

LEGAL SECTOR
SUSTAINABILITY INSIGHT:
**AUSTRALIAN LEGAL
SECTOR ALLIANCE
MEMBER REPORT**

2016

AUSTRALIAN
LEGAL SECTOR
ALLIANCE

PROMOTING SUSTAINABILITY

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This is the seventh report from the Australian Legal Sector Alliance (AusLSA), which is produced annually and reports on the sustainability performance of our reporting members. Throughout this report we will from time-to-time refer to Executive Members. These are the seven member firms who lead AusLSA and who have reported each year since 2010 and for which the largest data set exists.

FROM THE AusLSA CHAIRS

Welcome to the 2016 AusLSA Annual Sustainability Snapshot

This year has been another important year of expansion for our members' annual report. We are close to achieving our four-year plan of expanding our reporting scope to more completely address the most material sustainability issues for our sector.

We are also very excited this year to provide a report that incorporates the advice and contributions from key thought leaders and organisations on the issues which are key to our industry and are grateful for their contribution in areas including; pro bono legal services, gender equity, psychological wellbeing, LGBTI inclusion, workplace giving and volunteering and indigenous reconciliation. The new relationships being built in these areas not only strengthen this year's report, but provide an expert source of feedback and experience for the ongoing development of our programs and reporting.

One benefit from this increasingly complete perspective to sustainability is that in addition to addressing the most material sustainability risks for our sector, we can also report on the significant legacy and positive contributions that legal firms provide to their stakeholders and the broader community.

Some of the areas we now include in our sustainability snapshot such as greenhouse reporting, pro bono legal programs and codes of conduct are well understood and are subject to ongoing programs by AusLSA members. In these areas the information presented in this report shows that commitments, processes and actions are in place from our member firms which are driving ongoing improvements.

In addition to the more established areas of our reporting, there are newer emerging risks and obligations to our people and communities such as psychological wellbeing, LGBTI inclusion and Sustainable Supply chain management. Some of these areas have come into prominence more recently because of changes in society and a greater industry awareness and acceptance of their importance. In these newer areas law firms are generally at an earlier stage and programs are less mature and developed. However, we are greatly heartened to see how AusLSA members are responding to these issues by putting the required foundations of change in place.

Our report shows that in addition to another year of persistent reductions in the environmental impacts of firms, there is a strong commitment and focus to address the issues and opportunities to improve the lives of our people and communities. We hope that you will take some time to explore the broad range of areas covered in this report to better understand both the encouraging progress made by the industry as well as the challenges and priorities we need to address in our journey to a more sustainable industry.

At AusLSA the growth of our programs and support needs to keep ahead of the expectations of the industry, its stakeholders and the community. It also needs to capitalise on the opportunities available to demonstrate a more strategic and sustainable approach to corporate purpose and responsibility.

In May this year the AusLSA board endorsed a new three-year strategic plan to concentrate our efforts on building capacity and relationships to provide the new programs, tools and information to underpin the commitments of our members and stakeholders. We would like to extend your appreciation to the AusLSA executive members and board to the additional work and thought they have contributed during the year in establishing and delivering this plan.

Brendan Bateman
Co-Chair, AusLSA
Partner, Clayton Utz

Kelvin O'Connor
Co-Chair AusLSA
Consultant

ABOUT THE AUSTRALIAN LEGAL SECTOR ALLIANCE

An alliance of law firms promoting sustainable practices

The Australian Legal Sector Alliance (AusLSA) is a growing alliance of Australian law firms and strategic partners 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 by its law firm members.

AusLSA provides a forum for its members and key partners to work together sharing their knowledge and experience to address their shared sustainability values. AusLSA develops and maintains a range of tools and resources to assist members to more easily reach their sustainability objectives.

AusLSA is also a part of a global movement that includes the Legal Sector 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

CLAYTON UTZ



HENRY DAVIS YORK



NORTON ROSE FULBRIGHT



SWAAB



AusLSA's Executive members

AusLSA is indebted to the commitment and support of its eight Executive Members. Since its establishment in 2010 AusLSA's Executive Members have been instrumental in providing leadership, strategic, logistical and financial support:

Clayton Utz
DLA Piper Australia
Henry Davis York

Maddocks
McCullough Robertson
Norton Rose Fulbright Australia

Swaab Attorneys
Ernst & Young

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

AusLSA's Directions and Priorities

As our industry evolves, so do the opportunities and expectations to demonstrate a more strategic and sustainable approach to corporate purpose and responsibility.

AusLSA has spoken with its members, sector thought leaders and legal customers about the importance of a more complete sustainability view and approach. AusLSA is now building new capacity to help members keep pace with these developments and market expectations.

From 2016 AusLSA members will experience new programs, tools and communication. In May the board endorsed AusLSA's new 3-year strategic plan to concentrate AusLSA's efforts on building value to our members and stakeholders (including partners, employees, customers, stakeholder, regulators and other thought leaders).

AusLSA's key focus in the medium term is:

Reporting framework development – AusLSA is progressively developing new metrics and reporting to acknowledge the commitments and progress of individual firms and our membership overall.

Reporting tool features – AusLSA's new reporting tool will not only make the provision of annual information easier but will also provide new data management, analysis and reporting features for members.

New alliances - AusLSA is being strengthened through increased cooperation with selected sustainability thought leaders and NGOs. These allies will assist us to provide aligned reporting and share capacity building tools, programs and information that will make AusLSA a portal for sustainability.

Spreading the word – Members' commitment to sustainability and their AusLSA membership delivers a wide range of value across the firms' functions and stakeholders. From 2016, AusLSA will communicate more widely about the value that our members' actions and commitments make to the community.

Collecting the latest information and resources - AusLSA's website is expanding to include a broader and more up to date set of sustainability information and materials as well as being a portal into assistance and support from our partners. There will be new topics and materials produced for our champion's network and a stream of newsletters, twitter, LinkedIn and Facebook streams to follow.

THE AUSTRALIAN LEGAL SECTOR ALLIANCE'S SUSTAINABILITY REPORTING

Introduction

AusLSA's sustainability reporting is unique. It is the only industry sustainability reporting system in Australia that allows firms to compare their commitments and performance against industry benchmarks. Members who report through AusLSA use a common reporting scope, boundaries and methodologies. This differs from traditional internal sustainability reporting, where firms set their own scope using different assumptions and factors.

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

- to increase the understanding and transparency of the social and environmental impacts of the Australian legal sector and
- 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.

Why do AusLSA members report?

AusLSA's members believe that reporting is a key part of their commitment to sustainability and corporate responsibility.

Our members are part of a growing corporate community who understand how their citizenship and the values they demonstrate contribute to their business strength and competitiveness.

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

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.

All AusLSA members are different and will choose to prioritise their efforts based on their individual challenges, opportunities and preferences.

By reporting together AusLSA members show industry stakeholders that they are committed in collaborating to not only improve their individual sustainability outcomes but also to assume a broader responsibility for contributing 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 frameworks commonly applied in Australian and international organisations. This consistency provides important benefits both to member firms and the audiences for this information.

