently reinvigorated our Environmental Sustainability Working Group who will be focusing on raising awareness of environmental issues, facilitating staff involvement in activities designed to help protect our environment and striving to meet the green footprint expectations of our community, the legal sector and our clients.

On a global level, Norton Rose Fulbright has announced its next global charitable initiative and is proud to be focusing on reducing food waste, alleviating hunger in each of the communities in which we operate and reducing the impact of food waste on landfill and greenhouse gas emissions. Norton Rose Fulbright is a founding member of AusLSA.

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

Our Corporate Social Responsibility program seeks to empower Australia's first people, champion human rights and environmental sustainability, grow and support our younger generation, support vulnerable and disadvantaged people in our community and campaign for and support mental health and resilience.

Through our CSR program, we look for opportunities to use our legal experience and education to make a difference to those most in need.

Our dedicated pro bono team coordinates legal support for the most disadvantaged members of our community including Indigenous Australians, refugees, the homeless and victims of family violence.

We also provide pro bono legal assistance to several LGBTI organizations, charities and not-for-profits.

Under our second Reconciliation Action Plan, we have sought to deepen our relationships with and improve opportunities for Indigenous people and communities.

We have recently reinvigorated our Environmental Sustainability Working Group who will be focusing on managing our environmental footprint and sustainability initiatives.

On a global level, Norton Rose Fulbright has announced its annual Global Charitable Initiative and we are proud to be focusing on reducing food waste, alleviating hunger and raising awareness of the importance of reducing food waste in each of the areas in which we operate.

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

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

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

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

We have a range of learning and development initiatives that focus on mental health and well-being.

We are a signatory to the Law Council's Diversity and Equality Charter.

43% of our partners are females and we demonstrate a disproportionately high female leadership team. This is something that our firm is extremely proud of because this has happened organically, without any set targets for diversity.

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

OUR GOVERNANCE

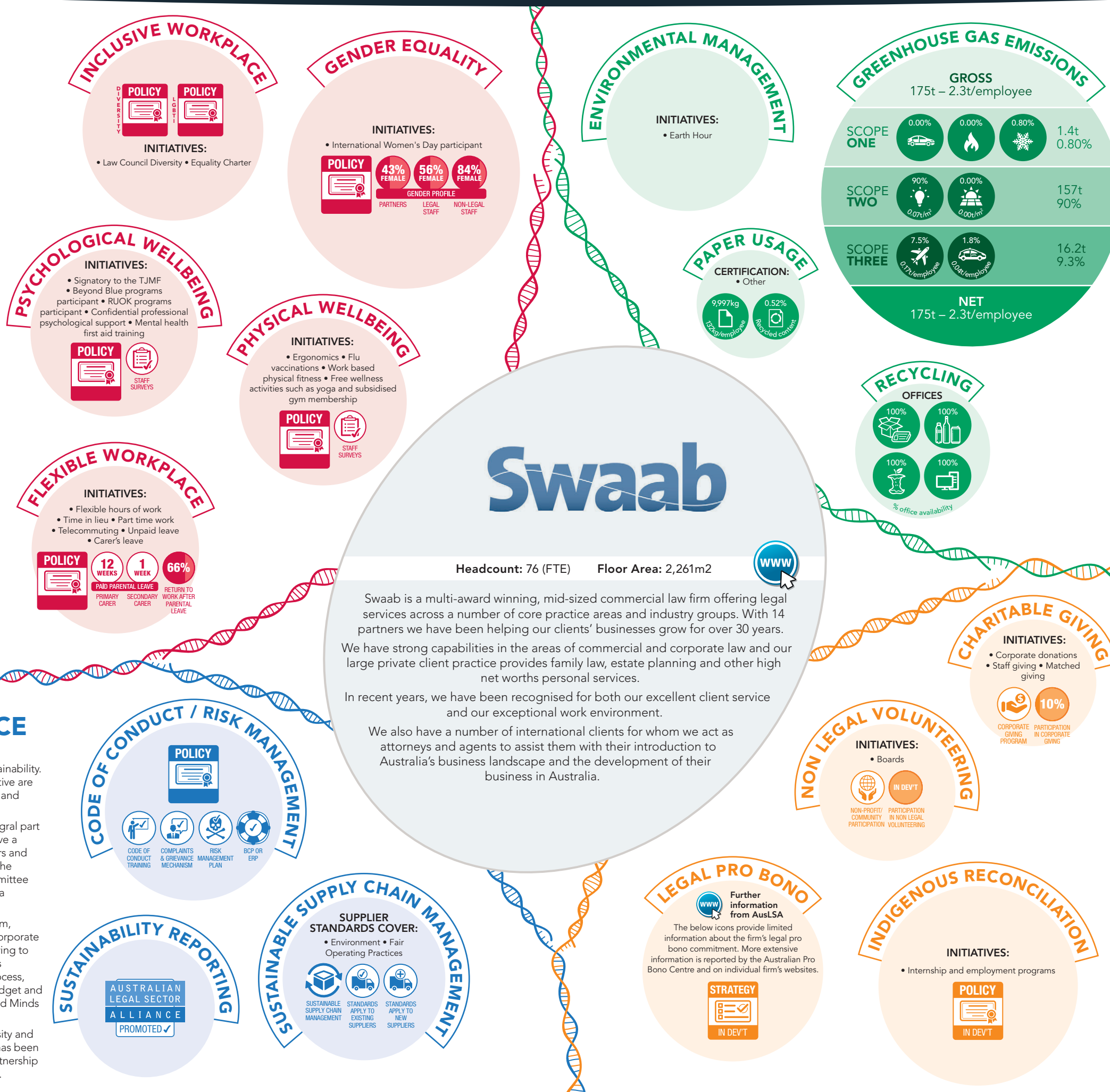
SUMMARY AND HIGHLIGHTS:

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

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

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

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



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

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

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

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

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

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

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

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






































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

We partner with Corporate Citizen for our workplace giving program.

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



General Members Reporting

POLICY 	Firm operates in accordance with a formally approved and managed policy	 0.00% Carbon emissions from cars as a percentage of gross emissions
POLICY  <small>PUBLISHED ✓</small>	Firm operates in accordance with a formally approved and managed policy which is made available to the public	 0.00% Carbon emissions from natural gas as a percentage of gross emissions
	Firm has gender equality targets	 0.74% Carbon emissions from refrigerants as a percentage of gross emissions
	Staff surveys assess and communicate physical and psychological well-being	 89% Carbon emissions from use of electricity as a percentage of gross emissions and per square metre
REPORT  <small>CSR / ENV ✓</small>	Firm operates in accordance with a formally approved and managed policy	 0.00% Carbon emissions from renewable energy as a percentage of gross emissions and per square metre
AUSTRALIAN LEGAL SECTOR ALLIANCE <small>PROMOTED ✓</small>	Firm provides a link on their website to the AusLSA Sustainability Insight Report	 8.4% Carbon emissions from flights as a percentage of gross emissions and per employee
	Firm has a Sustainable Supply Chain Management program	 1.4% Carbon emissions from taxis and hire cars as a percentage of gross emissions and per employee
	Firm's supplier standards are applied to existing suppliers	 100% Carbon offsets purchased as a percentage of gross emissions
	Firm's supplier standards are applied to new suppliers	 0.00% Renewable energy purchased as a percentage of gross emissions
	Firm provides code of conduct training	 79.830% Total paper used (tonnes) and per employee
	Firm has documented complaints and grievance mechanisms	 99% Percentage of paper recycled
	Firm has a regularly reviewed risk management plan	 100% Percentage of offices with paper and cardboard recycling
	Firm has a formal Business Continuity Plan	 100% Percentage of offices with recycling of comingled waste
STRATEGY 	Firm operates in accordance with a formally approved and managed policy	 75% Percentage of offices with facilities for organic waste disposal
 <small>TARGET MET</small>	Firm is a signatory to the Australian Pro Bono Centre Aspirational Target	 100% Percentage of offices with e-waste facilities
	Firm active supports employees and partners participating in community organisations	 Firm sets and monitors environmental targets
	Firm coordinates and supports employee non-legal volunteering	 Firm has an Environmental Management System
	Firm operates in accordance with disability standards	 AusLSA Environmental Management System
 <small>RAP INNOVATE</small>	Firm has a Reconciliation Action Plan – Level indicated	 ISO 14001 Environmental Management System

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

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

We aim to recruit the most talented and ambitious people, irrespective of these differences. It doesn't matter where people have come from or what their background is: we look for their skills, experience and potential. In return we provide an environment where they can achieve their full potential and make a valuable contribution.

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



INCLUSIVE WORKPLACE



INITIATIVES:

- Pride in Diversity Membership
- LGBTI Awareness training • A&Out Network/Allies Program • Named Stonewall top Global Employer in July 2018 (only 13 listed) • Wear It Purple Day participation

PSYCHOLOGICAL WELLBEING

INITIATIVES:

- RUOK programs participant
- Confidential professional psychological support • Mental health first aid training • Our staff also have access to an Employee Assistance Program (EAP)



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Health checks • Flu vaccinations • Work based physical fitness • Health and Wellbeing month - various activities and inactivities provided including a newsletter, healthy living and eating tips, stretching/yoga and massage.



FLEXIBLE WORKPLACE

INITIATIVES:

- Flexible hours of work
- Time in lieu • Part time work
- Job sharing • Telecommuting
- Unpaid leave • Carer's leave



GENDER EQUALITY

INITIATIVES:

- International Women's Day participant • WGEA Employer of Choice for Gender Equality • WGEA Pay Equity Ambassador • Male Champions of Change • Bespoke Career Strategies program for high potential women • Equitable briefing programs



ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- Green Star rated buildings 4-6 star • Earth Hour
- Implemented a water bottling system and reduced bottle wastage to 0% for both still and sparkling water
- Implemented reusable Coffee Cups.



PAPER USAGE

CERTIFICATION:

- Other



GREENHOUSE GAS EMISSIONS

GROSS
1,591t – 11t/employee

SCOPE ONE
0.00% 0.00% 0.05%
0.75t 0.05%

SCOPE TWO
31.3% 0.00%
0.11t/m² 0.00t/m²

SCOPE THREE
68% 0.57%
74t/employee 0.00t/employee

NET
1,591t – 11t/employee

RECYCLING

OFFICES



CHARITABLE GIVING

INITIATIVES:

- Corporate donations
- Staff giving • Matched giving



NON LEGAL VOLUNTEERING

INITIATIVES:

- Non Legal volunteering programs • Allocation of paid volunteer time for employees



LEGAL PRO BONO

Further information from AusLSA

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



INDIGENOUS RECONCILIATION

INITIATIVES:

- Cultural awareness training
- NAIDOC Week activities
- Career Tracker intern program, supporting indigenous law students and providing opportunities for internships within legal teams at A&O • Internship and employment programs



OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

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

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

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

We employ lawyers who are qualified in more than 31 different countries. It is our policy that each of our lawyers, and Allen & Overy itself, should comply with the relevant professional obligations, including those in relation to conflicts, to which they are respectively subject. We have adopted procedures to identify and, where relevant, deal with potential legal, professional and commercial conflicts.

CODE OF CONDUCT / RISK MANAGEMENT



SUSTAINABILITY REPORTING



SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:

- Human Rights • Labour
- Environment • Fair Operating Practices • Indigenous Inclusion
- Gender Equality



2018 AusLSA SUSTAINABILITY PROFILE

ALLEN & OVERY

Headcount: 145 (FTE) Floor Area: 4,492m2



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

Our objectives are organised around four core themes:

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

We have set objectives in each of these areas. To meet them we work closely with our service partners, clients and external stakeholders.

Most importantly, we do all we can to harness our employees' enthusiasm about making a difference to the world around them.

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

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

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

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

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

In 2017, we were named by the Workplace Gender Equality Agency as an Employer of Choice for Gender Equality (the thirteenth consecutive time we have been awarded this citation) and were recognised as a Silver Employer for LGBTIn inclusion in the Pride in Diversity 2017 Australian Workplace Equality Index.

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

OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

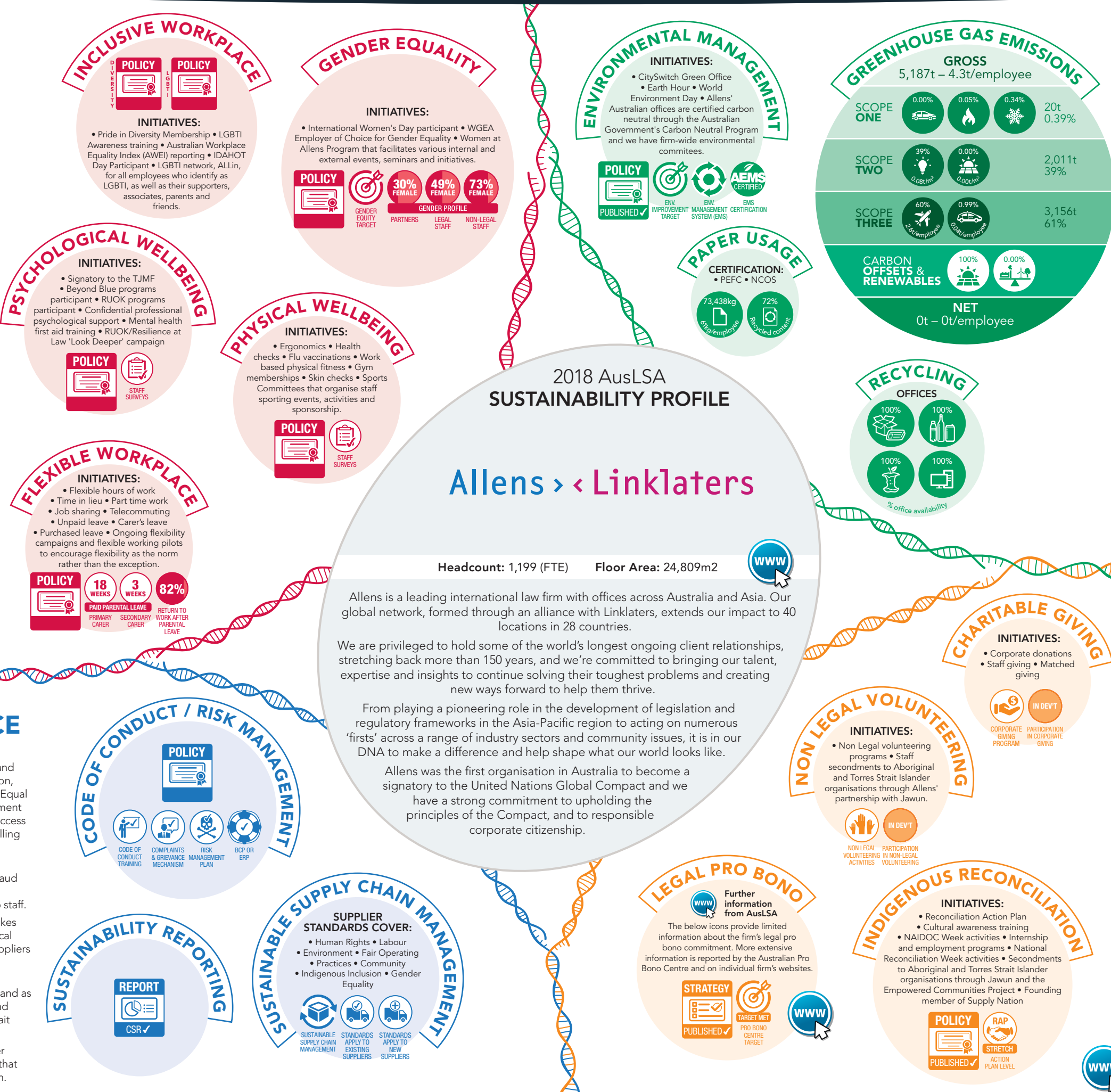
AlLens maintains the highest ethical standards and takes a zero tolerance approach to discrimination, harassment and bullying in the workplace. Our Equal Employment Opportunity, Bullying and Harassment Policy is supported by a Grievance Policy and access to a free, independent and confidential counselling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

The firm has an Anti-Corruption Policy and a Fraud Prevention Policy. The firm's Office of General Counsel also provides guidance and training to staff.

When purchasing goods and services, AlLens takes into account the environmental, social and ethical credentials of suppliers and encourages our suppliers to adopt practices to minimise their impacts.

We also look for opportunities to increase the diversity of our supply chain. Through our RAP, and as a member of Supply Nation, AlLens supports and seeks to engage new Aboriginal and Torres Strait Islander suppliers.

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



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

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

AlLens is the only Australian law firm to have achieved certification as carbon neutral under the Australian Government's Carbon Neutral Program (for our Australian offices). We also maintain an AEMS-certified Environmental Management System.

This year, our continued efforts to reduce our energy use, greenhouse gas emissions and paper use have included introducing new recycling streams, rolling out new energy-efficient equipment and upgrading our video conferencing technology and facilities.

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

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

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

Through campaigning for refugee rights, advocating for constitutional recognition and being carbon neutral, we show courageous and innovative leadership. We are proud to work with many inspiring organisations to make a difference in our community.

Our Program is overseen by a Community Engagement Board and managed by a dedicated team. Our pro bono practice is an integral part of AlLens' legal work.

We give free legal assistance to disadvantaged individuals and a range of NGOs to promote access to justice and protect human rights. We aim for an average of at least 50 hours pro bono work per lawyer each year. AlLens funds charitable projects that make a real impact in our community and encourages staff involvement with community including through our matched funding program and volunteering.

We have recently launched our fifth RAP to demonstrate our continued commitment to reconciliation. Through RAP initiatives, AlLens creates employment opportunities, builds capacity through staff secondments and supports access to quality education.

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

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

As a firm, we are committed to providing a diverse and inclusive workplace that is focussed on development, innovation, and flexibility; and we are committed to being the best advisor to our clients.

As a firm we are recognised as an Employer of Choice for gender equality by the Workplace Gender Equality Agency (WGEA). We have been awarded this accolade every year since 2001.