The AusLSA Sustainability Reporting Framework has been being developed with reference to existing sustainability reporting methodologies including;

- the Global Reporting Initiative
- the UN Global Compact
- Sustainable Development goals
- Australian GHG Protocol and ISO 14064
- AA1000 assurance principles

2016 AusLSA reporting elements

PEOPLE	COMMUNITY	ENVIRONMENT	GOVERNANCE
Gender Equity	Pro Bono	Greenhouse—gas-emissions from Electricity and gas	Sustainable Supply Chain Management
Flexible Working	Non Legal Volunteering	Greenhouse-gas-emissions from Travel	Risk Management and Business Continuity
Diversity	Corporate Giving	Renewable Electricity and Carbon Offsets Purchased	Ethics and Conduct
LGBTI Inclusion	Indigenous Reconciliation	Paper Use	
Physical Wellbeing		Waste and Recycling	
Psychological Wellbeing			

Key reporting principles

Materiality

Materiality assessment is a key step in sustainability reporting. The process involves the identification of the most relevant and important sustainability impacts (both positive and negative) through the different lenses of a range of stakeholders. AusLSA researches and incorporates the views and preferences of key legal sector stakeholders including thought leaders, customers, employees and members through this process.

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

Completeness

AusLSA members are increasingly prepared to provide more comprehensive information about their material social sustainability issues and increasingly are reporting their progress. AusLSA is consolidating 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 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 it is 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 AusLSA's standard reporting framework. Reporting is open from July until early September.

Members input their information into AusLSA's own Sustainability Reporting and Analysis Tool (SRAT). 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 reporting framework.

SRAT has been designed to align with the overarching principles of: materiality completeness, relevance consistency accuracy transparency and efficiency. SRAT also assists in data collection by focussing on data options that are readily available through normal operational processes, for example giving users the option to enter data such as taxi expenditure, or number of flights taken rather than requiring detailed activity data such as taxi or flight mileage.

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

Acknowledgements

The development of AusLSA's reporting framework and the analysis and commentary included in this report is 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 and groups for their assistance in developing this report:

1. The Australian Pro Bono Centre - legal pro bono programs
2. The Workplace Gender Equity Agency - gender equity and flexible working
3. Philanthropy Australia - corporate giving and non-legal volunteering
4. Pride in Diversity - LGBTI inclusion
5. Reconciliation Australia and the Legal Profession Reconciliation Network - Aboriginal and Torres Strait Islander reconciliation
6. The Tristan Jepson Memorial Foundation - psychological wellbeing
7. Ernst & Young.





An organisation's workforce is both its greatest resource and its greatest responsibility.

A law firm's brand and reputation is built on the quality of work provided by its employees and partners. The value and reliability of its services is further enhanced by the processes and systems built and maintained by its people. An engaged, aligned and productive workforce is critical for a firm to deliver on its objectives in a sustained way.

An organisation's relationship with its employees also comes with responsibility. Respecting the important role of work to the individual is an important foundation. Work provides the financial means for people to live and pursue their personal and family goals. Work also provides careers, security and purpose and can be a significant part of what defines people at a point in time.

But these rewards also require effort from employees including hard work, commitment and sometimes some sacrifice. So it is not surprising that the health of a person's relationship with their workplace can affect their own wellbeing.

Highly functioning people and teams are well led, managed, developed and nurtured using policies, structures, processes and organisational cultures. And these policies need to flex and change as societal and employee expectations change and should be underpinned by an organisation's understanding of their ethical and human responsibilities. Firms that understand these shifting expectations are increasingly in positions of advantage to attract and retain the best people and support them to do their best work.

Employees are also key stakeholders in a firm's sustainability program and they are becoming increasingly more interested in the way that a firm treats its people alongside how it supports the community and the planet in the delivery of its business.

GENDER EQUITY

Gender equality is achieved when people are able to access and enjoy the same rewards, resources and opportunities regardless of their gender. Achieving gender equality is important for workplaces not only because it is 'the right thing to do', but because it can boost the productivity and performance of organisations and the economy.

A McKinsey survey of 366 public companies found that those in the top quartile for gender diversity were fifteen percent more likely to have financial returns above their respective national industry medians. In 2012 the Grattan Institute found removing disincentives for women to enter the paid workforce would increase the size of the Australian economy by about \$25 billion per year.

At the G20 meeting in Brisbane in 2014 national leaders committed and agreed to increase female workforce participation. The goal is to reduce the gap in the labour force participation by twenty-five percent by 2025, to boost economic growth.

2016 Results

The results show that the majority of members surveyed are taking a strategic approach to improving gender equity in their workplaces. For example, it is positive to see that eighty-five percent of respondents have a gender equity policy or strategy and ninety-six percent have a partner, officer or committee responsible for overseeing and implementing the policy.

There was also strong evidence that leaders and leadership teams were taking responsibility for improving gender equity metrics with half of the respondents noting that they were WGEA Employers of Choice for Gender Equity. As stringent eligibility criteria apply to this citation, the fact that an employer achieves it is good evidence of a firm taking a committed, holistic approach to gender equity. Forty-eight percent of respondents noted that their Managing Partner is a WGEA Pay Equity Ambassador which is evidence that Managing Partners are taking personal responsibility for their firm's performance on pay equity.

However, the results also show that although women are more than half of the legal staff, they are only around a quarter of equity partners. Firms must continue to take action to ensure that they are receiving the full benefits of their female employees' skills and experience.

The results for the legal profession are strong in comparison to similar professions. For example the accounting services sector also has an equal representation of women and men across their employee base but fewer women are appointed to senior management levels, with only fifteen percent in key management positions and seven percent as CEOs.

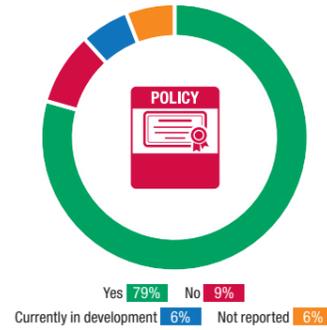
Opportunities and Priorities

AusLSA members are generally taking a strategic approach to gender equity, creating policies which are implemented and reviewed by senior staff.

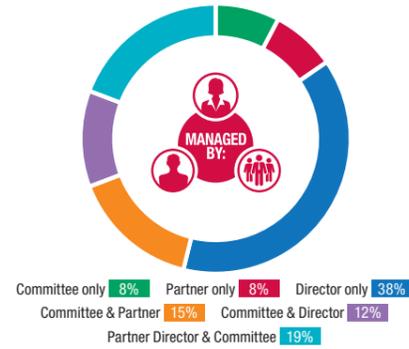
However, the 2016 results show that although women represent more than half of the legal staff, they occupy only a quarter of equity partner positions.

Firms need to continue to take action and monitor their progress.

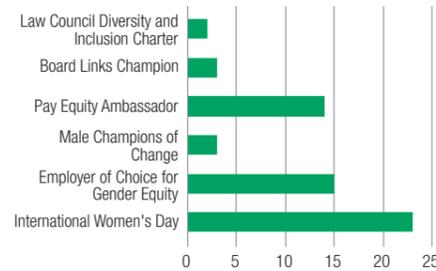
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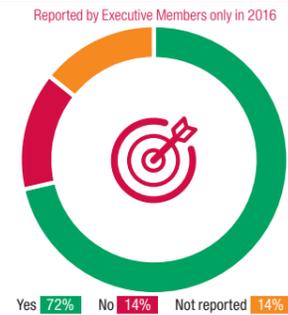
MANAGEMENT AND ACCOUNTABILITY



INITIATIVES



TARGETS



GENDER PROFILE



FLEXIBLE WORKING

Introducing flexible working is one of the most effective methods of helping employees to continue to progress in their career, whilst also meeting their personal commitments. Studies have also linked flexibility to a number of organisational benefits, including reduced absenteeism, higher retention, higher individual performance and improved organisational performance and productivity.