In 2018, we were awarded the Lawyers Weekly Australian Law Award for Employee Program of the year for our Committed to Change programme. Ashurst's Global Managing Partner, Paul Jenkins is also a Male Champion of Change.

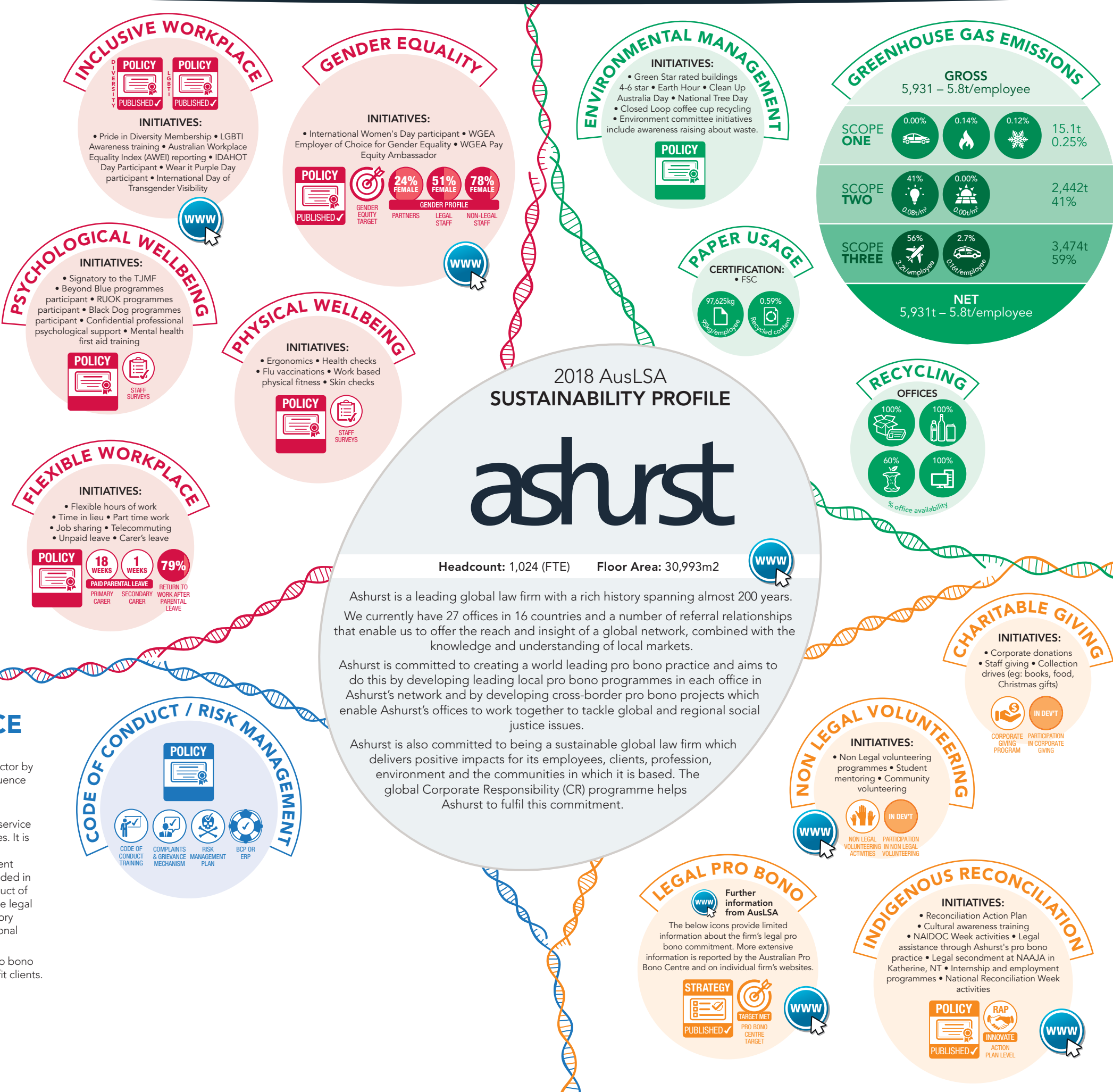
OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

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

Governance is a fundamental priority for legal service providers, and is core to all of the firm's activities. It is important to Ashurst in its goal to be the most progressive law firm and to ensure we meet client expectations. This approach is not only embedded in our day to day operations, but also in the conduct of each of our legal practitioners. Furthermore, the legal profession has specific obligations and regulatory requirements to manage governance, professional standards and ethical behaviour.

In addition, governance is a key focus in our pro bono practice in Australia in supporting our non-profit clients.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

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

The firm takes a precautionary approach to environmental challenges.

Ashurst aims to:

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

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

We see the law as a profession that comes with ethical obligations, including that of making the law available to all.

Our global pro bono practice allows our lawyers to fulfill this obligation and meaningfully contribute to communities.

The global Corporate Responsibility (CR) programme is separate from the firm's global pro bono practice, which is run as a stand-alone legal practice, and from the firm's diversity & inclusion programme. Our CR Programme engages our people in initiatives developed to positively contribute to our community in practical and meaningful ways. Projects fall within four focus areas: volunteering and giving; business community leadership; reconciliation; and environment.



OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Baker & McKenzie is committed to diversity, inclusion and workplace flexibility.

In 2010, the Australian offices of the Firm established a Diversity & Flexibility Steering Group (DFSG) to drive a strategic agenda of improving diversity outcomes. The DFSG is chaired by Anne-Marie Allgrove, a Partner and Firm Management Committee Member. The DFSG is responsible for progressing and implementing the goals of the Firm's Diversity and Flexibility Strategy and supporting the implementation of strategies and programs to maintain and further develop a diverse, inclusive and flexible culture.

Our award-winning diversity initiatives and programs are focussed in four areas:

- BakerWomen - Gender equality and supporting the progression of women
- BakerDNA - Ethnic, indigenous and cultural diversity
- BakerBalance - Supporting carers and parents, employee wellbeing and workplace flexibility
- BakerLGBTI - Lesbian, gay, bisexual, transgender and intersex diversity.

We have a number of innovative practices to promote equal employment, health and wellbeing. These include:

- active support by senior leaders to sponsor our BakerWomen Program which has resulted in increased mentoring and support for the progression of women
- key performance indicators regarding gender equality objectives for senior leadership
- established support systems for implementing and supporting flexible work arrangements

OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

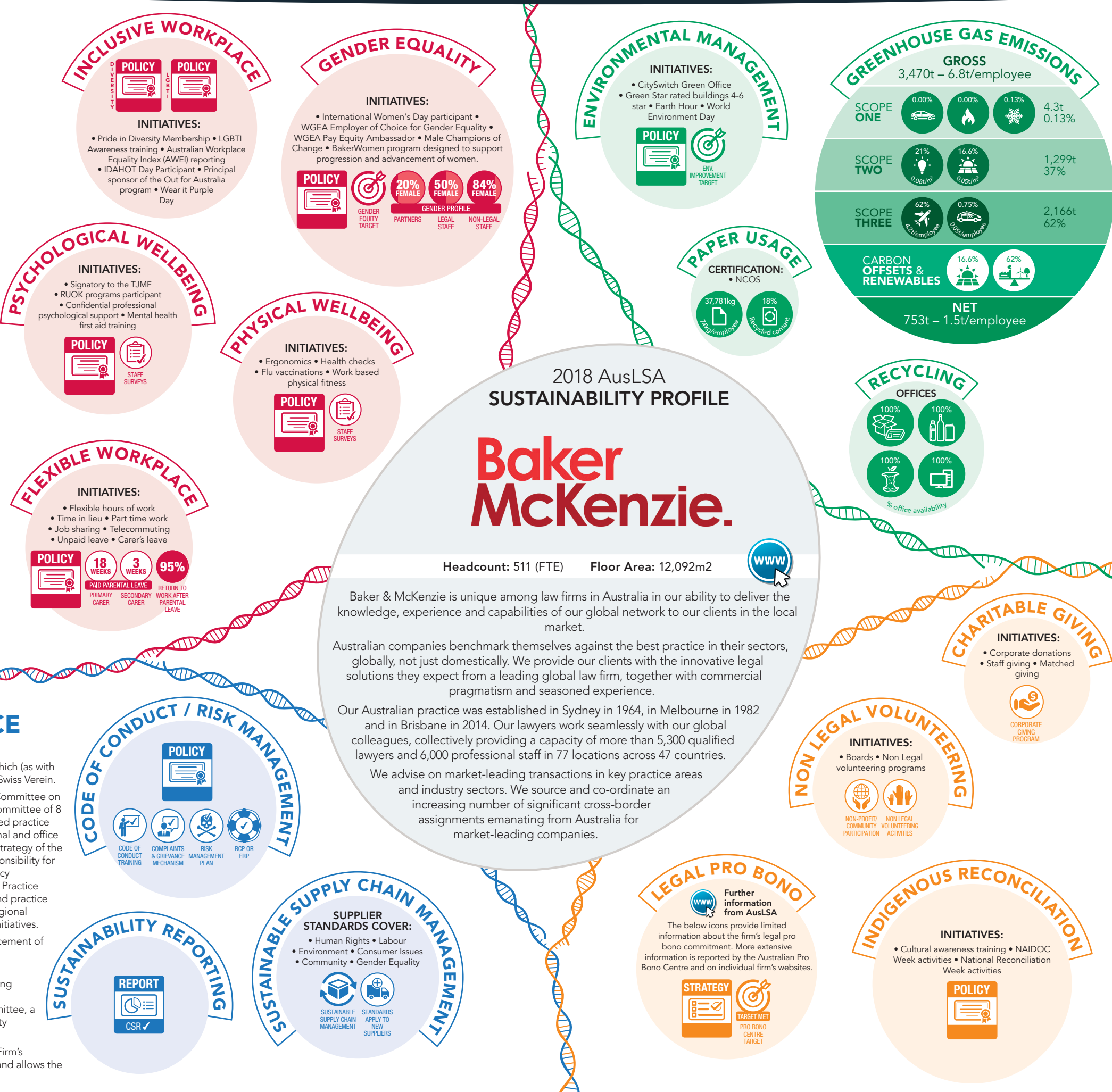
Baker & McKenzie is an Australian partnership, which (as with other Baker McKenzie entities) is a member of a Swiss Verein.

Global management consists of a global Policy Committee on which all offices are represented, an Executive Committee of 8 elected partners and regional councils. Designated practice and industry groups operate at the global, regional and office levels. The Policy Committee guides the overall strategy of the Firm. The Executive Committee has primary responsibility for global management. A subcommittee of the Policy Committee is the Professional Responsibility and Practice Committee, responsible for overseeing ethical and practice standards globally. Regional Councils develop regional strategy and policy and implement global Firm initiatives.

Each practice group is responsible for the advancement of that group's business plan, quality assurance, professional development, and service delivery.

The Australian partnership has a full time Managing Partner, a partner who acts as Chair of an elected Management Committee, a Risk & Quality Committee, a Conflicts Committee and a Flexibility and Diversity Committee.

This comprehensive structure demonstrates the Firm's commitment to effective governance at all level and allows the Firm's priorities to be implemented.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

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

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

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

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

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

Our lawyers are actively encouraged to undertake pro bono work.

The Firm is a signatory to the National Pro Bono Aspirational Target and provided more than 10,800 hours of pro bono legal services in FY18.

Our pro bono programs focus on assisting a variety of clients including survivors of domestic violence, the elderly, asylum seekers, disadvantaged youth and those affected by cancer.

All our staff have opportunities to participate in a variety of community service initiatives. Our community service programs include: the LEAPS literacy and mentoring program as well as the OzHarvest Cooking for a Cause program.

In FY18 our staff supported organisations such as the Refugee Advice & Casework Service (RACS) and the Deafness Foundation.

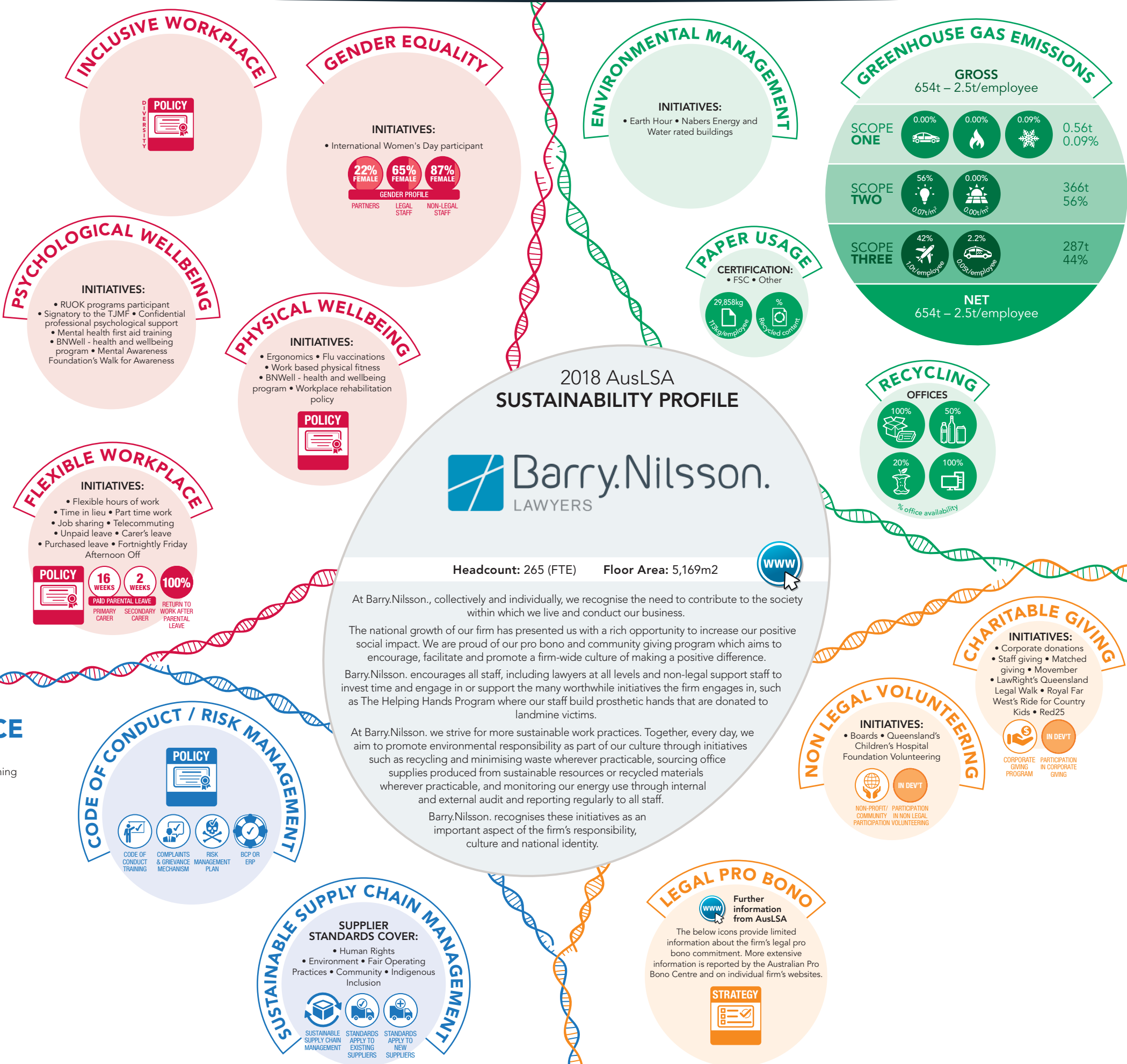
OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Our approach is to continually strive to provide a workplace which is supportive of our people, where individuals are happy to come to work and which enables everyone to reach their potential.

We aim to foster the development of our people through structured mentoring, continued education and defined career paths. We also promote a culture in which: everyone is treated with respect, everyone is approachable, teamwork is encouraged and contributions are valued.

Our efforts have resulted in the firm having a low staff turnover and the creation of an environment which our staff describe as 'professional, friendly and energetic'. In our most recent staff survey, 99.5% of participants said that they are proud to work at the firm.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

Barry.Nilsson minimise our environmental impacts and reduce the carbon footprint of our business though a range of existing and emerging environmental initiatives.

Our offices currently address these impacts through

- double-sided printing,
- paper-lite programs,
- energy efficient lights,
- sensor lighting on all floors,
- recycling of IT waste including computers and toner cartridges.
- recycling boxes for every staff member,
- kitchens green waste and recycling bins in our, and
- the use of "earth friendly" cleaning products,

We also recognise that as a national firm with six offices throughout Australia, we can further minimise our carbon footprint increasing the use of our video and teleconferencing technologies while opening up and improving communications between offices.

At Barry.Nilsson we are committed to making the environment a bigger part of the conversation in our offices and we will be developing a framework which will encourage adherence to our sustainability objectives and encourage staff to share ideas about what further steps can be taken at the national and individual office level.

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

In 2018, we are launching Impact Project which, amongst other initiatives, focuses on community giving.

As part of our community giving branch of Impact Project, we will be further strengthening our contribution to our community through volunteering, in-kind donations and participation and sponsorship in events for charities and other needs identified in the community.

We will be undertaking a staff survey shortly so that the firm can set its priorities for the next 12 months.

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

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

Initiatives are in place to ensure staff can easily communicate with one another on both a workplace and social level. The firm holds regular Linkers Meetings, where staff are invited to come together and voice any concerns or practical suggestions for improvements that could be advantageous to the firm as a whole. The firm also conducts a staff survey to identify any particular areas that may require improvement. The results of the staff survey are communicated across the firm. Carroll & O'Dea facilitates personal counselling when necessary through AccessEAP, a private and confidential service to support and assist staff.