While flexible working is important to everyone, in Australia, women still bear the burden of caring duties at home; for every hour that Australian men commit to unpaid care work, women commit one hour and forty-eight minutes. There remains an imbalance in the sharing of responsibilities for caring and domestic duties.

2016 Results

The 2016 report results show that law firms are aware of the importance of introducing flexible working and supporting all staff including parents in the workplace. For example, ninety-seven percent of respondents have a flexible working policy and ninety-one percent have a paid parental leave scheme. In addition, thirty respondents provided paid leave for secondary carers. Firms also offered a wide variety of flexible working options.

On average firms said that sixteen percent of their female legal staff did not return to work after taking parental leave. This may indicate that women are leaving law firms because they are unable to access the arrangements they require to successfully manage their family commitments with their career.

These results compare favourably against national figures where only sixty percent of larger employers have a policy or strategy on flexible working and the accounting services sector where eighty-two percent have a flexible working policy but only twenty-seven percent flexible working strategy.

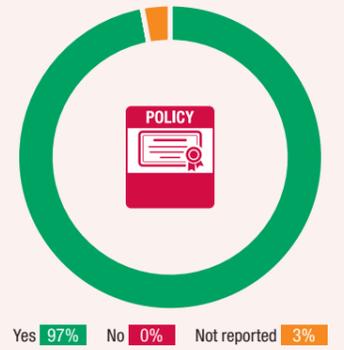
Opportunities and Priorities

Traditional workplace cultures have not encouraged or supported men to work flexibly: in a Bain and Co report earlier this year 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.

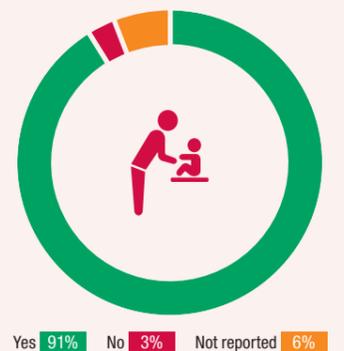
Both men and women need to utilise flexible working arrangements to enable them to participate more fully in the workforce. Flexible work practices should be designed to be gender neutral and allow access to such practices in a range of circumstances including child care, elder care or other commitments.

In many cases in the private sector, employers are linking progress on gender equity and uptake of flexible working to manager KPIs, or removing the ability of managers to approve or deny flexible working requests. For example, Telstra now implements an 'all roles flex' policy. Law firms could consider more direct workplace interventions such as these to more forcefully drive cultural change within their offices.

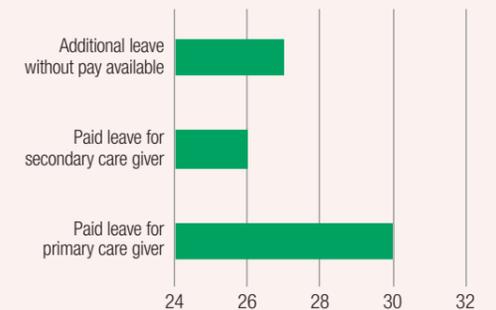
FORMAL POLICY



PAID PARENTAL LEAVE



PARENTAL LEAVE OPTIONS



FLEXIBLE LEAVE OPTIONS



DIVERSITY

Equality and freedom from discrimination are fundamental human rights that belong to all people and understanding differences between employees and bridging those differences is an essential means of creating an environment where everyone feels safe and valued.

Sustainable law firms promote practices that accommodate, encourage and respect a diverse range of individuals and views including diverse gender, sexual orientation, disability, age, race, ethnicity, religion and culture. Diverse and inclusive organisations better demonstrate that they understand and reflect the broad views and priorities of society.

The Law Council of Australia's Diversity and Equality Charter recognises that 'treating all people with respect and dignity benefits the legal profession and the community as a whole'.

Effectively managing diversity and inclusion assists law firms to:

- comply with applicable legislation and regulation
- match increasing client diversity and expectations
- evolve with a changing professional profile to attract and retain a better more responsive workforce.

Recent international research undertaken by Acritas Research found that diverse teams earn a twenty-five percent higher share of revenue, and are fifty percent more likely to achieve a "perfect ten" performance score and receive over three times higher client satisfaction ratings. Acritas's "analysis also showed that a lack of diversity is detrimental to long-term financial success for law firms."

2016 Performance

AusLSA members have a professional foundation of justice, integrity, equity and the pursuit of excellence. This is highly consistent with the values of diversity, equality, respect and inclusion.

Eighty-three percent of reporting law firms had declared their diversity commitments in an authorised policy with a further twelve percent of firms either developing a policy or having policies that partially covered the range of diversity issues.

Ninety-one percent of these firms have a management structure with accountability for its delivery and half of firms had prioritised this responsibly by allocating it to one of its partners. Half of all firms have also formed workplace based committees to help embed policy implementation.

Fifty percent of firms report that they currently operate based on documented disability standards. This low response reflects that most law firms lease their premises and their commercial landlords/property managers would have the responsibility for compliance with these standards.

Opportunities and Priorities

Like all Australian professions, the legal profession has opportunities to improve its diversity outcomes and guard its progress in this area. A recent international study rated only twenty-five percent of legal teams as very diverse.

Firms that want to significantly increase their diversity should:

- believe and understand the benefits of diversity and inclusion
- clearly plan and integrate diversity and inclusion priorities
- make diversity and inclusion everyone's responsibility linked to recruitment and progression and
- utilise fair inclusive and transparent internal and outsourced recruitment processes.

LGBTI INCLUSION

Being positive towards LGBTI employees is a strong indicator of a culture that is inclusive of all employees.

Employees who bring their full selves to work are more productive, have lower turnover, build organisational reputation and provide a competitive advantage. The benefits of LGBTI inclusion in the workplace have been confirmed most recently by the Australian Workplace Equality Index (AWEI) findings, which show that diverse teams are better able to solve complex problems and exhibit a higher level of creativity and a broader thought process. Organisations who demonstrate and promote a genuine duty of care also build loyalty from an employee group which has a shared set of ethics and values.

Alternatively, enduring prejudice creates a high human cost. LGBTI populations experience higher rates of depression, anxiety and self-harm than the general population, and discrimination, verbal and physical abuse, exclusion and prejudice are key contributors.

LGBTI employees find that significant gaps exist between equitable practice and policy in organisations and report that:

- over half have witnessed or are subject to negative commentary or jokes
- one third have witnessed or been the target of more serious bullying or harassment
- two thirds were not out to their manager and only half would respond honestly if asked about their partner/family by a client, customer or key stakeholder
- two thirds feel that being out would change their relationship with their manager.

2016 Performance

Sixty-two percent of firms reported having an active LGBTI inclusion policy. Pride in Diversity has observed from its experience that many law firms' existing policies often require further development to adequately provide for LGBTI equity. AusLSA's reporting does not align neatly with the more comprehensive surveying undertaken by Pride in Diversity which we will address in next year's report. Half of the respondents had allocated the responsibility to implement their policy to a partner at the firm and two thirds also formed workplace based committees to help embed implementation.

Twenty-two firms participated in a range of different work based activities and initiatives. Twelve ran activities for IDAHOT week and six for 'Wear it Purple' Day. Thirteen firms were members of Pride in Diversity and twelve participated in reporting. Thirteen firms provided LGBTI awareness training.

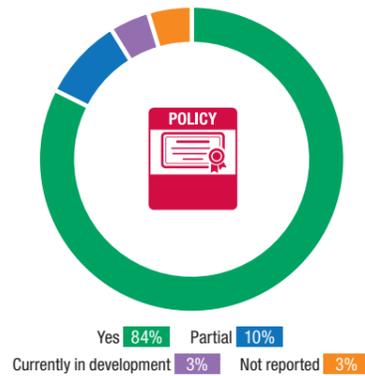
Opportunities and Priorities

While the progress of the legal sector in addressing LGBTI equality is encouraging, the LGBTI community is still a highly stigmatised group (even amongst a significant proportion of organisations with LGBTI commitments and programs). General commitments and mainstream diversity initiatives are no longer the most important differentiators. Many people now look beyond general commitments and activities to gauge the outcomes of an organisation's inclusivity.

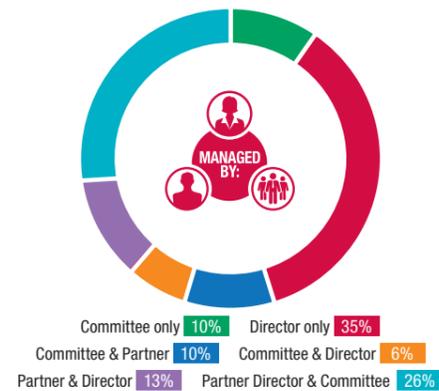
A significant proportion of law firms can still increase the depth of their LGBTI inclusion policy and enhance its implementation by:

- promptly and effectively responding to homophobia/transphobia
- respecting confidentiality and understanding the sensitivities around disclosure
- understanding the terminology and some of the unique challenges
- providing awareness training for teams and all levels of management
- creating and demonstrating a truly inclusive work environment and in turn attracting, and retaining and getting the most from the most talented people.

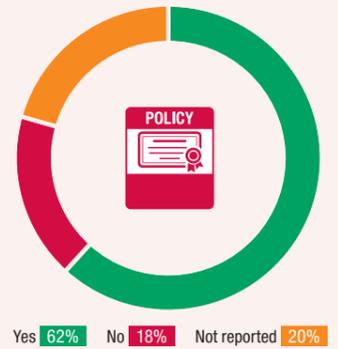
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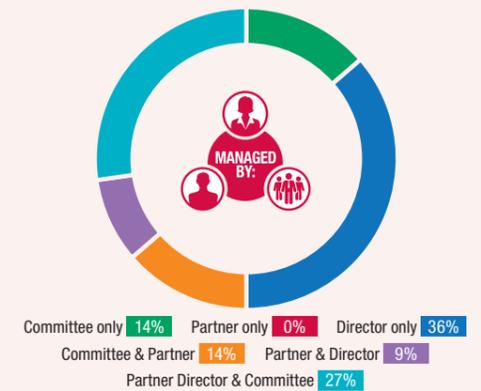
MANAGEMENT & ACCOUNTABILITY



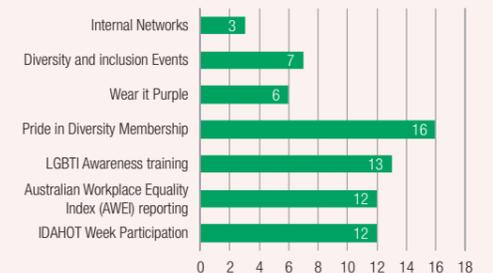
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MANAGEMENT & ACCOUNTABILITY



INITIATIVES



PSYCHOLOGICAL WELLBEING

Our mental health can change from day to day and this impacts the way we think, feel and behave. Workplace psychosocial risks are a key influence on our physical, mental and social health. Studies show 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.

Studies have also shown that one third of lawyers and one fifth of barristers suffer disability and distress due to depression with more than a quarter of staff reporting that they feel they can never do enough to please their manager/supervisor. The literature also tells us that around sixty percent of depression is undiagnosed and untreated.

In Australia over six million working days are lost annually as a result of untreated depression. Estimates put the cost of lost productivity from absenteeism at about \$10,000 per year for each employee with untreated depression. The cost of presenteeism is thought to be 7.5 times higher, with around seventy percent of the Australian workforce either ambivalent or completely disengaged from work.

2016 Performance

It is very encouraging to see firms reporting that their staff psychological wellbeing is seen as a priority and that:

- there is management commitment and support for implementing the guidelines
- management are included in wellbeing committees and
- staff engagement surveys are conducted at many firms.

These elements are important foundations to an effective program and the current level is a good starting point for the legal sector.

Ninety percent of reporting firms have a formal policy-based commitment to addressing psychological wellbeing and all but one had a management structure in place for its implementation. Forty-three percent of firms with policies had allocated responsibility for policy implementation to a partner and forty-three percent had also formed workplace based committees to help embed implementation.

All surveyed firms participated in some type of work based activities and initiatives to support psychological wellbeing. Ninety percent provided confidential psychological support through their employee assist programs and seventy percent conducted mental health first aid type training. Firms also participated in a range of awareness programs and events including seventy-nine percent for RUOK, thirty percent for beyond blue and 15% for the Black Dog.

Opportunities and Priorities

Firms are investing significantly and implementing many initiatives to reduce the symptoms and effects of mental ill-health. In many cases however we cannot be sure how effective these programs are or how sustainable their results will be in the longer term.

More firms could be developing a relevant baseline of psychological wellbeing including the collection and analysis of workplace records including sick leave, annual leave, absenteeism, complaints and grievances, incidents and injuries etc. This provides an opportunity to evaluate program impacts, ongoing trends as well as highlighting outstanding areas of risk areas to prioritise.

The next challenge is for more law firms to review their practices against best-practice examples (for example as outlined in the Tristan Jepson Memorial Foundation guidelines) to help identify the improvement opportunities that are relevant in their own situation. This will allow them to better address the underlying causes of stress which are often organisational and psychosocial risks created through work practices and culture.

FORMAL POLICY



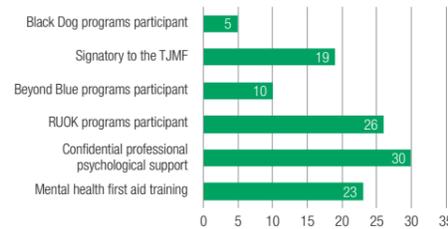
Yes 90% No 6% Not reported 4%

MANAGEMENT & ACCOUNTABILITY



Committee only 8% Director only 37%
Committee & Partner 7% Committee & Director 7%
Partner & Director 15% Partner Director & Committee 26%

INITIATIVES



SURVEY & COMMUNICATION



Yes 62% No 14% Not reported 24%

PHYSICAL WELLBEING

Wellbeing at its simplest level is ultimately about personal happiness, feeling good and living safely and healthily. The way many of us work, the demands of modern life, our culture and our personal choices are eroding the community's standards of health and wellbeing.

Legal work is predominantly sedentary often involving long working hours. These long hours in combination with high personal demands can also reduce the availability of healthy leisure-time. The impacts to health and wellbeing from this kind of lifestyle can have real and long term impacts on peoples' lives.

There is strong evidence that good employee health and wellbeing boosts organisational health. Many AusLSA members already recognise their social responsibilities and obligations to their workforce and they know that improved workplace health and wellbeing delivers:

- 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.