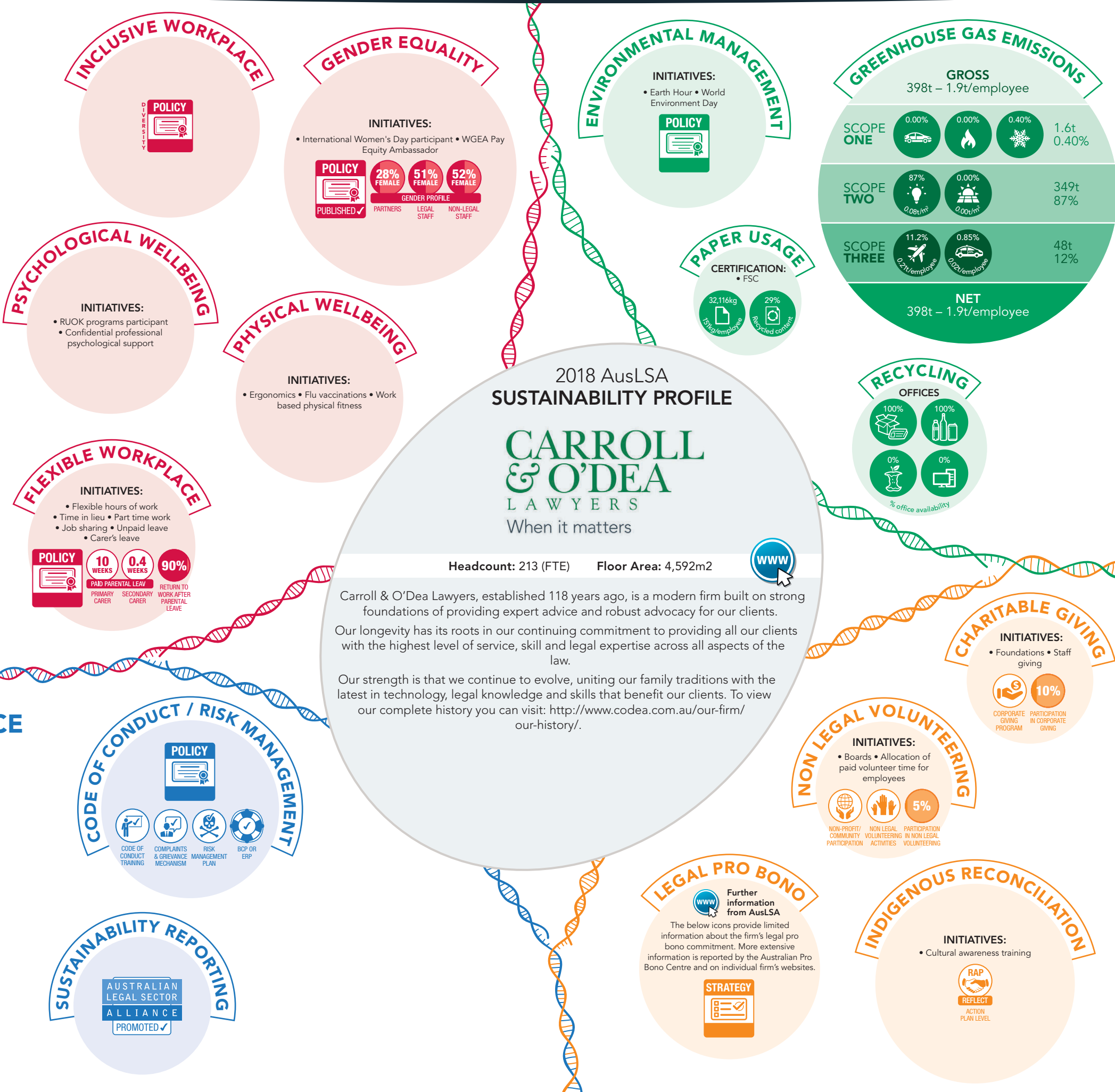
The diverse capability of our workforce is what positions Carroll & O'Dea to deliver high quality, tailored services to our diverse range of Clients. We recruit people from all background. We believe that diversity encompasses different ethnicity, gender, language, age, religion, socio-economic background,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

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

OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

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



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

We are committed to reducing our environmental impact and promoting sustainable practices across our offices. Through the implementation of our sustainability policy, we have created a framework for understanding and managing our impact on the environment, including by conducting green audits, to evaluate adherence to our sustainability policy.

Energy saving mode is set on all photocopiers and printers, and we have installed meters on photocopiers which discourage wasteful photocopying. Our air conditioning shuts down after 6:00 pm on business days and remains switched off over the weekend. Office lights are automatically switched off after 8:00 pm on business days and operate on a timed manual system after 8:00 pm and over the weekend. As well, motion activated sensor lighting is installed in our bathrooms.

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

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

At Carroll & O'Dea Lawyers we have a proud and long tradition of helping and assisting others in the community.

Our solicitors do voluntary work in a range of community legal centres and regularly take on pro-bono matters referred by the Public Interest Law Clearing House.

We are involved in the MOSAIC Mentoring Program, which provides free face-to-face legal assistance to asylum seekers and refugees.

We support The Shed at Plumpton Mount Druitt, which provides free legal advice and representation to people who are homeless or at risk of homelessness.

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

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

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

People are at the core of our business and we are committed to making Coleman Greig the employer of choice in Western Sydney. We offer a work environment that is stimulating - one that supports individuals while they pursue their chosen area of law . As a firm we value innovation and creativity and continue to encourage our staff to contribute ideas that might improve our services or work environment.

The Coleman Grieg “Big Ideas” Program provides regular opportunities for staff members across the organisation to meet and share ideas that they believe will facilitate continuous improvement.

Our deliberately flat management structure encourages communication flow throughout the firm, the transfer of ideas and the ongoing promotion of skills and talent within.

We believe in the importance of innovation in a successful practice, and encourage every staff member to take up the challenge of continuous improvement through innovation.

The organisational structure at Coleman Greig reflects the value we place on every individual and their contribution to the firm’s success. We recognise and value vision and leadership in individuals and we encourage those qualities at all times and at all levels of the organisation.



OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

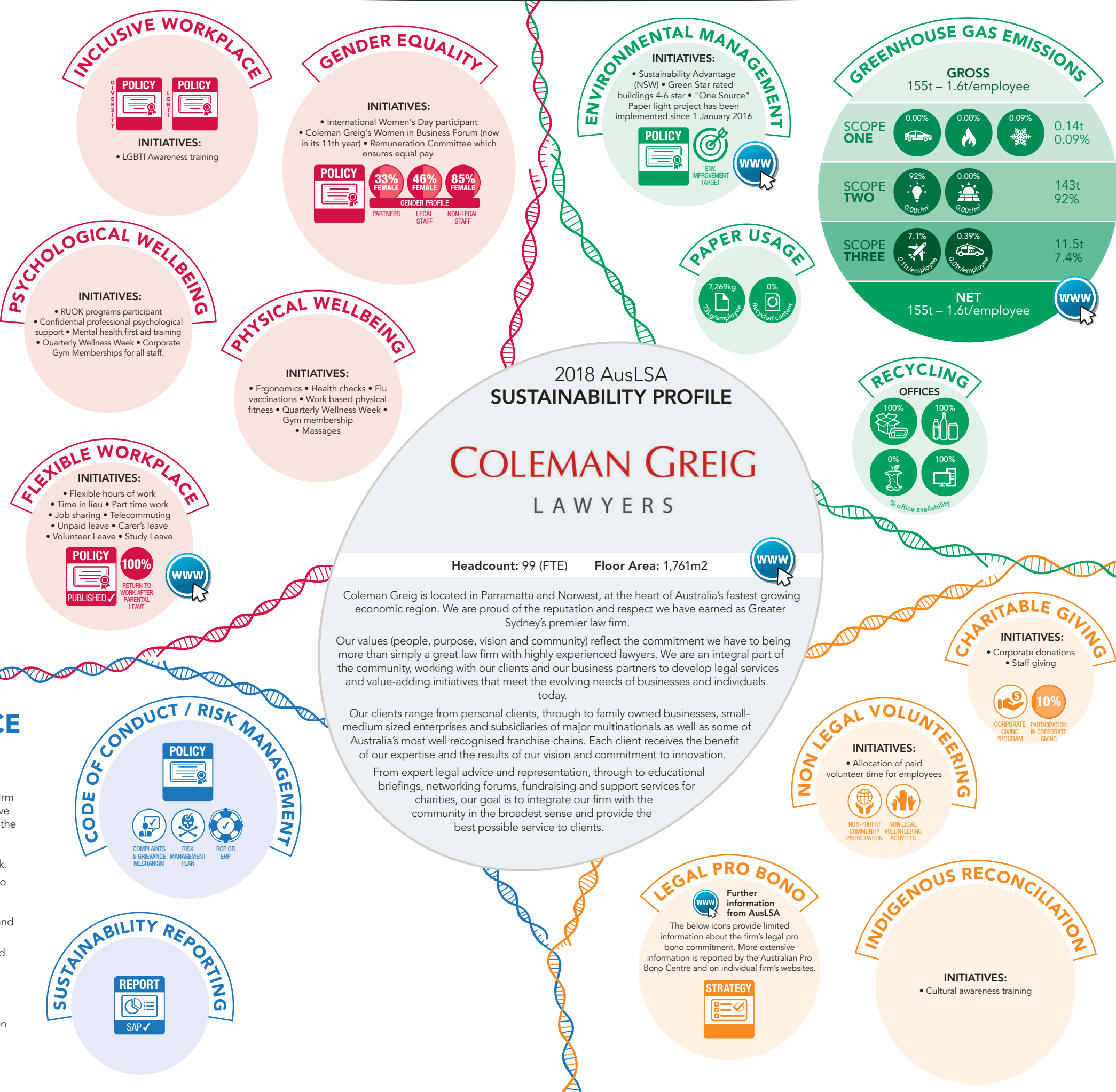
Coleman Greig has been established as an incorporated entity for over 10 years.

The Board provides strategic direction for the firm and is made up of Directors and a Non Executive Director. The Board is committed to improving the overall performance of the practice whilst achieving our client service targets, growth ambitions whilst actively managing business risk.

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

A commitment to ISO best practice has ensured Coleman Grieg’s commitment to incremental innovation & continuous improvement has remained at the forefront of operations.

Key teams advising the Board include the Risk Management Committee and the Remuneration Committee.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

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

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

Similarly, our IT department have set up a system forcing any computers still switched on at night to automatically shut down, with the aim of saving on electricity use and costs.



OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

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

We embrace our core value of “community” in many ways, undertaking numerous activities every year in support of a range of charities and worthwhile causes; including organising the annual Coleman Greig Challenge to raise funds for St Gabriel’s School, the Royal Institute for Deaf and Blind Children, and My Westmead.

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

We have an employee giving program and regularly contribute to causes/participate in events chosen by employees. Our regular events including the Women in Business Forum, briefings and seminars provide Western Sydney professionals with opportunities for professional development and networking.

We proudly sponsor Western Sydney Young Professionals Network, which gives young professionals the opportunity to develop contacts and grow skills. Many of our events also provide multiple fundraising opportunities - Women in Business has donated over \$243,000 to the local community since 2007 while the Challenge has raised over \$580,000 since 2013.



OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Colin Biggers & Paisley fosters a culture of innovation and opportunity and our core values of balance, respect, loyalty and integrity underpin everything we do. We seek to provide a workplace that inspires our people to be creative, passionate and innovative and the results of our engagement initiatives speak for themselves.

In 2017, our Engagement Survey revealed that 78% of staff feel engaged with the practice, meaning they are satisfied, motivated and committed advocates of Colin Biggers & Paisley. Further to this, 96% of our people feel committed to the success of the practice. Through our flexible work arrangements, almost 38% of people are able to work from home, part-time or with staggered hours.

With a range of benefits on offer, including onsite yoga, mindfulness and nutrition sessions, free massages, sporting teams and social functions, in-house catering/ snacks, executive health checks, flu vaccinations and mental health training, it's not hard to see why people love coming to work.

OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

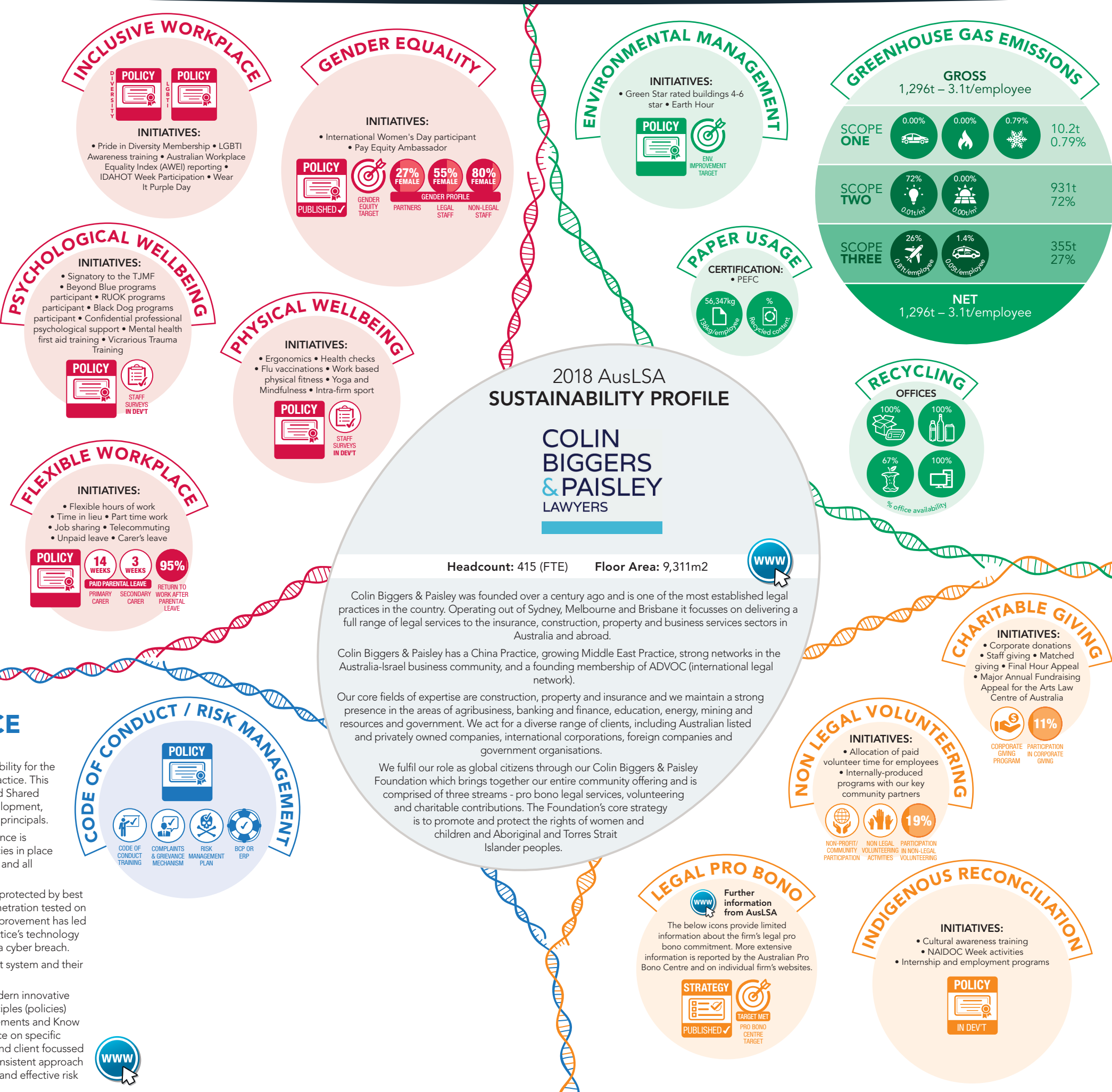
The Managing Partner has overarching responsibility for the risk and quality management structure in the practice. This authority is delegated to Custodian partners and Shared Services Leaders who are charged with the development, communication and adherence to the practice's principals.

Colin Biggers & Paisley's organisational governance is embedded in all areas of the practice, with policies in place to ensure our conduct and standards are ethical and all potential risks are managed.

The practice's technology systems and data are protected by best of breed platforms that are vulnerability and penetration tested on a frequent basis. This program of continuous improvement has led to a significant investment in bolstering the practice's technology defence systems in order to mitigate the risk of a cyber breach.

The practice has adopted a quality management system and their Brisbane office is ISO 9001 certified.

Reflective of our commitment to fostering a modern innovative business environment, we have developed Principles (policies) encompassing our operational and legal requirements and Know How (procedures) documents providing guidance on specific business processes. This presents a pragmatic and client focussed framework to ensure the practice maintains a consistent approach to the delivery of high quality services to clients and effective risk management.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

During the past year we have developed an environment policy that focuses on minimising our impact on the natural environment. Our focus is on Colin Biggers & Paisley's three main areas of impact, which are:

- Depletion of our natural resources through procurement and consumption;
- Generation of office waste; and
- Carbon dioxide emissions generated through power consumption and travel.

To ensure we are measuring our impact, data is collected on:

- Energy consumption and source;
- Travel consumption, including flights and vehicle use;
- Paper consumption and selection; and
- Waste production and recycling.

We then analyse these results and develop appropriate strategies to address these impacts with touch points throughout all areas of our practice, across all three offices.



OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

The Colin Biggers & Paisley Foundation seeks to create a demonstrable impact on the legal, economic, social and cultural rights of women, children and Aboriginal and Torres Strait Islander peoples. We aim to do this through a combination of pro bono legal services, volunteering and charitable giving.

All lawyers at the Practice are encouraged to participate in our pro bono program and contribute at least 50 hours of pro bono services per year and this worked is offered through casework, clinics and projects. Colin Biggers & Paisley also provides all staff with 2 days' volunteer leave per year, which complements our in-house, skills-based volunteer program.

Through workplace giving and an annual major fundraiser, our people are able to contribute financially to ensure our community partners' autonomy is sustainable.



OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Corrs is committed to achieving an inclusive and high performing workplace that enhances the success of our people. Building a culture that supports diversity, flexibility and our people's wellbeing is critical to business success.

Diversity strengthens the firm and provides a range of benefits including diversity of thought, improved business performance, enhanced service delivery and increased staff engagement. It ensures a richer and more engaging environment and helps to retain and attract the best talent. We have a range of industry leading programs, policies and initiatives, including:

- Ongoing commitment to gender equality with publicly known targets, tools and training
- Creating and mainstreaming flexible career paths for all Corrs people
- Celebrating and supporting the diverse range of people at Corrs and supporting all carers
- Rewarding high performance
- Activities focused on wellbeing and being connected with each other and our communities
- Providing a safe, healthy and supportive workplace

Achievements include: Number One Law Firm in Australia and APAC by Legal 500, WGEA Employer of Choice for Gender Equality, One of the top 5 within Legal - Australian Workplace Equality Index and 120 of Corrs lawyers named in the 2018 Edition of Best Lawyers published in AFR.



OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

Corrs is committed to achieving the highest standards of ethical conduct, including honesty, integrity and fairness and to ensuring that it, its lawyers, employees and others who may provide services on its behalf, act in compliance with all applicable laws of the countries in which the Corrs Group operates. This includes compliance with all laws, domestic and foreign, relating to anti-bribery and anticorruption.

INCLUSIVE WORKPLACE

POLICY PUBLISHED ✓

INITIATIVES:

- Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting • IDAHOT Day Participant • Pride@Corrs Network • World Aids Day • Pro bono advice and support • Midsumma gold sponsorship and participation

WWW

GENDER EQUALITY

INITIATIVES:

- International Women's Day participant • WGEA Employer of Choice for Gender Equality • WGEA Pay Equity Ambassador • Managing Partners Diversity Initiative • CommBar Equitable briefing Charter of Commitment • Signatory to Law Council Australia Diversity & Inclusion Charter

POLICY PUBLISHED ✓

GENDER PROFILE

- 22% FEMALE PARTNERS
- 56% FEMALE LEGAL STAFF
- 80% FEMALE NON-LEGAL STAFF

WWW

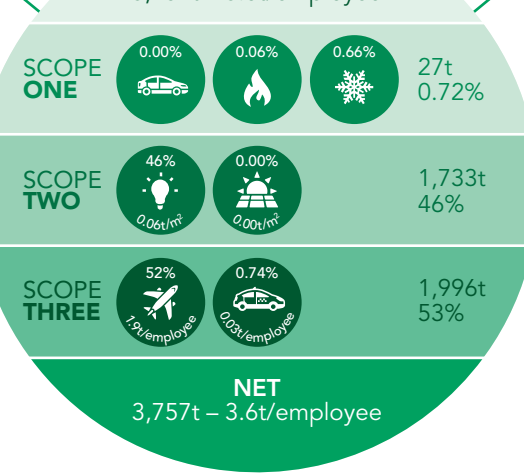
ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- CitySwitch Green Office • Green Star rated buildings 4-6 star • ECO-Buy • Earth Hour • World Environment Day

POLICY PUBLISHED ✓

GREENHOUSE GAS EMISSIONS



PAPER USAGE

CERTIFICATION:

- PEFC • NCOS

92,439kg 88kg/employee

0% Recycled content

PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Beyond Blue programs participant • RUOK programs participant • Black Dog programs participant • Confidential professional psychological support • Mental health first aid training • Resilience training

POLICY PUBLISHED ✓

PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Health checks • Flu vaccinations • Work based physical fitness • Monthly newsletter with key themes relating to health & wellbeing and content including recipes, mindful eating, meditation and sleep techniques.

POLICY PUBLISHED ✓

FLEXIBLE WORKPLACE

INITIATIVES:

- Flexible hours of work • Time in lieu • Part time work • Job sharing • Telecommuting • Unpaid leave • Carer's leave • Purchase of additional annual leave • Career Break • Phased Retirement • Flexibility workshops and toolkits

POLICY PUBLISHED ✓

18 WEEKS PAID PARENTAL LEAVE PRIMARY CARER

3 WEEKS SECONDARY CARER

83% RETURN TO WORK AFTER PARENTAL LEAVE

WWW

2018 AusLSA SUSTAINABILITY PROFILE

CORRS CHAMBERS WESTGARTH lawyers

Headcount: 1,052 (FTE) Floor Area: 28,661m2



Corrs Chambers Westgarth is Australia's leading independent law firm, recognised for our innovation, quality advice and client-driven approach.

With offices in Melbourne, Sydney, Brisbane, Perth and Port Moresby, Corrs is the most globally connected law firm based in Australia, with extensive partnering networks throughout the world.

Corrs is consistently acknowledged for its world class service and results. We work with our clients as true partners, offering the scale and depth needed to support them on the most complex of matters.

Our Pro Bono & Community program provides a range of activities and commitments from the firm that promote social responsibility. It includes pro bono legal services, staff secondments and charitable donations to a wide variety of not-for-profit organisations.

RECYCLING

OFFICES

- 100% 100% 75% 75%

% office availability

CHARITABLE GIVING

INITIATIVES:

- Corporate donations • Foundations • Staff giving • Matched giving

CORPORATE GIVING PROGRAM

NON LEGAL VOLUNTEERING

INITIATIVES:

- Boards • Non Legal volunteering programs • Allocation of paid volunteer time for employees • Clothing & toy drives • Blood donations • Literacy buddy program • RSPCA Cupcake Day • Big Issue CEO Selling • Vinnies CEO Sleepout

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

LEGAL PRO BONO

Further information from AusLSA

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

STRATEGY PUBLISHED ✓

PRO BONO CENTRE TARGET

INDIGENOUS RECONCILIATION

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week activities • National Reconciliation Week activities • Internship and employment programs • Pro bono legal assistance • Indigenous procurement (members of Supply Nation)

POLICY PUBLISHED ✓

RAP INNOVATE ACTION PLAN LEVEL

WWW

SUSTAINABILITY REPORTING

AUSTRALIAN LEGAL SECTOR ALLIANCE IN DEV'T

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:

- Human Rights • Labour • Environment • Fair Operating • Practices • Consumer Issues • Community • Indigenous Inclusion • Gender Equality

SUSTAINABLE SUPPLY CHAIN MANAGEMENT **STANDARDS APPLY TO EXISTING SUPPLIERS** **STANDARDS APPLY TO NEW SUPPLIERS**

OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

Corrs Sydney and Brisbane offices are located in 6 Star Green Star and 5 Star NABERS energy rated buildings.

Corrs Melbourne and Perth offices are located in a 5 Star Green Star buildings.

All offices are designed with the Green Building Council of Australia and use the latest technology to maximise energy efficiency and sustainability including: minimising water usage, improving indoor air quality and efficiency, and promoting sustainable transport initiatives.

In implementing any new procedures, processes or systems, or evaluating goods or services provided by suppliers, Corrs takes into account the environmental impact of the procedure, goods or services provided.

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

From local schools to global organisations, Corrs has a long and proud history of helping those in need. Assisting, respecting and caring for each other, our clients and our broader communities is a key aspect of our culture.

Corrs people are actively encouraged to support disadvantaged and marginalised individuals and groups, charities and not-for-profits. We offer the opportunity for our people to do this through pro bono legal work, volunteering and workplace giving, all of which form part of our dedicated Pro Bono & Community program.

In March 2018, we published our inaugural Financial Inclusion Action Plan (FIAP). Developed to improve financial inclusion, the FIAP program helps to ensure the millions of vulnerable Australians suffering financial hardship and exclusion receive relief, and are able to navigate their way to full engagement in the social and economic life of their communities.

We are the principal legal partner for the United Nations Refugee Agency in Australia, and other organisations we work with and support as part of our Pro Bono & Community program include Hagar Australia, Justice Connect, LawRight, Law Access, Yooralla, The Salvation Army, The Big Issue and the Ardoch Youth Foundation.



OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

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

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

The scope of our learning and development program continues to broaden with more online courses available to our staff underpinning our commitment to continual learning, flexibility and accessibility. Further to this, our leadership have access to the global Dentons Partner program through the delivery of webinar based leadership development programs enhancing their capabilities.

Dentons Diversity and Inclusion program, as illustrated by our Diversity Law Firm of the Year at the Lawyers Weekly Women in Law Awards 2017, is helping to achieve these outcomes. We are also recognised as an Australian Workplace Equality Index top 50 Bronze Employer and we continue to focus on our Career Tracker program with mid-year and summer internships. Further local initiatives for 2018 include the introduction of a Domestic and Family Violence Policy and the Transitioning at Work Guidelines for our employees and their managers. Our key global initiative for 2018 was a 72-hour inclusion conversation with our global Dentons colleagues which is being used to guide future strategies and policies to further drive inclusion.

We look forward to seeing our people thrive in our workplace.

OUR GOVERNANCE

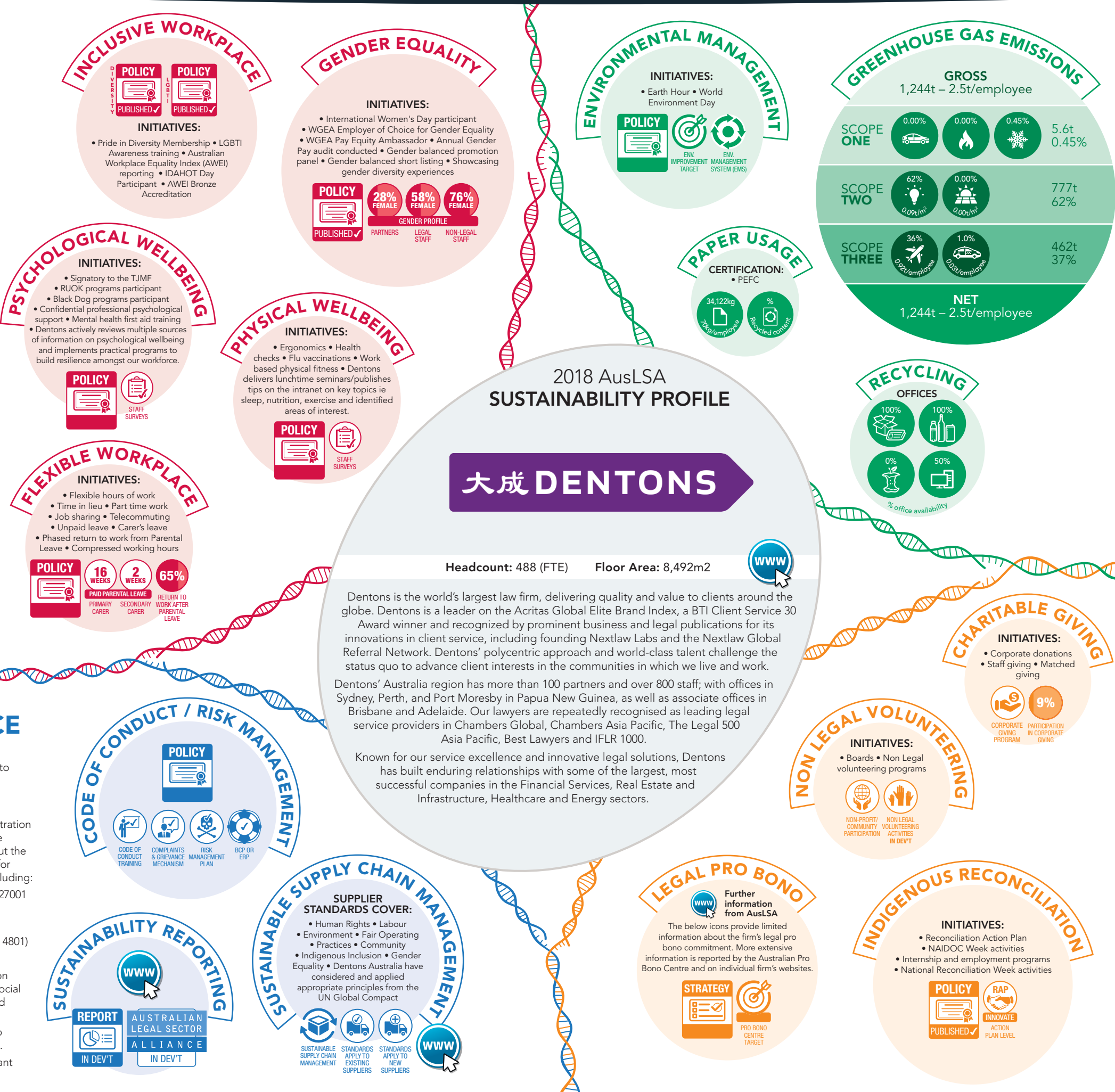
SUMMARY AND HIGHLIGHTS:

Dentons is committed to effective governance to ensure accountability, transparency, integrity, stewardship, profitability and leadership.

Our governance mechanisms include Board Constitution, Shareholder Agreement, Administration Manual and Risk Management and Compliance Framework (Framework). The framework sets out the risk identification and management processes for Dentons operations and consists of 6 pillars including:

- Operational Risk (aligned to ISO 31000, ISO 27001 and Australian Privacy Principles)
- Governance and Ethics
- Workplace Health and Safety (certified to AS 4801)
- Quality (aligned to ISO 9001)
- Social Impact including Diversity and Inclusion (Diversity Council member) and Corporate Social Responsibility (EMS aligned to ISO 14001 and UNGC)
- Business Continuity Management (aligned to Prudential Standard CPS 232 and ISO 22301).

Dentons also ensures compliance with all relevant statutory and regulatory requirements which is reported monthly to our Board.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

Dentons' ISO 14001 aligned Environmental Management System (EMS) and incorporated Sustainable Procurement program is maturing.

This system formalises our commitment to and impact on our environment by setting targets and objectives that are monitored and reported into an Environment Committee on a quarterly basis.

Our identified areas of environmental impact include the depletion of our natural resources through the procurement process, the generation of office waste, in particular paper and e-waste, and the amount of greenhouse gas emissions generated through our consumption of energy and travel.

We proactively manage our environmental impact by:

- adopting of the principle of 'avoid, reduce, re-use, recycle and dispose'
- promotion of environmentally sensitive behaviour
- raising awareness with our staff of various environmental issues, and
- sourcing products that are environmentally sustainable and dealing with suppliers who have made their own commitment to sound environmental management.

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

At Dentons, we know that as legal service providers, we are in and of the community. We strive to make a positive impact in our communities, and use our skills and resources to do so.

We believe in the power of partnerships and are actively committed to building long-lasting collaborations with non-profit organizations, NGOs and social entrepreneurs to tackle some of today's most pressing issues.

We understand that social ills are the result of not one but a number of underlying causes.

We work with our community partners to provide needs-based support—through volunteering, financial sponsorship, pro bono legal assistance, targeted organisational advice or other means—so they can most effectively achieve their mission.

Dentons community partnership engagement focus areas include: health, socio economic, indigenous, refugees, the Arts, and the environment.

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

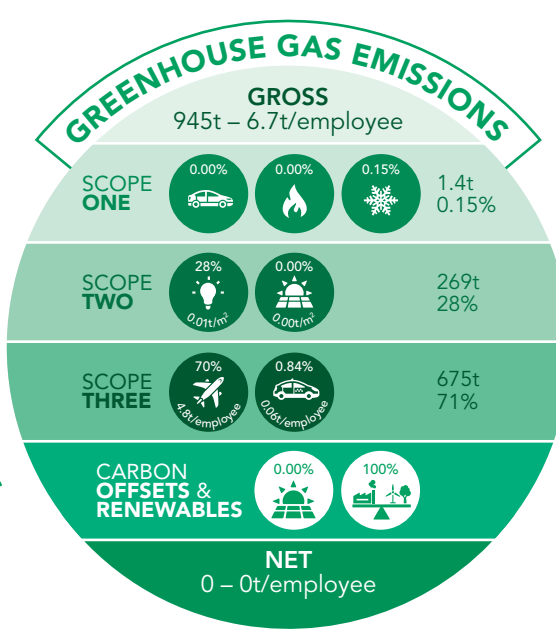
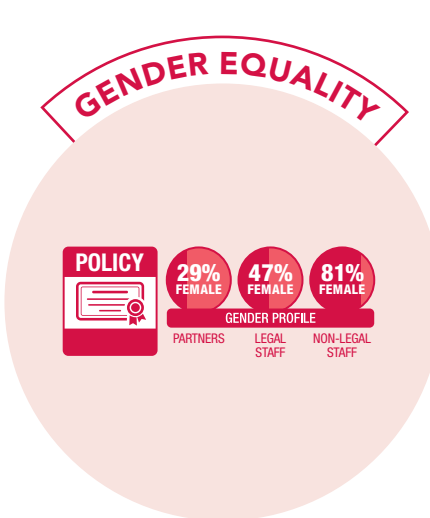
OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

FB Rice's key values encompass Continuous Growth and Development, Approachability & Helpfulness and Teamwork.

To do this we:

- 1. Actively coach, mentor and encourage creative thinking;
- 2. Regularly provide constructive feedback;
- 3. Talk honestly with respect and regard for others;
- 4. Work to exceed expectations;
- 5. Avoid undermining, criticism and complaining;
- 6. Recognise and celebrate helping each other;
- 7. Focus on "We" rather than "I";
- 8. Recognise and harness diversity amongst our people; and
- 9. Recognise and celebrate the achievement of our goals.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

FB Rice has for some years measured its environmental footprint. Measurement includes working with our partner, Pangolin Associates, to determine the greenhouse gas (GHG) emissions and other impacts from our business operations, including cooling and heating our offices, business travel and electricity used for our computers.

FB Rice is moving to E-files rather than paper based files which has lead to a dramatic reduction in paper usage.