In addition to employer's social responsibility and the benefits to organisational health, employers have a legal duty of care for their employees

2016 Performance

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

Eighty-five percent of firms reported having an active physical wellbeing policy or strategy and all had allocated the responsibility to implement their policy to director or manager within the firm. In seventy-two percent of firms this was a director or manager and in one third of cases a partner in the firm was involved. Forty-one percent of firms also involved workplace based committees to help build a broader involvement and ownership in their program implementation.

The most common physical wellness initiatives ranged from flu shots (all respondents providing them) to specific ergonomic equipment and training being provided by all but one firm. Workplace physical fitness programs including gym memberships, classes and sporting activities were also popular, being provided by sixty-seven percent of firms.

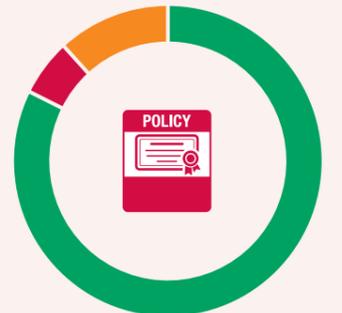
Opportunities and Priorities

The promotion of positive, healthy lifestyles and initiatives which both encourage and support this lifestyle are recognised as fundamental to reducing a range of chronic health conditions. To address major health concerns, we must increasingly focus on the underlying causes. The role of prevention needs greater recognition, both within the workplace and outside, as a key to reducing disease and injury.

In addition, firms will need to continue to address the common barriers to effective health and wellbeing programs by:

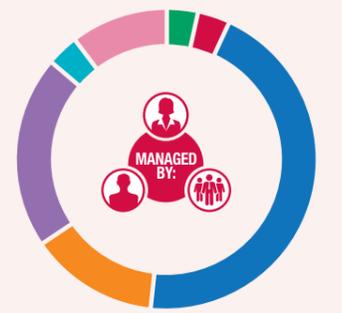
- providing sufficient time away from their work duties
- build interest by effectively promoting the benefits and opportunities that the programs offer
- define purpose, create and communicate clearly defined goals
- commit program funding to allow for higher quality and impact initiatives.

FORMAL POLICY



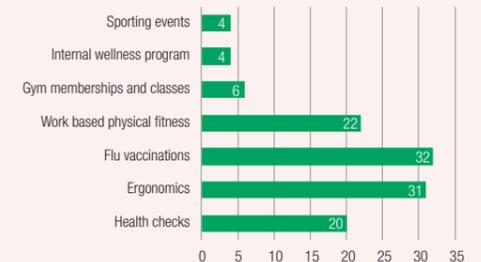
Yes 85% No 6% Not reported 9%

MANAGEMENT & ACCOUNTABILITY



Committee only 4% Partner only 3% Director only 45%
Committee & Partner 14% Committee & Director 21%
Partner & Director 3% Partner Director & Committee 10%

INITIATIVES





To do list:
- read bookmark website
- plan for location
- Focus on Quality

HELP

CHARITY

DONATE

The concept of community can seem vague, but communities are something we all belong to - including law firms. Today's communities are less defined by geographical relationships and increasingly based on the shared interests, objectives and values of people and organisations. Communities' values are an important part of how they see themselves and relate to others.

To be a respected part of communities' law firms need to articulate and demonstrate their values and participate in the strengthening of their communities.

A law firm's success relies on establishing and building good relationships with key stakeholders including customers, employees, regulators and suppliers. A clear ethical and social purpose attracts employees, customers, suppliers and other partners who see the value of working with people who share their values.

Law firms can contribute to communities in three main areas:

- having a business vision, mission and objectives that serve the interests of the community and avoid community risks or adverse social outcomes
- 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 strong culture and history of 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.

Community

PRO BONO

The primary goals of a firm's pro bono program should be to address unmet legal need and facilitate access to justice. Lawyers have an ethical and professional responsibility to provide legal assistance to those who would not otherwise be able to access justice. This is a service that lawyers are uniquely positioned to provide.

In 2015, AusLSA and the Australian Pro Bono Centre (Centre) signed a Joint Statement under which they agreed to work together to support their shared objectives as they relate to the sustainability of law firms.

FY2016 represents the first year in which pro bono reporting has been specifically included in AusLSA's sustainability reporting framework. In particular, all AusLSA members were asked whether they were signatories to the National Pro Bono Aspirational Target administered by the Centre. The Target, established by the Centre in 2007, is a voluntary target of at least 35 hours of pro bono legal services per lawyer per year.

2016 Results

In FY2016 all AusLSA members were asked to report on the existence of a pro bono strategy, responsibility for implementation of the strategy and whether they were signatories to the Target. These results capture a few key elements of our members' pro bono programs. For more detailed information and extensive analysis on the pro bono programs of Australia's large law firms we refer you to the Centre's biennial *National Law Firm Pro Bono Survey Reports*.

All reporting members had a formally endorsed pro bono strategy and management structure in place in FY2016. In seventy-three percent of programs a partner was recognised as having responsibility for implementing and reporting on the firm's pro bono strategy and a third used a committee to assist with the management and delivery of these programs. AusLSA will consider opportunities to gain a deeper understanding of the way in which management responsibility and effectiveness influences pro bono programs for next year's report.

Almost three quarters of all members are signatories to the National Pro Bono Aspirational Target. Forty-three percent of AusLSA's Executive Members had now met the 35-hour aspirational target and further fourteen percent had set a goal date by which to meet it.

The results demonstrate a strong commitment to pro bono legal services amongst AusLSA's members.

Opportunities and Priorities

Establishing and maintaining an effective pro bono legal program brings with it a number of inherent challenges and opportunities but most importantly a sustainable pro bono practice requires a strong pro bono culture which has the support of management. Building this foundation usually takes time.

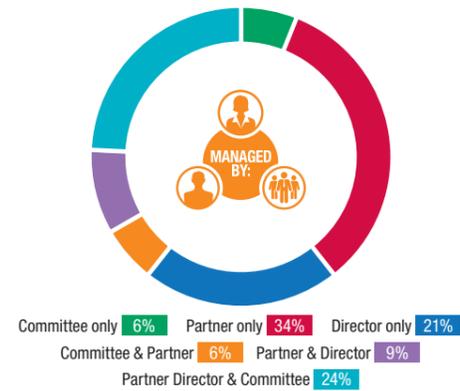
Improvements to drive better outcomes generally exist for those firms who don't follow established best practice processes and behaviours. *The Australian Pro Bono Best Practice Guide* identifies the key elements of a best practice pro bono program. Guidance on developing a sustainable pro bono practice is provided in the Australian Pro Bono Centre's publication, *The Australian Pro Bono Manual – A practice guide and resource kit for law firms* (3rd ed). The Manual discusses the various challenges associated with pro bono legal programs and tools to address them.

In working towards the primary goal of a pro bono program firms have the opportunity to form stronger connections to the communities in which they operate. Relationships with community legal organisations, such as community legal centres and pro bono referral organisations, are key to the development of an effective pro bono program. For guidance on developing these relationships the Australian ProBono Centre has published, *Pro bono partnerships and models – A practical guide to What Works* (2nd ed).