2018 AusLSA SUSTAINABILITY PROFILE

FB RICE

The IP Navigators

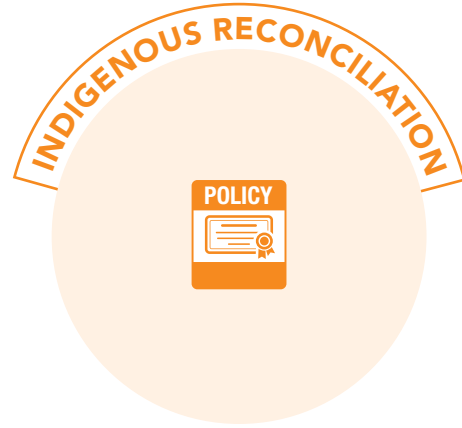
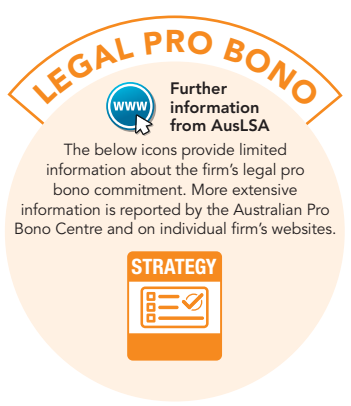
Headcount: 140 (FTE) Floor Area: 2,646m2

FB Rice is a specialist intellectual property firm with a broad range of clients from local Australian start-ups to global corporations. The firm has a reputation for providing pragmatic advice based on the commercial objectives of its clients. The firm has offices in Sydney, Melbourne, Perth & Brisbane and a dedicated network of associate firms globally.

FB Rice is well known in the Australian market for its work with a range of research institutes, universities and innovation hubs. The firm's attorneys are advocates of the importance intellectual property plays in encouraging innovation and are known for IP strategies with high commercial impact.

Corporate clients value the firm for the ease of co-ordinating intellectual property protection in Australia and throughout the Asia Pacific region. They also value strategic advice in relation to the region. The firm provides advice on patent and trademark prosecution, as well as opposition and international filing strategies. Technical areas covered include, but are not limited to, biotechnology, pharmaceuticals, medical devices, information technology and engineering.

The firm has grown rapidly in recent years, developing expertise in emerging technologies and adapting to changes in intellectual property management across the globe.



OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

The FB Rice group is formally governed by the Executive Board consisting of the Managing Partner and three other elected Partners operating under formally delegated authority. As part of their induction, all new employees are taken through the values and code of conduct for FB Rice. This is further instilled through the formal Continuing Professional Education program.

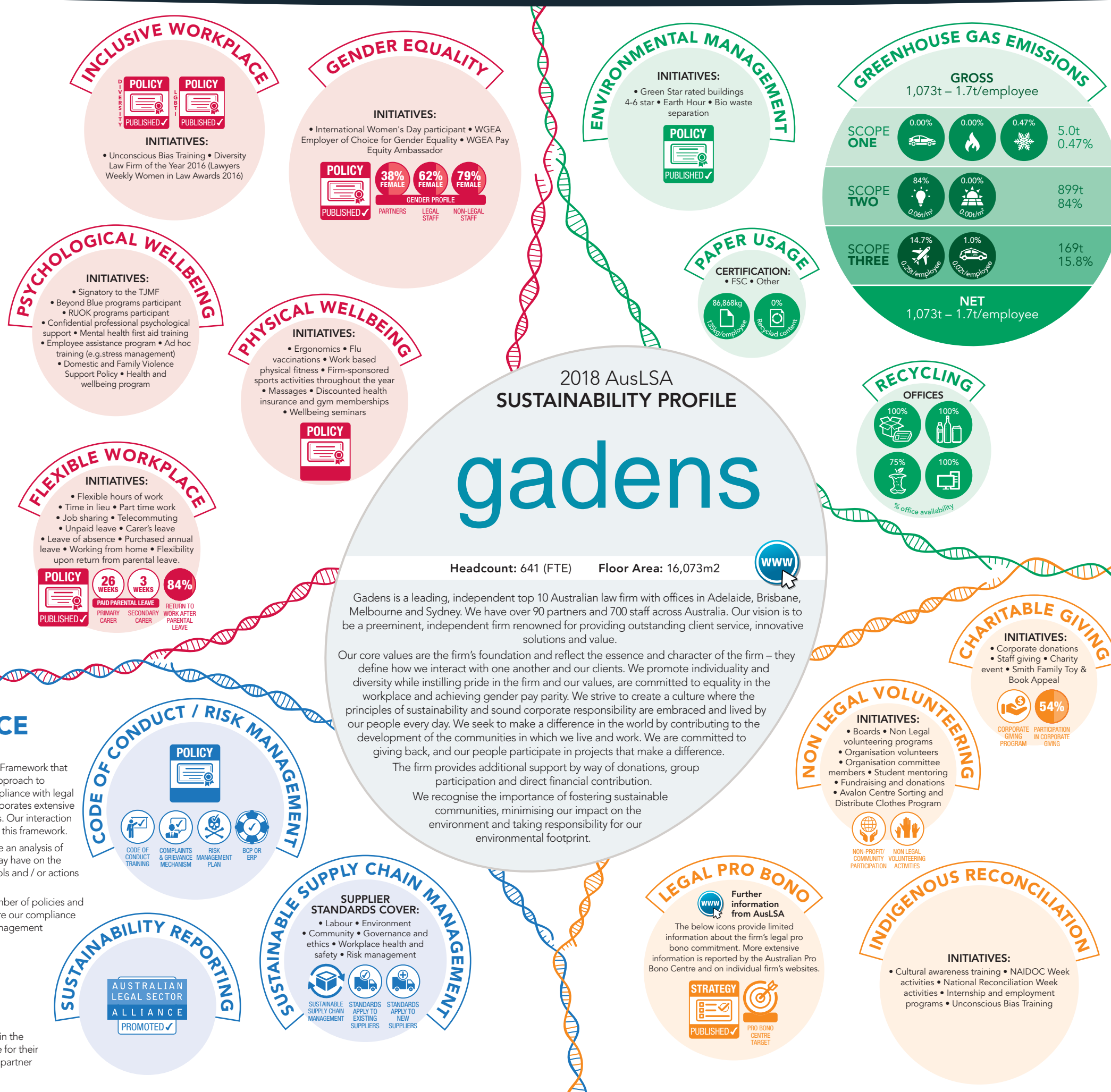


SUMMARY AND HIGHLIGHTS:

- Flexibility – Gadens recognises that staff need to achieve an effective balance between their work and other commitments, and that a flexible workplace is essential to attracting and retaining high performing people.
- Diversity – We engage with staff to create an environment that promotes individuality and diversity. Our Indigenous Intern Program has been operating for over ten years (to date we have employed 25 interns). We signed up to the CareerTrackers 10x10 Program.
- Health and wellbeing – Our wellbeing initiatives support a healthy and balanced lifestyle, providing opportunities for staff to mentally and physically unwind through participation in a range of activities.
- Learning and development – Our L&D Framework has been designed to deliver focused, career-long L&D to improve skills at all levels and support career progression. This covers technical and business skills training.
- Corporate social responsibility – We maintain a culture of sustainability and sound corporate responsibility. We assist the communities in which we live and work, enhance access to the legal system and embrace social responsibility. We also provide many other benefits including education assistance.

SUMMARY AND HIGHLIGHTS:

Our Boards and 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.



SUMMARY AND HIGHLIGHTS:

- Reducing our power consumption;
- Reducing paper usage or only using carbon neutral, acid-free paper.
- Moving towards a more electronic way of working across the firm.
- Ensuring our key, discretionary suppliers are adopting sustainable business practices wherever possible.
- Improving our waste management and recycling practices.

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Gilbert + Tobin has been long recognised as an outstanding Employer of Choice for Women and more recently as a leading employer for gender equality under the WGEA citation process.

The firm has a long standing history of being a meritocracy where a person's genuine contribution is measured and rewarded, irrespective of their work arrangements, gender, sexual orientation etc.

The firm has always had a high proportion of female partners, currently at 35% and has been over 30% for the past 10 years. At manager level, the proportion of women is high at 68%. We also conduct gender pay analysis as part of our annual review process.

Our Managing Partner, Danny Gilbert's commitment to diversity is a well-known feature of the firm's culture and brand, and includes gender, ethnic, and LGBTI diversity and inclusion, as well as reconciliation.

The firm has a high proportion of people who access flexible work arrangements.

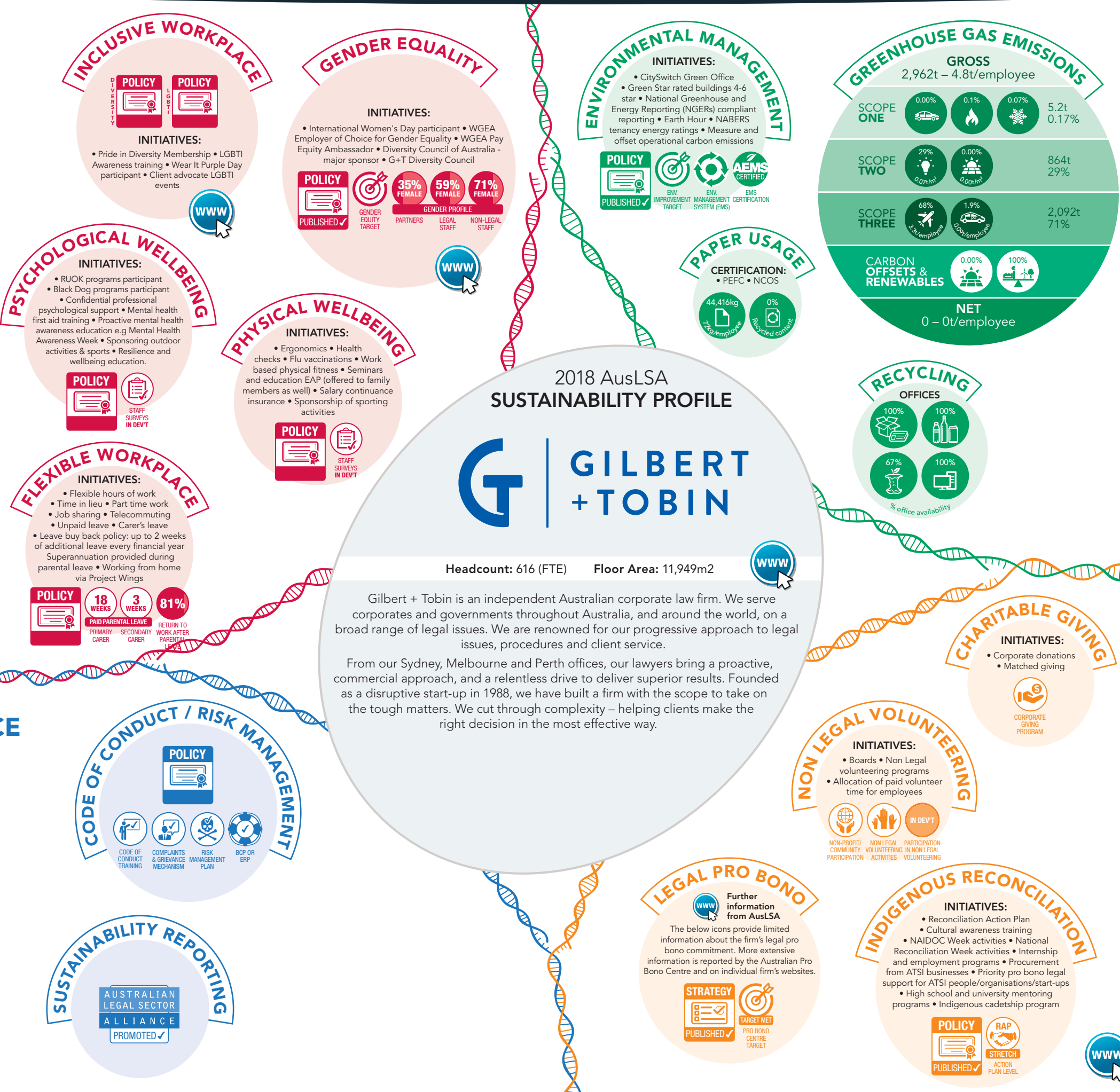
Gilbert + Tobin promotes diversity, inclusion and wellbeing in a range of ways including activities focused on mental health and wellbeing, staff safety, diversity and inclusion events, sponsorship of health and fitness activities, and a Women@G+T network which includes customised development programs for women.



OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

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



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

G+T has an externally certified AusLSA Environmental Management System which has led us to develop a systematic approach to the identification and management of our most significant environmental impacts.

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

As part of our Corporate Social Responsibility programs, we develop and deliver programs to monitor, continually improve and report on our environmental performance to our stakeholders.

In the reporting period we measured and offset our operational emissions to become carbon neutral. In FY2019 we will work towards certification through the National Carbon Offset Standard (NCOS).

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

G+T 's largest contribution to Australian society is through our national pro bono practice. Our work is particularly focused on issues affecting Indigenous peoples, refugees, people with disabilities and the protection of human rights. In 2017-18, the firm completed 21,315 hours of pro bono work - an average of 62.3 hours per lawyer, conservatively valued at over \$10.4 million.

We engage with Indigenous communities through our Reconciliation Action Plan (RAP), which focuses on a cadetship program for Indigenous law students, career development for Indigenous lawyers, Indigenous employment, procurement from Indigenous businesses and mentoring for Indigenous students.

We support organisations that work to empower Aboriginal and Torres Strait Islander people, women and disadvantaged youth, such as the Australian Business and Community Network (ABCN), Football United, Women's Justice Network, Coaching Unlimited, Marriwarrtikura Fitzroy Women's Resource Service, and Shine for Kids.

We are also principal sponsor of the G+T Centre of Public Law at the University of NSW. The Centre plays a prominent, independent role in public debate on a range of issues vital to Australia's future including Charters of Rights, reconciliation, constitutional recognition and native title.



OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Hall & Wilcox is proud of its culture.

We are committed to creating a workplace that is welcoming, inclusive and supportive. Ongoing development of our people is a key priority.

We are committed to building and supporting a learning culture which features structured learning and development programs aligned to the firm's strategy, creating a high performance learning culture. This includes supporting our people to work flexibly to balance their professional, personal and family life, health and wellbeing. This includes formal flexible arrangements and informal arrangements such as agile working. This is central to our ongoing commitment to the wellbeing of all of our people.

We advocate a holistic approach to wellbeing to support our people both in and outside the workplace. This is also achieved by our pro bono practice and our engagement with not-for-profit community groups, individuals and charities. We run a coordinated pro bono practice that acknowledges the time spent by our people on pro bono matters. Recognising that there is a compelling unmet need for these legal services in our community, we encourage and give full credit for pro bono work to everyone at the firm.

OUR GOVERNANCE

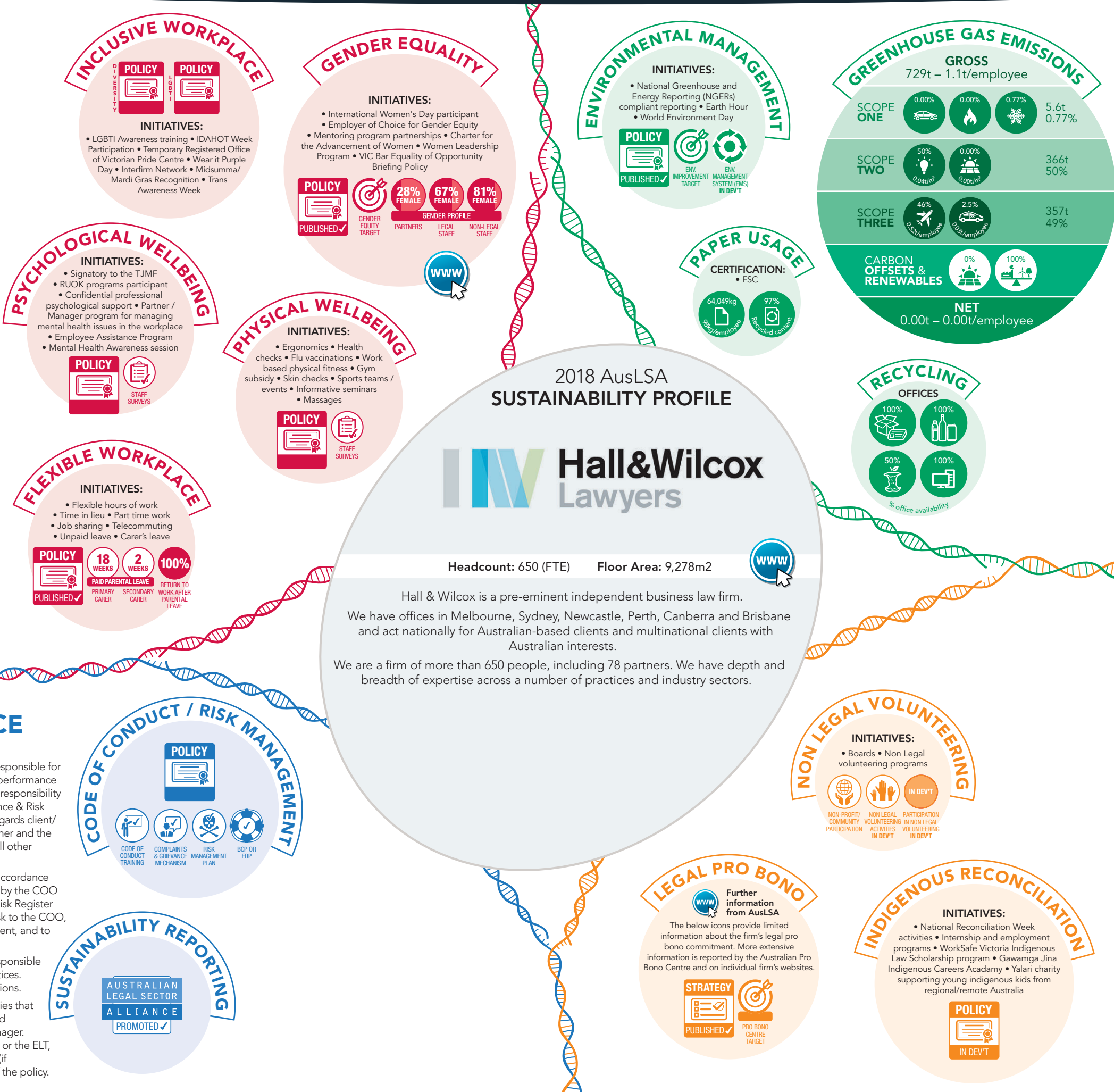
SUMMARY AND HIGHLIGHTS:

The Hall & Wilcox Board of Partners (Board) is responsible for firm strategy, firm governance, firm clients, firm performance and risk management. The Board discharges its responsibility for risk management via the firm's Legal Excellence & Risk Committee (a subcommittee of the Board) as regards client/legal risks, and via the COO, the Managing Partner and the firm's Corporate Services managers as regards all other categories of risk.