FORMAL STRATEGY



MANAGEMENT & ACCOUNTABILITY

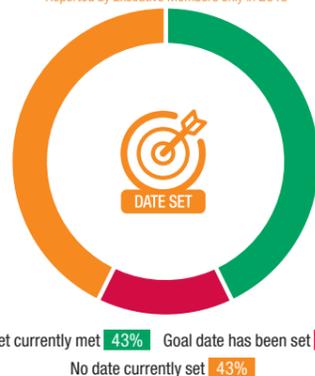


ASPIRATIONAL TARGET SIGNATORY



ASPIRATIONAL TARGET PLANNED DATE

Reported by Executive Members only in 2016



NON LEGAL VOLUNTEERING

Skilled non-legal volunteering plays an important part in a law firm's community support program and is greatly valued by the recipients. Organisations asking for volunteer help require the experience and knowledge of lawyers, managers and support staff for a broad range of roles including governance, planning, management and administration functions. This volunteering can also add a synergistic impact on partner organisations, improving the outcomes from pro bono legal work provided.

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.

Volunteering is an act of freewill and so opportunities need to be attractive and varied and volunteers should personally value the difference they make. Just as not all accountants want to be the treasurer and not all IT specialists will want to maintain the computers at an NGO, some lawyers may enjoy volunteering in a non-legal capacity as it provides a break from their legal work and allows them to follow other interests or causes. This may include unskilled volunteering work.

2016 Results

Eighty-eight percent of firms actively support their employees and partner's participation on boards and administrative positions in not-for-profit community organisations. Seventy-seven percent said their partners and employees currently sat on company boards.

Eighty-five percent also have programs in place that coordinate skilled and non-skilled non legal volunteering programs for staff including; various charity events and appeals, blood donations, student tutoring and mentoring, local community sporting days, secondments to NGOs.

Forty-two percent of reporting firms allocated paid volunteer time for employees to participate in their volunteering programs, although the participation rate of non-legal volunteering at our Executive Member firms was only fourteen percent.

Opportunities and Priorities

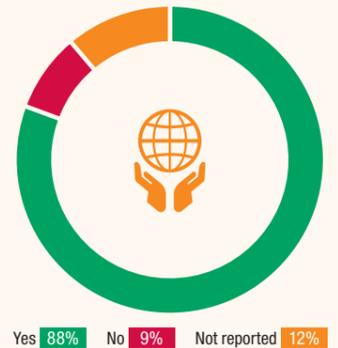
The commitments and objectives of non-legal volunteering programs or initiatives are a matter for individual law firms but in general they involve significant time and financial costs. There are opportunities to improve the returns of this investment to the community, law firms and to staff that generally apply across Australian professional organisations.

While there are good systems in place to record lawyer time afforded to both pro-bono legal matters and other volunteering activities, there are often no systems in place to record the volunteering time of business and support staff, therefore, some of the valuable time spent by these employees might be understated. Improved monitoring and evaluation systems would also assist in the case of social return on investment calculations.

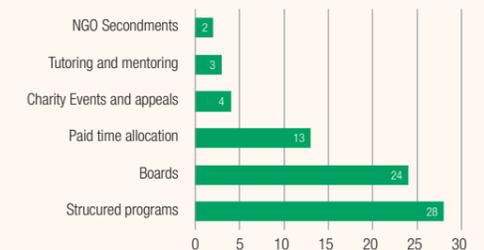
Non Legal volunteering programs can be improved through:

- an increased and consistent commitment by the firm through a clearer connection to selected programs, the recognition of staff who participate and promoting the positive outcomes these programs achieve
- stronger relationships with charities and communities to identify and coordinate the best volunteering opportunities for the firm, the community and the staff involved
- a strategic approach to integrating volunteering with other organisational relationships including community giving and pro bono support and
- systems to record the time spent and the benefits from volunteering for non-legal staff should be implemented to ensure capture of the most accurate data possible.

SUPPORT & COORDINATION



INITIATIVES



CORPORATE GIVING

A great workplace-giving program plays an important part in a great workplace culture. Studies show that eighty-five percent of employees think it's important to 'give back' through work. In addition to making a positive contribution to society, workplace-giving programs can help attract and retain employees and lead to higher productivity and motivation.

Australian charities receive around \$6.8 billion in donations and bequests per annum which comprises about seven percent of their income. Donations from businesses in Australia are over \$850 million or thirteen percent of this donated income. Volunteers also contribute over 600 million hours to non-profit organisations in equivalent to 320,000 full-time jobs worth over \$14 billion.

Not-for-profit organisations provide important services to most Australians and play an invaluable role in responding to community needs, building social capital and bolstering resilience. These organisations contribute around \$55 billion to the country's economy, almost 4 percent of GDP. Donations, therefore, provide important benefits to charities and direct deduction from employees' salaries ensures that more money directly and consistently reaches the cause. These donations are usually 'untied' which allows the charity greater freedom and flexibility to allocate the funds to the area which needs them most. Contributions from workplace-giving programs are often matched by employers, making them doubly valuable to the chosen charity.

Employees at professional services firms are three times more likely than average to give using their company's workplace-giving program with almost twenty percent of staff making regular donations of \$70 a month to charity to charities. Topped up by company matching the average monthly donation amounts to \$114 per month, or more than \$1,300 a year.

2016 Results

Ninety percent of AusLSA's reporting members have a formal workplace-giving program.

Of these firms, ninety-three percent operated a program that included staff donations; eighty-nine percent of whom matched the donations made by their employees. The average participation rates for these types of programs by our Executive Members was measured at thirty-six percent.

Ninety-seven percent made corporate donations to charities with thirty-four also having established formal foundation-type structures to plan and administer their corporate giving. Firms also reported participating in giving-drives including the provision of books, food and Christmas gifts.

Opportunities and Priorities

While cash donations are clearly still the most common form of corporate support, a significant number of not-for-profit organisations also seek non-financial support such as legal pro bono support, skilled volunteers and the provision of goods and services in kind. Law firms can use this approach to broaden their engagement with their not-for-profit partners and maintain their impact if cash donations become more difficult through a tightening economy.

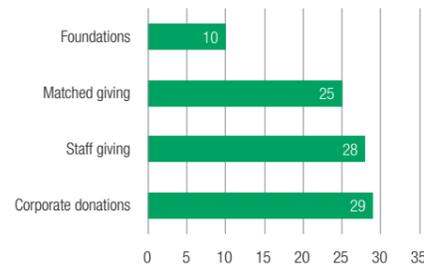
There are many variables that influence a workplace-giving program's success in addition to matched employee donations. Implementation and monitoring systems should include:

- 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.

FORMAL PROGRAM



INITIATIVES



INDIGENOUS RECONCILIATION

Aboriginal and Torres Strait Islander reconciliation encourages cooperation and improved harmony between Indigenous and non-Indigenous Australians. It provides stronger connection through a shared understanding of how history has shaped our relationships and the importance of respecting each other's culture. Reconciliation is a journey of closing opportunity gaps and building trust and respect in these relationships.

In the twenty-five years since the commencement of formal reconciliation programs in Australia the legal profession has played a unique role. Reconciliation Australia's inaugural State of Reconciliation in Australia report defines reconciliation as having five dimensions. *Historical Acceptance, Equality and Equity, Institutional Integrity, Unity and Race Relations*. The legal profession has a long history of working to improve equality and equity and reconciliation through its support for indigenous Australians in each of these five dimensions. Legal sector contributions to indigenous reconciliation include;

- support to Aboriginal and Torres Strait Islander Legal Centres
- direct pro bono services for individuals and groups
- secondments of staff both to and from firms
- strategic partnership including sponsorships, corporate giving and volunteering
- Reconciliation Action Plans through Reconciliation Australia (from the date)
- National Reconciliation Week and NAIDOC Week activities

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

RAPs provide a range of benefits to law firms including

- Aboriginal and Torres Strait Islander employer of choice opportunities
- a more culturally connected safe and tolerant workplace
- a more dynamic, innovative and diverse workforce
- market access and penetration
- better service delivery for Aboriginal and Torres Strait Islander peoples and communities.

2016 results

Fifty-eight percent of surveyed firms either have an indigenous reconciliation policy or had one in preparation. Ninety percent of these firms were implementing reconciliation action plans and had formal management structures in place to implement these policies and report progress. These structures range from internal committees, partners, directors and combinations of these.

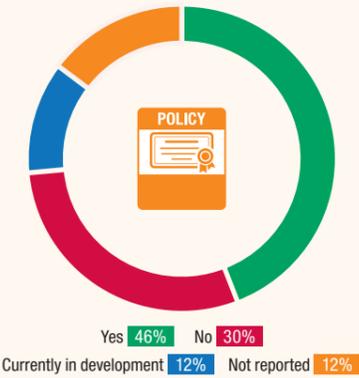
Firms were also active participants in initiatives and events to raise awareness and provide recognition to reconciliation and indigenous issues. Eleven firms participated in National Reconciliation Week activities and eleven also participated in NAIDOC week activities. Sixteen firms also provided indigenous cultural awareness training.

Opportunities and Priorities

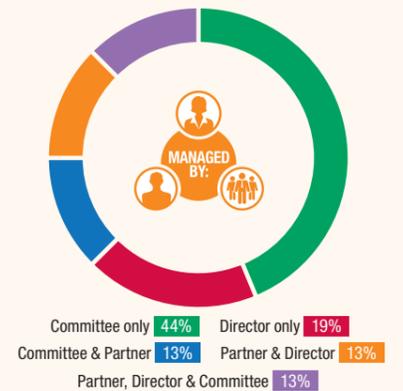
Fifty-eight percent of responding firms reported having a Reconciliation Action Plan in progress. While this doesn't indicate the remaining firms do not have strong commitments to reconciliation and supporting indigenous issues, RAPs provide a clear public statement and a management standard. They improve a firm's chances of achieving their Aboriginal and Torres Strait Islander engagement objectives of Respect - Relationships and Opportunities and implementing and measuring practical actions.

The Council of Australian Government's Closing the Gap report shows that progress on most of their important targets to monitor health and wellbeing are not improving. Having plans and policies is only one part of the challenge. It is just as important that strong leadership, commitment, diligence and transparency are brought to these plans so they can be effective in changing established beliefs, behaviors and outcomes. This requires real engagement with a firm's leadership, employees, stakeholders and meaningful connections with Aboriginal and Torres Strait Islander stakeholders.

FORMAL POLICY



MANAGEMENT & ACCOUNTABILITY

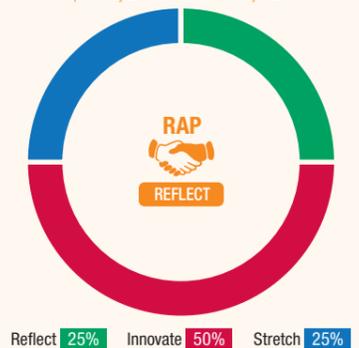


INITIATIVES



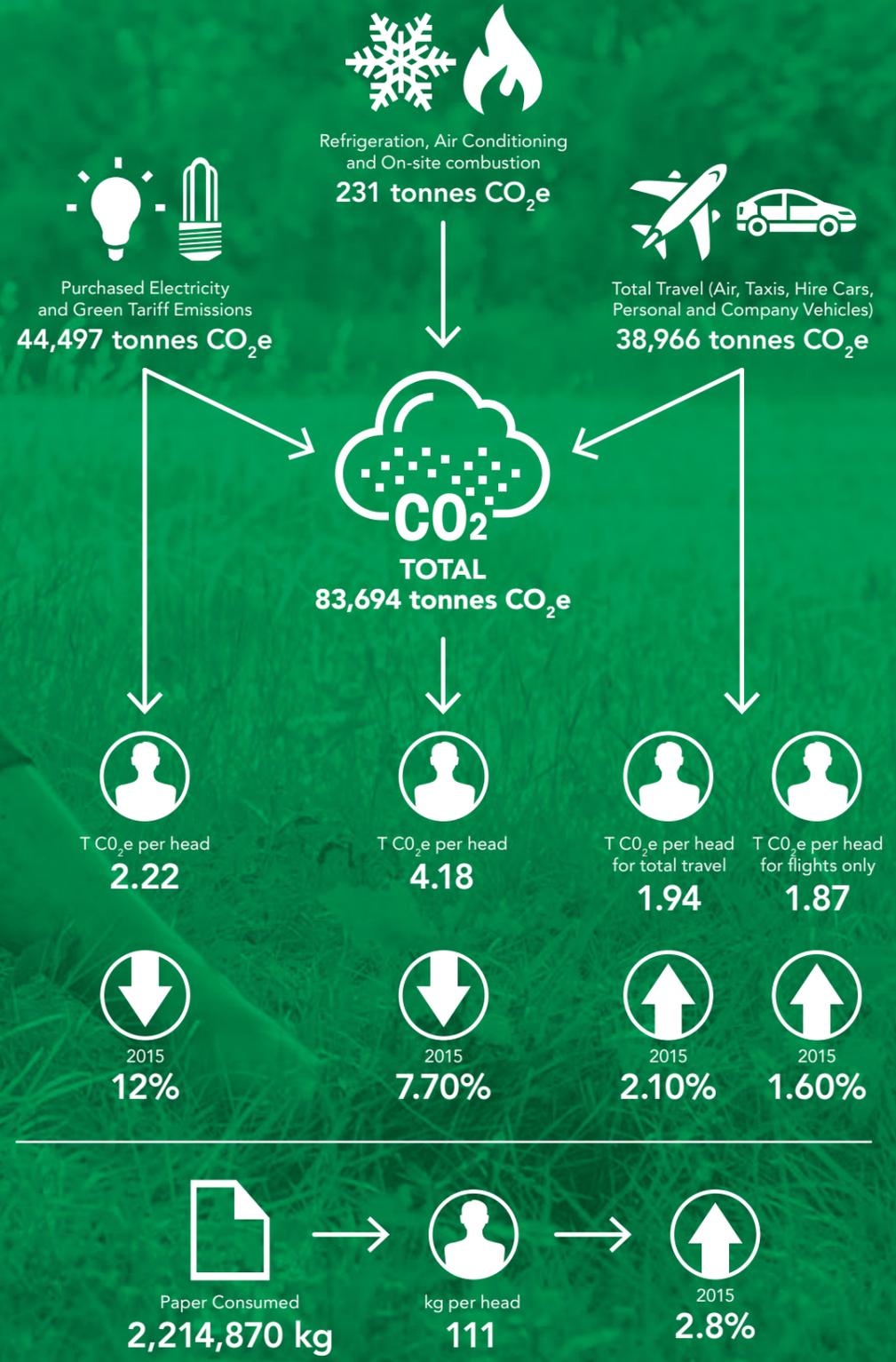
RAP LEVEL

Reported by Executive Members only in 2016



ENVIRONMENTAL PERFORMANCE

A SNAPSHOT



Environment



ENVIRONMENTAL PERFORMANCE

While the AusLSA Sustainability Insight report is expanding to include the four major pillars of sustainability reporting, the material environmental issues continue to be an important focus for management and reporting.

The most important environmental impacts that arise from the operation of Australian law firms are caused by:

- 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.