Responsibility for individual risks is allocated in accordance with the firm's Risk Register, which is maintained by the COO and the Legal Excellence & Risk Manager. The Risk Register allocates responsibility for business continuity risk to the COO, as regards physical risks to building and equipment, and to the IT Manager, as regards technology risk.

The firm's Executive Leadership Team (ELT) is responsible for collaborating in leading the firm and its practices. The ELT is responsible for managing firm operations.

Responsibility for managing individual firm policies that govern the conduct of firm personnel is allocated primarily to the relevant Corporate Services manager. Each policy will be overseen by either the Board or the ELT, in conjunction with the relevant firm committee (if applicable), depending on the subject matter of the policy.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

Hall & Wilcox recognises that our community faces real and pressing environmental challenges. We acknowledge that we have an important part to play in helping to confront these challenges.

We demonstrate our commitment to the environment and a sustainable future in a number of ways, including; using natural resources responsibly to minimise the environmental impact of our business; continually striving to improve our environmental performance through training, engagement with staff and involvement with community bodies; identifying and managing environmental risks within our operation and applying best practice principles to address those risks; implementing strategic initiatives to reduce our consumption of energy and paper.

Our goal is to significantly reduce the production of greenhouse gases, the depletion of natural resources and non-recyclable waste resulting from our business operations.

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

The firm's community program has a strong focus on mentorship and education. The firm has a long and proud history with the Australian Business and Community Network (ABCN). In 2016, the firm mentored 121 students. The firm now undertakes mentorship programs in nearly all of its offices.

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

SUMMARY AND HIGHLIGHTS:

The following strategies and programs support our culture:

- global diversity policy
- gender targets (30% women in the partnership and leadership roles by 2019)
- unconscious bias and inclusive leadership training
- sponsorship program which supports high potential lawyers and partners at key career points
- multiculturalism
- annual Global Diversity Week across our global network - parental Leave
- 18 weeks paid leave for primary carers and 3 weeks for non-primary carers
- individual coaching with external coaches for lawyers returning to work after parental leave
- flexible work, around 20% of our people work less than full time
- Working Smarter initiative which encourages people to work in a more agile way, including from home
- firm-funded emergency childcare
- active global Iris Network for LGBTI-identifying people and allies
- mental health and wellbeing, our mental health strategy (which includes mindfulness training) is built around awareness and education; removing stigma; self-help strategies and providing support/resources.

SUMMARY AND HIGHLIGHTS:

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

SUMMARY AND HIGHLIGHTS:

In 2017 Herbert Smith Freehills implemented a Global Sustainability Strategy with a global governance structure and we have established Global Sustainability Goals by 2020.

We have identified our most significant environmental impacts as:

- Greenhouse gas emissions to the atmosphere from the use of energy in offices and fuel in transport
- Depletion of natural resources through the procurement and use of goods and services
- Generation and disposal of waste materials to landfill.

At Herbert Smith Freehills we are dedicated to managing our environmental impact and therefore make the following commitment covering all our operations.

Where reasonable and practical, we endeavour to:
Measure and manage each of our most significant
environmental impacts of our operations

- Monitor sustainability management against our environmental policy
- Work collaboratively to engage in sustainability issues and develop, apply and promote best practice across the sector
- Work with external stakeholders to reduce our indirect environmental impact.

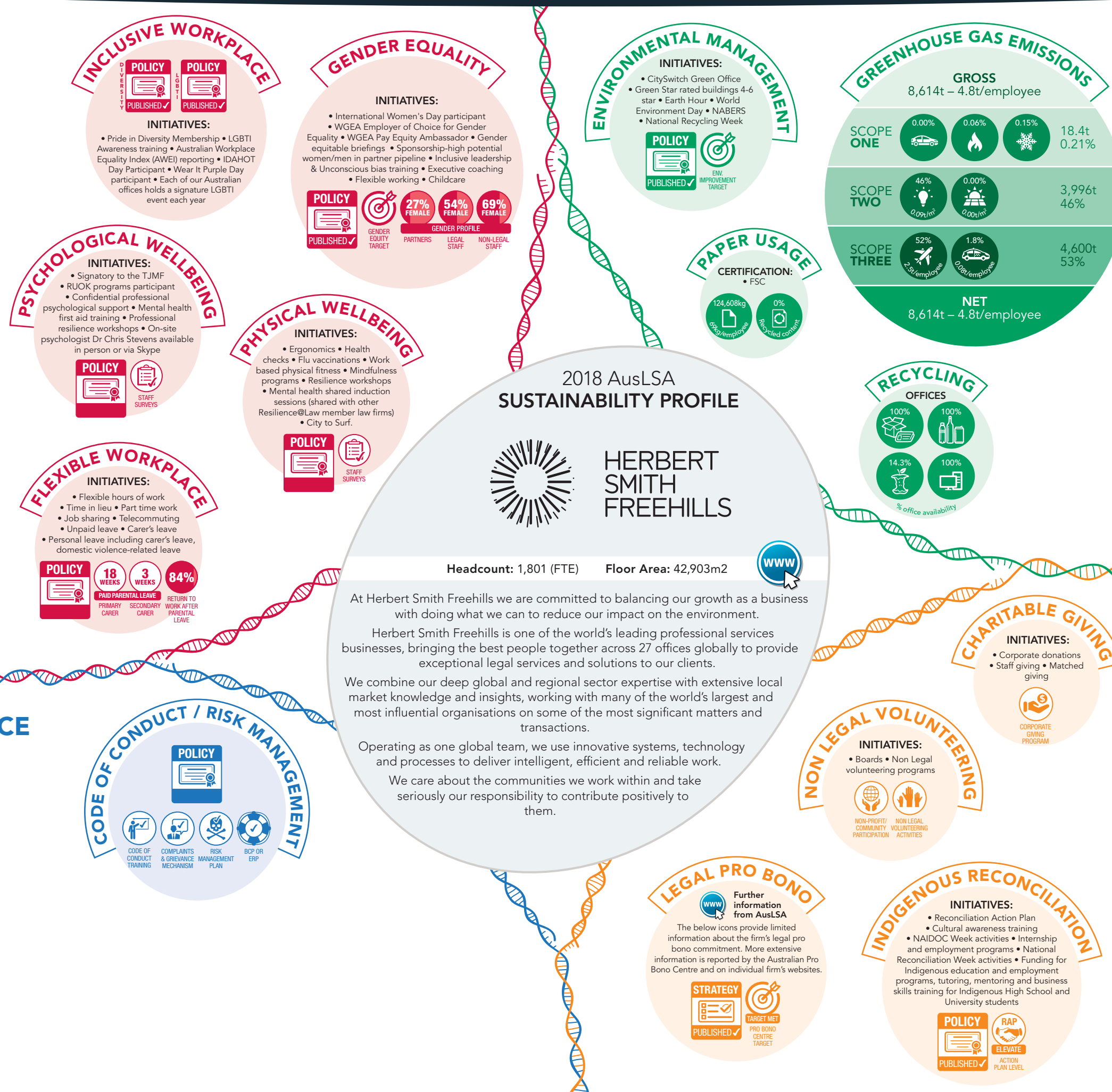
SUMMARY AND HIGHLIGHTS:

We are committed to using our expertise, resources and leadership to ensure that equal access to justice and opportunity is a reality through our pro bono and community program. Our program has four focus areas Disability & Health, Homelessness, Reconciliation & Building Rule of Law globally.

In FY18, our Australian offices provided over 34,000 hours of pro bono legal work. We provide pro bono legal advice to marginalised individuals and not for profit organisations. We provide systemic advocacy, take on clients through legal clinics and send our lawyers on pro bono secondments.

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

In 2011, we launched our Reconciliation Action Plan (RAP) to support Aboriginal and Torres Strait Islander people. In September 2018, we launched our second 'Elevate' RAP – the highest level of endorsement from Reconciliation Australia.



OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

A key priority for the firm is to recruit, develop and retain the highest quality employees who share and demonstrate our values, and to provide an environment that enables every employee to optimise their contribution to the firm and the legal community.

In line with this, the firm is committed to providing a work environment where all employees can expect to pursue their work in a safe and respectful environment, free from discrimination, harassment, and bullying. As such, we require all employees to display the highest standards of workplace behaviour including maintaining proper and professional working relationships at all times.

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

INCLUSIVE WORKPLACE

POLICY

INITIATIVES:

- LGBTI Awareness training
- IDAHOT Day Participant

GENDER EQUALITY

INITIATIVES:

- WGEA
- Gender pay gap analysis

POLICY

GENDER PROFILE

- 27% FEMALE PARTNERS
- 64% FEMALE LEGAL STAFF
- 74% FEMALE NON-LEGAL STAFF

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

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

POLICY

GREENHOUSE GAS EMISSIONS

GROSS
327t – 1.6t/employee

SCOPE ONE

- 0.00% (Transport)
- 0.00% (Heating)
- 1.2% (Refrigerants)
- 4.0t (1.2%)

SCOPE TWO

- 85% (Purchased electricity)
- 0.00% (Purchased heat/steam)
- 277t (85%)

SCOPE THREE

- 9.0% (Business travel)
- 5.0% (Employee commuting)
- 46t (14.1%)

NET
327t – 1.6t/employee

PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Beyond Blue programs participant
- RUOK programs participant
- Confidential professional psychological support
- Mental health first aid training

POLICY

PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics
- Health checks
- Flu vaccinations
- Work based physical fitness

POLICY
PUBLISHED

PAPER USAGE

CERTIFICATION:

- FSC

14,817kg (14kg/employee)

0% Recycled content

RECYCLING

OFFICES

- 100% (Paper)
- 100% (Plastic)
- 0% (Glass)
- 100% (E-waste)

% office availability

FLEXIBLE WORKPLACE

INITIATIVES:

- Flexible hours of work
- Time in lieu
- Part time work
- Job sharing
- Telecommuting
- Unpaid leave
- Carer's leave

POLICY

12 WEEKS PAID PARENTAL LEAVE PRIMARY CARER

1.5 WEEKS RETURN TO WORK AFTER PARENTAL LEAVE SECONDARY CARER

100%

2018 AusLSA SUSTAINABILITY PROFILE

Jackson McDonald
Legal Depth | Breadth | Presence

Headcount: 205 (FTE) Floor Area: 3,527m2

[www](#)

Jackson McDonald is Western Australia's largest independent law firm employing over 200 people including 26 partners.

By offering a full range of commercial legal services for over 95 years, we have played an integral role in shaping the State.

We believe our depth of knowledge combined with breadth of service sets us apart in the WA legal market. We provide our clients with clear, concise legal advice that is tailored to all of their commercial and operational needs by delivering strong partner engagement and utilising our unmatched connections within WA.

Our local presence enables us to service our clients on demand. We are ideally placed to advise companies, whether established or looking to grow their operations in our resource-rich State.

CHARITABLE GIVING

INITIATIVES:

- Corporate donations

CORPORATE GIVING PROGRAM

NON LEGAL VOLUNTEERING

INITIATIVES:

- Boards
- Non Legal volunteering programs

NON-PROFIT/COMMUNITY PARTICIPATION

NON-LEGAL VOLUNTEERING ACTIVITIES

LEGAL PRO BONO

[www](#) Further information from AusLSA

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

STRATEGY

TARGET MET
PRO BONO CENTRE TARGET

INDIGENOUS RECONCILIATION

INITIATIVES:

- Reconciliation Action Plan
- Cultural awareness training
- NAIDOC Week activities
- Internship and employment programs
- National Reconciliation Week activities

POLICY
PUBLISHED

RAP
INNOVATE ACTION PLAN LEVEL

[www](#)

OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

Executive Members of the Firm, Partners and Senior Management undertake continued professional development around corporate governance best practices to ensure our approach is relevant. They attend accredited training around this. We have a female member on our Board.

CODE OF CONDUCT / RISK MANAGEMENT

POLICY

CODE OF CONDUCT TRAINING

COMPLAINTS & GRIEVANCE MECHANISM

RISK MANAGEMENT PLAN

BCP OR ERP

OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

Jackson McDonald have a number of staff who participate and drive environmental initiatives through out the firm. We have recycling facilities available and actively used by staff including paper, glass, plastics, batteries and toners. Sensor lighting is installed throughout our premises along with perimeter lights that dim to adjust to bright outside light. Further, double sided printing is set as a default for all printing and electronic filing is strongly encouraged across all areas.

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

One of Jackson McDonald's core values is its commitment to the community. This includes the legal profession, charitable groups and specific community programmes designed to address community issues and concerns - particularly here in Western Australia.

The Community Committee is responsible for managing the firm's community work, which includes fund raising, volunteering activities and developing ongoing support relationships with certain community partners which reflect the firm's focus and values. It is important to the Community Committee that the firm supports disadvantaged groups within our community and embraces matters that are important to our staff.

The Community Committee's focus is on the following identified areas:

- access to learning (generally in relation to the law or for disadvantaged groups)
- environmental issues and sustainability
- human health, research and welfare (which is a broad group encompassing youth issues, depression, disease and illness, indigenous issues, disabled people and homelessness)
- animal welfare
- alleviation of poverty

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Creating a great place to work and grow is central to our business planning and strategic direction. Our focus is to deliver people programs and initiatives which create a working environment where people across the business are valued, have access to the support required to do their job as well as development opportunities tailored to their needs and the chance to contribute to something bigger than KWM.

Of particular note over the past year is our recognition again as an Employer of Choice for Gender Equality and being awarded Bronze Status in the Australian Workplace Equality Index for workplace LGBTI inclusion.



INCLUSIVE WORKPLACE



INITIATIVES:

- Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting • IDAHOT Day Participant • National LINK Group • Wear it Purple Day

GENDER EQUALITY

INITIATIVES:

- International Women's Day participant • WGEA Employer of Choice for Gender Equality • WGEA Pay Equity Ambassador • Gender Equality Network, National Gender Working Group • Chief Executive Women



ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- Earth Hour



GREENHOUSE GAS EMISSIONS

GROSS

6,971t – 5.1t/employee

SCOPE ONE



10.7t

SCOPE TWO



3,612t

SCOPE THREE



3,348t

NET 6,971t – 5.1t/employee

PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Signatory to the TJMF • Beyond Blue programs participant • RUOK programs participant • Confidential professional psychological support • Mental health first aid training • Founding member of interfirm Resilience @ Law initiative • SANE programs participant • Wellbeing Working Group • Trained Wellbeing Officers



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Health checks • Flu vaccinations • Work based physical fitness • Skin cancer checks • Massage • Reflexology • Standing desks available to all staff



FLEXIBLE WORKPLACE

INITIATIVES:

- Flexible hours of work • Time in lieu • Part time work • Job sharing • Telecommuting • Unpaid leave • Carer's leave • Agile working • Emergency Child Care



2018 AusLSA SUSTAINABILITY PROFILE

KING & WOOD MALLESONS

Headcount: 1,370 (FTE) Floor Area: 31,644m2



Recognised as one of the world's most innovative law firms, King & Wood Mallesons offers a different perspective to commercial thinking and the client experience. With access to a global platform, a team of over 2000 lawyers in 26 locations around the world works with clients to help them understand local challenges, navigate through regional complexity, and to find commercial solutions that deliver a competitive advantage for our clients.

As a leading international law firm headquartered in Asia, we help clients to open doors and unlock opportunities as they look to Asian markets to unleash their full potential. Combining an unrivalled depth of expertise and breadth of relationships in our core markets, we are connecting Asia to the world, and the world to Asia.

We take a partnership approach in working with clients, focusing not just on what they want, but how they want it. Always pushing the boundaries of what can be achieved, we are reshaping the legal market and challenging our clients to think differently about what a law firm can be.

CODE OF CONDUCT / RISK MANAGEMENT



SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:

- Human Rights • Labour • Environment • Fair Operating Practices • Consumer Issues • Community • Indigenous Inclusion • Gender Equality



LEGAL PRO BONO



Further information from AusLSA

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



NON LEGAL VOLUNTEERING

INITIATIVES:

- Non Legal volunteering programs • Allocation of paid volunteer time for employees



CHARITABLE GIVING

INITIATIVES:

- Corporate donations • Foundations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week activities • Internship and employment programs • National Reconciliation Week activities



OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

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

We require our suppliers to demonstrate their commitment to the environment and to work with us to reduce the environmental impact of the commercial relationship. In the same way we work with our clients to produce sustainable outcomes. We purchase a significant quantity of environmental friendly products in our hospitality operations and we include a sustainability target in our office design briefs.

OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

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

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

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

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

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

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

Our firm is proud of the ongoing contribution that we make to the community. KWM Community Impact is a multi-faceted, national integrated strategy that uses the skills of our lawyers and non-lawyers. We donate money and volunteer our time.

As a firm, we have defined our specific charitable focus of reducing inequality and poverty (particularly around children and young people).

- In 2017-18 KWM performed over 27,700 hours of pro bono legal work which equates to 34.58 hours per lawyer per year.
- KWM is a signatory to the National Pro Bono Target. The target is a voluntary commitment of 35 hours of pro bono legal work per lawyer per year.
- Pro bono work done by KWM includes matters for Australian Red Cross, The Smith Family, Refugee Advice & Casework Service, Australian Conservation Foundation, SecondBite and many more.
- As at 30 June 2018, the KWM Workplace Giving Program has exceed \$11.5M in donations. Launched firm-wide in late 2002 the program has resonated, and been well supported, by KWM partners and staff.
- In FY2017/18 over \$735,000 in Workplace Giving Donations.

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Our people are our greatest assets, they bring a wealth of experience, talent and commitment to the firm. We are dedicated their development, wellbeing, and being able to provide a workplace with opportunities for progression. We encourage our people to further their studies and attend regular training provided through our CPD (Continuing Professional Development) Program.

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

To achieve our B Corp certification, we were required to prove that we are committed to our people; to providing them with excellent working conditions, opportunity to grow and a genuine care for their wellbeing. We recently received an accreditation under the Healthy Together Victoria Achievement Program for Mental Health and Wellbeing in the workplace.

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

OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

All Principals, senior management team members and leaders within the firm are responsible for assisting the firm to meet its community, social and environmental goals.

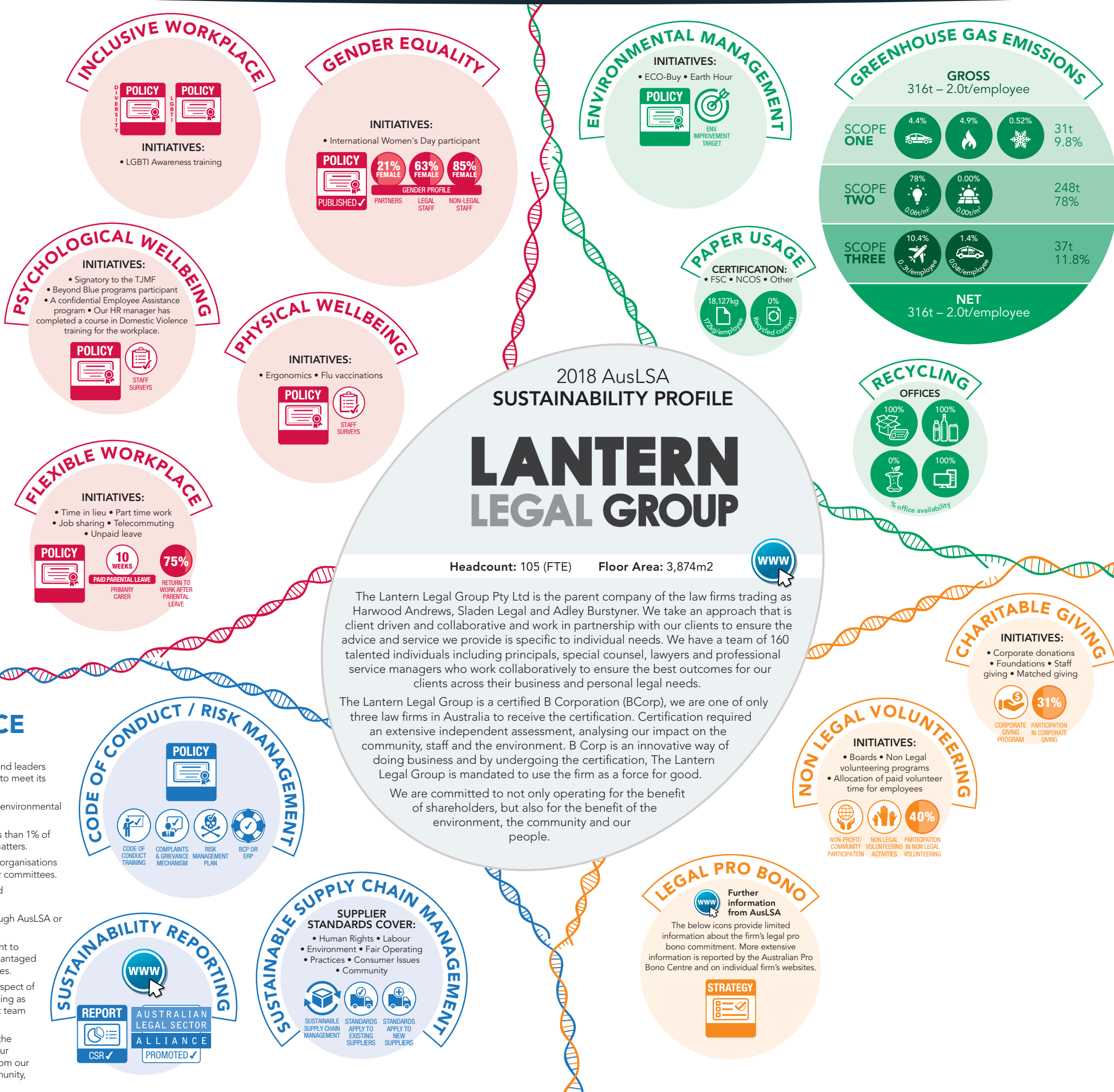
We will continue to advance community, social and environmental consciousness across the firm. This will include:

- Continuing a pro bono program in which not less than 1% of our budgeted revenue is devoted to pro bono matters.
- Providing our talents and services to community organisations by sitting on their boards of management and/or committees.
- Promoting our corporate social responsibility and environmental policies across the firm.
- Benchmarking our resource and energy use through AusLSA or similar organisations.

In particular, our pro bono program and commitment to community organisations will seek to benefit disadvantaged sectors of the communities in which the firm practices.

The Board will oversee the implementation of this aspect of our strategy across the firm, including by incorporating as appropriate review in principal, senior management team and lawyer performance reviews.

To the extent possible, we will attempt to measure the outcomes both for the firm and the community of our engagement. This may include seeking feedback from our employees and the community regarding our community, social and environmental performance.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

The Lantern Legal Group is very aware that our daily operations affect the environment. Where possible we continue to reduce our energy usage and water usage.

We have a firm-wide target set to reduce our electricity usage, this is monitored on-line through the Power Cor website and in Excel spreadsheets. All our offices have water saving devices. We have recycling procedures in place for cardboard, paper, polystyrene, batteries and Nescafe pods as well as other commingled rubbish.

The confidential document destruction service shreds then pulps the paper for recycling. E waste goes to a local not for profit group where their teams dismantle electronic equipment for recycling.

There is an ongoing operational need to use paper, but this does not mean that we can't reduce the amount of printing that we do. Our printers have a default setting for double sided printing, unless the user makes the conscious decision for single sided. Printers also default to black and white. We receive invoices electronically instead of using the AusPost service where possible.

Our staff who regularly commute between our 2 main offices in Geelong or Melbourne, use V-Line public transport in preference to driving their own or company vehicles.

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

Lantern Legal Group is widely known as the leader in providing pro bono services to the regions in which we operate. The pro bono services we provide to the community include PILCH/Justice Connect Homeless Persons Legal Clinic, undertaking pro bono cases for refugees seeking asylum in Australia, and providing legal advice to a range of charities and community organisations in our communities.

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

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

Lantern Legal Group also has a long history of supporting the local region by providing sponsorships to over 15 businesses and initiatives.

Our impact on the community is one of four areas measured in order for the Lantern Legal group to achieve and maintain their B Corp Certification. Through our B Corp Certification, we turn concepts such as "being a good corporate citizen" into something tangible and measurable, that the community can trust.

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

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

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

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

OUR GOVERNANCE

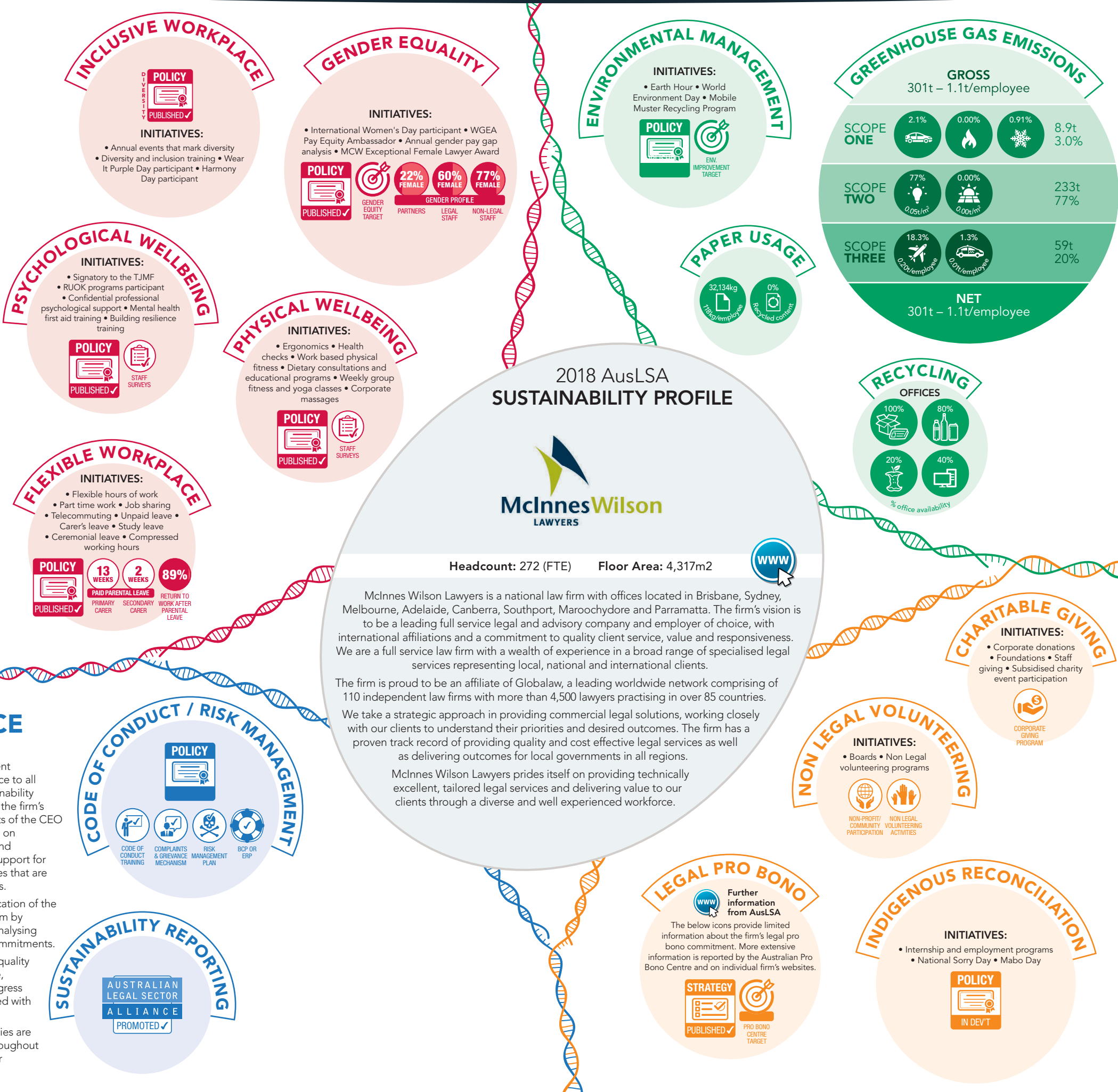
SUMMARY AND HIGHLIGHTS:

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

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

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

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



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

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

The following initiatives and programs have been executed:

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

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

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

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

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

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

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

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

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

MinterEllison's focus is to build a high-performance culture that values individual contribution, teamwork, innovation and productivity regardless of background, ethnicity, disability, gender, faith, sexual orientation or family structures.

Through the many programs within MinterEllison, the firm aims to encourage and support the ongoing development of high performing agile teams where diversity and difference are embraced as differentiators and people are performing at their best.

When we define our best, it is ultimately answering the questions about where and how we work to :

- Be our clients' best partner
- Meet and exceed the obligations to our colleagues and teams
- Manage the challenges of busy work and personal lives.

In this way flexibility and agility are viewed as commercial imperatives that deliver innovative outcomes

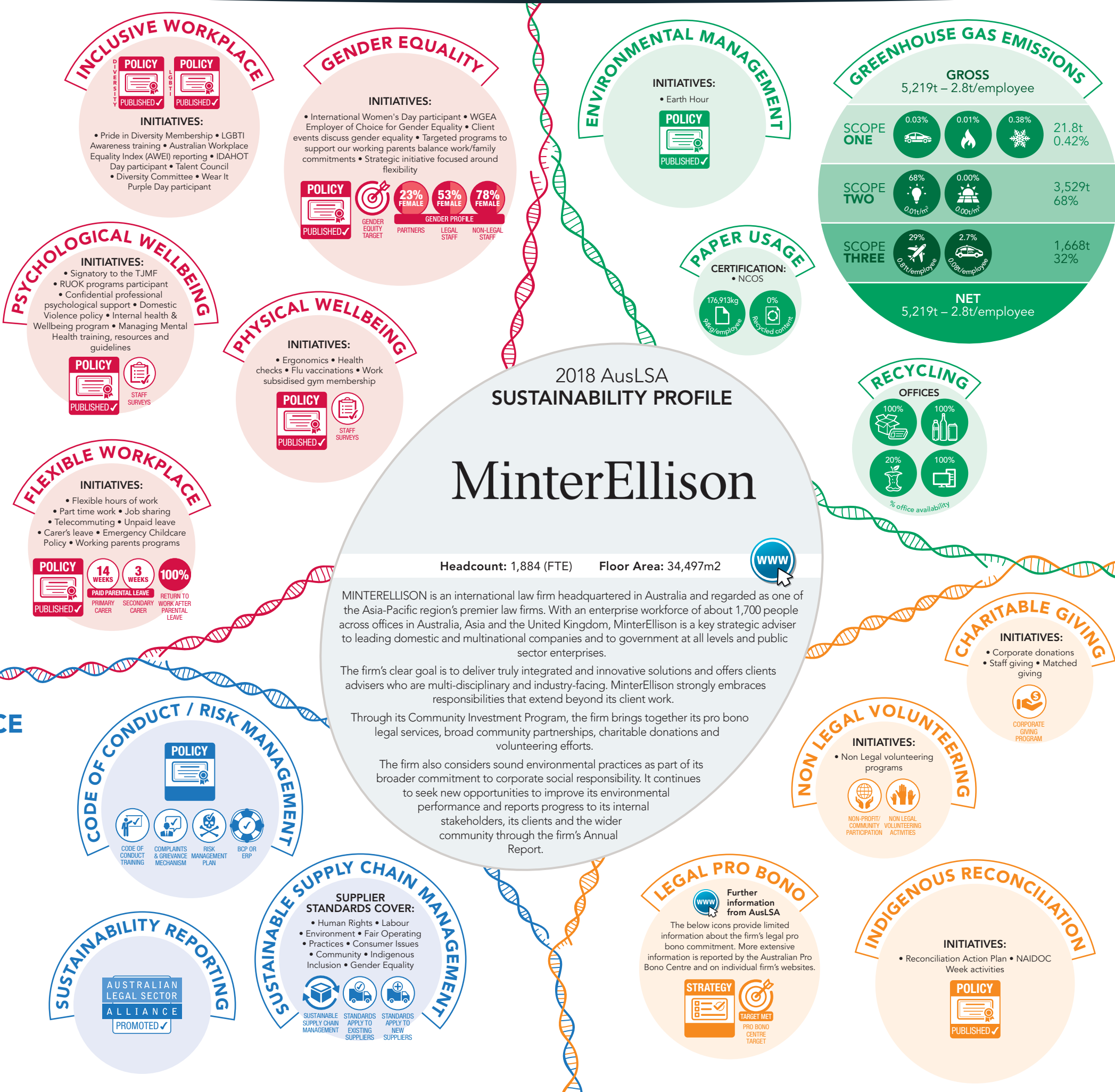
OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

MinterEllison's commitment to Corporate Social Responsibility (CSR) affects its procurement decisions and influences its selection of suppliers.

All suppliers and service providers, contractors and business partners are encouraged to pursue a like minded approach to their business in the key areas of environmentally friendly products, policies and initiatives; workplace practices; community involvement; environment; and supply chain management.

As part of this wider commitment to CSR, MinterEllison periodically assesses the social, ethical and environmental impact of its own supply chain so all parties can continue to seek new opportunities to improve environmental performance and collaboratively benefit from the relationship.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

As a provider of commercial legal services, our overall environmental footprint is relatively small. Nevertheless, where possible, we aim to minimise our use, and maximise our re-use of resources, including challenging our landlords to provide green alternatives in our tenancies.

We continue to seek new opportunities to improve our environmental performance and reporting progress to our clients and the wider community.

We are committed to assessing the environmental, social and economic impacts of our purchasing decisions. In doing so, we seek to purchase products that:

- minimise greenhouse gas emissions
- maximise sustainability
- utilise recycled content in production
- are recyclable at life end
- minimise the use of water
- minimise toxicity, and
- are sourced from producers and/or suppliers with a proven record of environmental management and product stewardship.

We also seek to work with suppliers who:

- provide an assurance that no form of abuse or exploitation is permitted within their supply chain
- offer Fair Trade products where appropriate, and
- share our commitment to creating social benefits from unused or decommissioned products.

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

MinterEllison has a long-standing Community Investment Program that focuses on "breaking cycles of disadvantage" in key priority areas - homelessness, disadvantaged youth, alleviation of poverty and access to justice. These have been determined in consultation with partners and staff.

By engaging with the community, the firm seeks to inspire its people and those with whom it works. It prioritises long-term community partnerships that feature a blend of pro bono legal work, skilled volunteering, financial assistance and in-kind support. These partnerships recognise that expertise exists within the non-profit and community sector and that social impact is best achieved through collaboration.

Major partners include Australian Business and Community Network, Australian Charities Fund, Australia's CEO Challenge, Justice Connect, the Public Interest Advocacy Centre and LawRight. MinterEllison is a signatory to the National Pro Bono Target and has exceeded the target for the past five consecutive years.

The firm is proud to have been recognised with multiple awards for its community work, including a Prime Minister's Business Community Partnerships Award for its unique partnership with Australia's CEO Challenge, an organisation dedicated to ending domestic and family violence, and it is proud of its Community Investment Program and the difference it makes in people's lives.

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Russell Kennedy recognises the importance of maintaining a balance between work and family home life. The firms greatest asset is its people. It is important that Russell Kennedy creates an environment that supports a diverse and flexible workforce.

Russell Kennedy introduced a gender equity strategy in March 2017 and as part of the strategy there is a focus on providing flexibility for all in the workplace.

As at 1 August 2018 35% of the employees at Russell Kennedy had a formal, flexible work arrangement, and many others had informal arrangements.

Russell Kennedy regularly seeks feedback from its people to ensure that engagement is high and that the firm is providing a supportive culture. In February 2018 Russell Kennedy conducted an engagement survey. The results were positive and above the professional services average.

OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

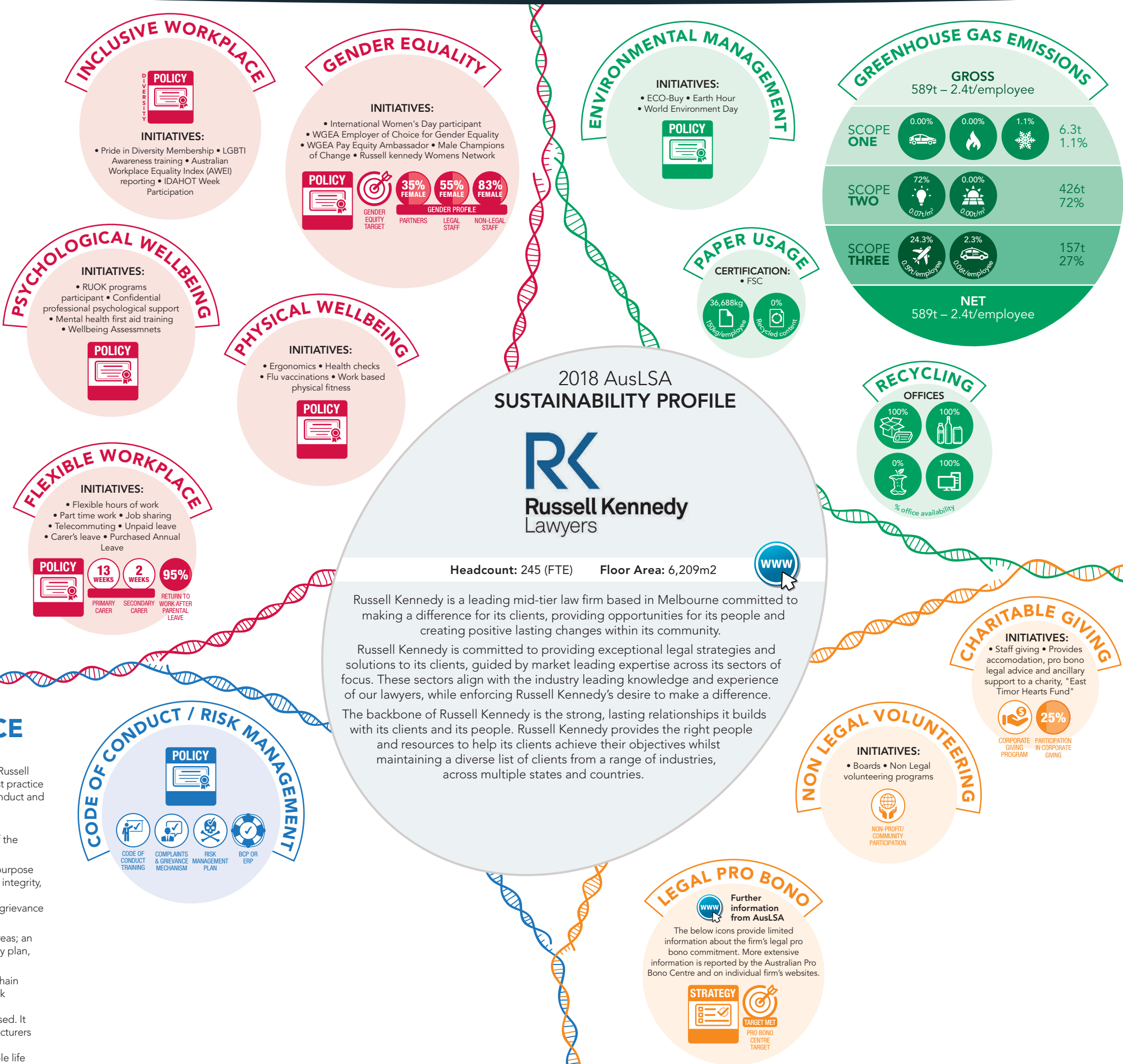
Corporate Governance is taken very seriously at Russell Kennedy and we are committed to achieving best practice standards. There is a well established code of conduct and a business continuity plan which incorporates an emergency management plan.

Russell Kenn dys code of conduct is comprised of the following;

A behaviour statement that aligns with the firms purpose and values. It incorporates the following policies, integrity, commitment and work ethic, sexual harassment, workplace bullying and violence protection, and grievance procedure.

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

Russell Kennedy does not have a formal supply chain management policy or programme but does work collaboratively with its suppliers to ensure that environmentally sustainable products are purchased. It takes into account; source of production, manufacturers and suppliers ethical practices, such as fairtrade, packaging materials where appropriate, and whole life cycle impacts, for example product use. Fitness for purpose, consumption, low versus high yield, and finally end of life disposal.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

Russell Kennedy recognises that as part of its commitment to social justice it endeavours to reduce the impact it has on the environment and help protect it for future generations and as a result is committed to continually trying to reduce this impact and improve its sustainability credentials.

The last few years have seen the implementation of a number of initiatives that have had a positive impact on the environment.

These include,

- the virtualization of servers;
- the replacement of all halogen and incandescent globes with LED's;
- the installation of lighting control systems;
- the conversion of T8 fluorescent tubes to T5;
- the introduction of a follow me print solution;
- and more recently the implementation of paper lite initiatives in a number of practice groups.

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

Led by our Pro Bono Practice Group, we promote access to justice by identifying key areas of unmet legal need, and building and maintaining expertise in those areas. Over many years, RK's Pro Bono Practice has developed expertise in legal issues affecting asylum seekers and refugees.

We believe strategic litigation is essential to achieving our goals in this sector. In the last 5 years we have run three major test cases: SZQRB v Minister for Immigration and Citizenship [2012] FCA 1053, [2013] HCATrans 323, M64 v Minister for Immigration and Border Protection [2015] HCA 50 and BMF16 v Minister for Immigration and Border Protection [2016] FCA 1530.

In 2018, we have also successfully run 4 medical transfer matters for refugees on Nauru and Manus Island, Papua New Guinea, with acute unmet medical needs. We have strong links to community organisations such as the Asylum Seeker Resource Centre, the Refugee Council of Australia and the Unaccompanied Humanitarian Minors Consortium. RK is a key member of the LIV's Legacy Caseload Working Group, Visa Cancellation Group and the Refugee Law Reform Committee.

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

Our people programs focus on supporting our firm vision; Our vision is 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 2017 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.

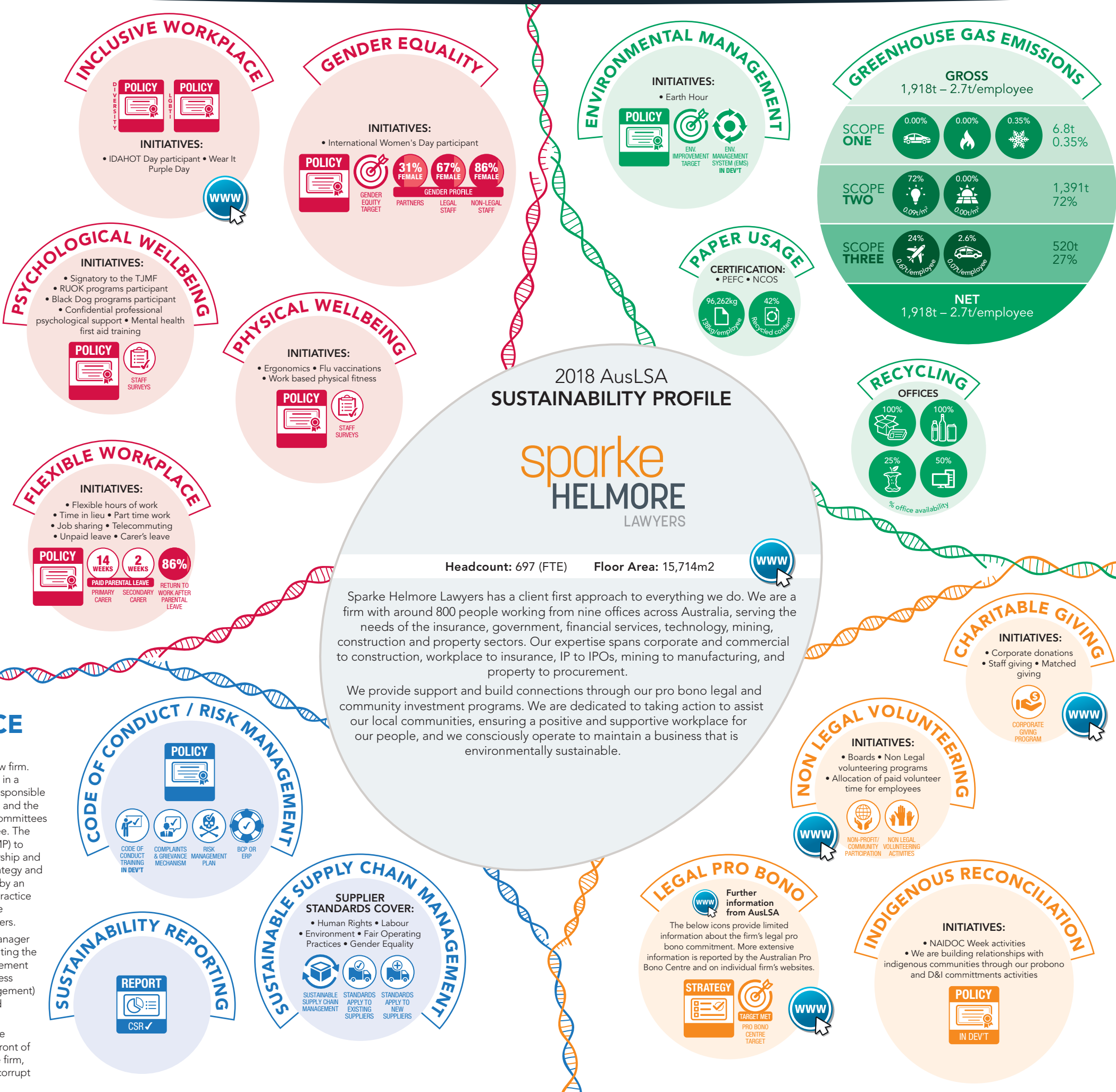
OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

Sparke Helmore is a national partnership and law firm. The firm's governance arrangements are set out in a Partnership Deed. The partners elect a Board responsible for the overall direction and strategy of the firm, and the Board in turn appoints a number of Board subcommittees to assist, including the Audit and Risk Committee. The partners elect a National Managing Partner (NMP) to manage the day to day operation of the partnership and the partnership business consistent with the strategy and direction set by the Board. The NMP is advised by an Executive Committee which includes National Practice Group Leaders. In addition, there are local office managing partners and client relationship partners.

The firm has appointed a Risk & Compliance Manager who is responsible for implementing and facilitating the maintenance of the firm's enterprise risk management framework, compliance programs, ethical business practices (including fraud and corruption management) and the governance of all firm-wide policies and protocols.

These measures aim to ensure good governance processes and risk management are at the forefront of everyday decision-making at all levels within the firm, and to assist mitigating potential fraudulent or corrupt business practices.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

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

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

Sparke Helmore provides non-legal support to local not-for-profit organisations and charities through our Community Program, as well as pro bono legal assistance through our Pro Bono Program.

The focus of these programs is to have a positive impact on our local communities and build local connections. Through our Pro Bono Program we provide legal assistance to individuals who have difficulty accessing justice. We also assist charities so their income can be directed to further advance their valuable services.

In the 17/18 FY, we completed 12,157 hours of pro bono legal work. One example of our pro bono contribution is our Wills Clinics for Aboriginal and Torres Strait Islander people in regional, rural or remote areas in NSW and WA. In the 17/18 FY we assisted more than 107 attendees to draft over 240 estate documents including wills, powers of attorney and appointments of enduring guardianship.

We also run a number of non-legal initiatives through our Community Program such as payroll giving, sharing our resources and community volunteering. Our staff members are actively involved in a range of community organisations, from the grassroots level to the boardroom and we regularly host or participate in local activities in support of these organisations.

OUR PEOPLE

SUMMARY AND HIGHLIGHTS:

W+K's people strategy guides activities geared to creating and maintaining a vibrant and inclusive workplace environment, where all employees have the opportunity to fulfil their potential, where individual contributions are valued and diversity is encouraged.

W+K ensures equal opportunity through all hiring, promotion and development activities. With a high percentage of women in workforce (23% of Partners and 69% of total staff being female) our key focus is on promoting diversity in leadership positions, in particular the proportion of women in senior roles.

The Women's Leadership Forum, tailored career mentoring program and leadership development courses have been established to champion women's professional advancement. W+K foster a flexible environment - 20% of employees, including partners, work under a formal flexible arrangement.

W+K focus on exploring alternatives to traditional ways of working and invest heavily in technology which allows our staff to perform more efficiently and remain engaged regardless of where, when and how work is done.

Established wellbeing programs (flu vaccinations and partnering with Black Dog Institute and RUOK) demonstrate our commitment to employees' physical and mental health. Trained Floor Support Officers, Staff Partners and EAP provide a support network to assist employees in confidentially dealing with personal or workplace issues.



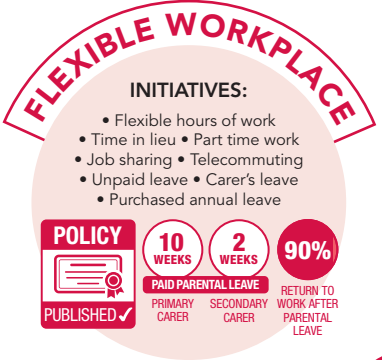
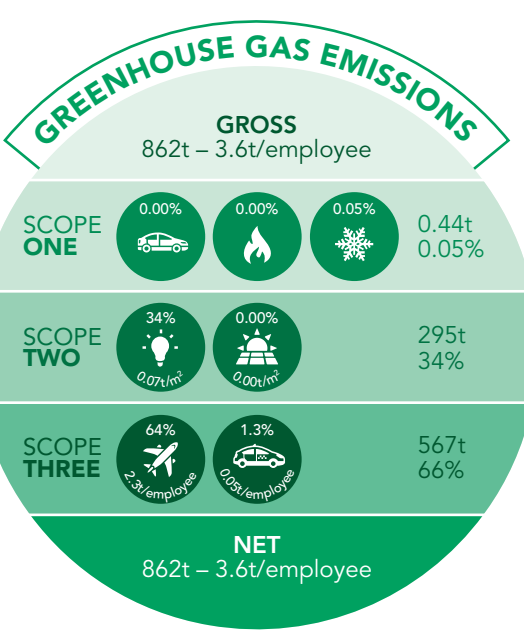
OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS:

W+K actively works to ensure that we meet all requirements in areas where regulations guide our work. Our business relies on a range of specialist skills, including Legal, Financial, Information Technology, People and Supplier practices.

All professionals within the business are responsible for maintaining licensing and professional accreditations as active practicing professionals.

Across the business, we are also guided by relevant legislative and compliance frameworks that inform the policies and practices of the firm and the day to day work of our people.



2018 AusLSA SUSTAINABILITY PROFILE

wotton + kearney insurance lawyers

Headcount: 237 (FTE) Floor Area: 4,172m2

www

Dedicated to insurance Wotton + Kearney has one focus – insurance law. Since our inception in Sydney in 2002, we have grown to one of Australasia's largest insurance law teams. With over 140 lawyers across offices in Sydney, Melbourne, Brisbane and Perth in Australia, and Auckland and Wellington in New Zealand, our dedication to insurance makes us the law firm of choice for some of the largest insurers, brokers and industry participants operating in this region.

Leaders in our field W+K is ranked as a Band 1 firm for insurance law by Chambers Asia-Pacific in Australia, and both our Australian and New Zealand teams are recognised by the Legal 500 Asia Pacific as a Top Tier Firm 2018.

Local insight. International reach. In January 2017 W+K was a founding member of a new innovative legal services model, Legalign Global, an alliance between four of the world's leading insurance law firms – BLD Bach Langheid Dallmayr (Germany), DAC Beachcroft (UK) and Wilson Elser (US), developed in response to increasing globalisation. Legalign Global facilitates a more effective legal services response to global insurers and to their customers participating in multi-national insurance programs and works to a common Client Services Charter.



OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS:

W+K have a nationwide Environmental Sustainability Committee which encourages awareness of environmental issues and promotes sustainable practices throughout the firm.

A key focus nationally has been the reduction of paper usage. To that end, W+K have implemented a number of operational changes, including the introduction of "follow me" printing, the promotion of utilising electronic rather than hardcopy file management and the commencement of an "in house" print room solution to better monitor the utilisation of print resources. Default print settings are also set to double sided printing for all users.

W+K's annual industry publication, The Insurance Year in Review has historically been provided to clients in hardcopy format. The change to an electronic publication contributed to a 236 ream reduction in the firm's paper consumption for 2015/16. We recycle all paper products used nationally and also have a recycling arrangement in place with the suppliers of W+K branded lever arch folders used for paper storage.

All offices are located in buildings with environmental credentials. All offices are fitted with take away coffee cup recycling pods.

OUR COMMUNITY

SUMMARY AND HIGHLIGHTS:

Wotton + Kearney is committed to and extremely proud of our Pro Bono and Corporate Social Responsibility (CSR) program, Community Footprint. Through our pro bono work we assist those who are unable to obtain legal aid or afford legal representation, while the CSR initiative enables us to contribute in other ways to charitable organisations.

Staff are encouraged to actively participate in the many national and office based events and initiatives organised to help grow the contribution made as a firm each year. The 2015/16 pro bono and CSR program focussed on enabling and empowering women and children in our community and further afield.

W+K proudly supported Lou's Place, Launch Housing, International Justice Mission Australia and So They Can. Support for So They Can included a number of fundraising events and culminated in staff traveling to Kenya to take part in a week long 'working bee'. The week finished with the team participating in the Maasai Mara marathon.



AusLSA REPORTING MEMBERS



AusLSA MEMBERS

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