The environment section also reports on the growing commitments of members to mitigate the greenhouse impacts of their operations through the purchase of carbon offsets and renewable electricity.

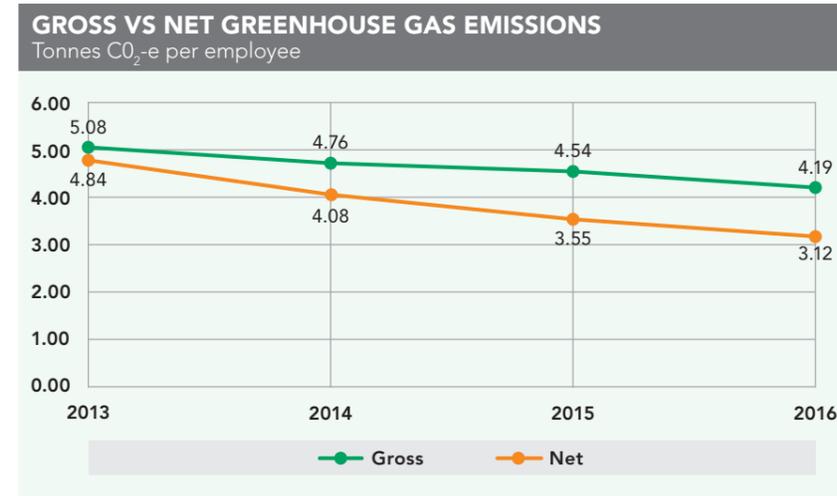
2016 Performance

Thirty-four member firms submitted data to AusLSA this year, however one new member firm has elected not to publish their data. This represents a total headcount of 19,994, which is one percent lower than last year.

We are pleased that AusLSA members have been reporting general improvements in these environmental aspects since reporting commenced in 2010.

This year's members' total greenhouse gas emissions which come from office-based electricity and gas consumption, plane and car travel and the use air conditioners and fridges have decreased again. This year's reduction is of eight percent per employee. This represents a saving of 8,000 tonnes of CO2 (the equivalent of 445 households).

We also report on net greenhouse gas emissions which are the total emissions combined with the levels of renewable electricity used and the carbon-based offsets purchased. Increases in renewable electricity and carbon offsets purchased have acted to reduce the net emissions by twelve percent this year and by thirty-six percent since 2013.



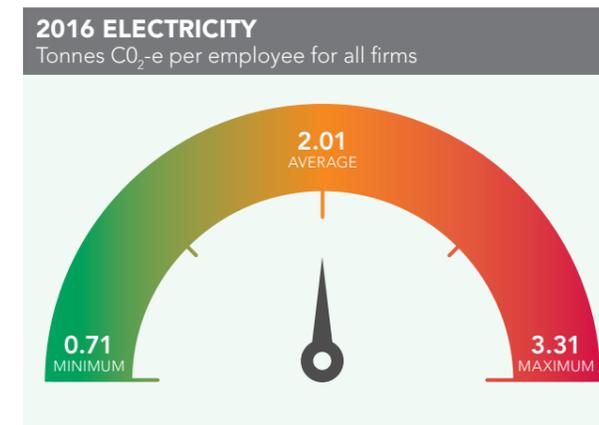
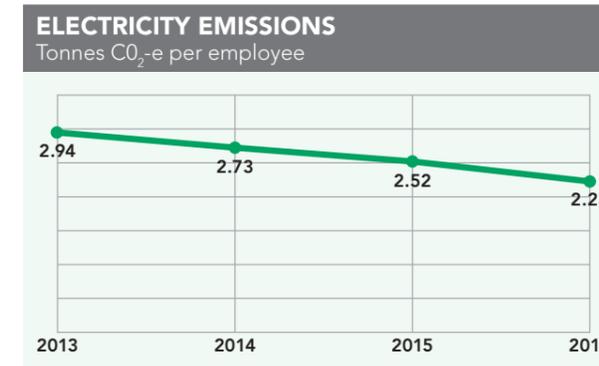
ELECTRICITY

2016 Performance

Our highest source of carbon emissions in law firms comes from the consumption of coal-fired electricity. Firms often make the most significant improvement to energy efficiency through scheduled technical and building changes, however these can generally incur significant costs and so are often triggered by new building fitouts and equipment leases.

It is pleasing that our member firms have made consistent ongoing improvements in this area. This year total greenhouse gas emissions from the use of electricity reduced by twelve percent per head which is a reduction of twenty-four percent since 2013.

The ongoing adoption of new energy efficient technologies and transition of law firm offices to new buildings and fitouts is expected to continue. We can therefore expect to see ongoing saving in this area in the years to come.

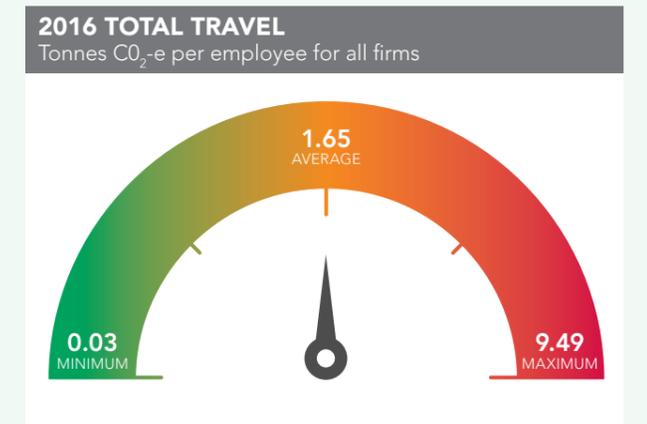
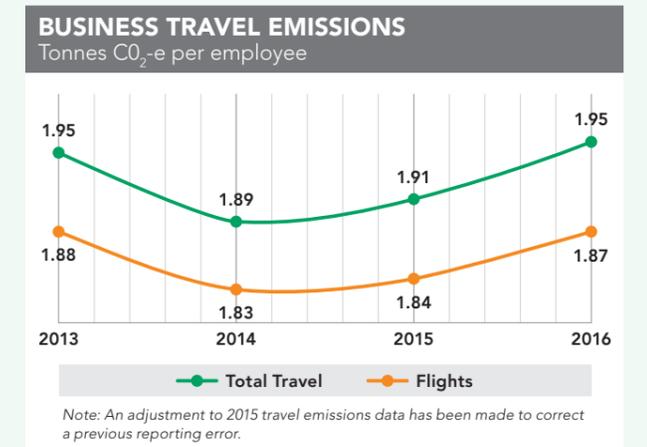


BUSINESS TRAVEL

2016 Performance

The pleasing reduction in electricity use from members' offices have been partially offset by an increase in business travel this year. In 2016 members' greenhouse gas emissions per employee from travel increased by 2.1 percent, reverting to the similar levels reported in 2013. This increase is being driven by increases in emissions from flights and is generally reflected across the different firm types and sizes. The increase is related to changes in the number and mix of legal matters currently serviced by members as well as management and administration processes.

Business travel contributes forty-six percent of members' greenhouse gas emissions. It is currently the second largest source of carbon emissions behind building energy use but this 'gap' is getting smaller. Business travel will always be an important input for many client matters, however cost savings and improved environmental performance can be achieved if the uptake of alternatives, such as video conferences continues and travel is managed more effectively.



PAPER USE

2016 Performance

The use of paper continues to be a necessary feature of providing legal services and is influenced by the number and type of matters a firm undertakes. The overall consumption of paper for all member firms this year increased by 2.8 percent per head however there has been a longer term trend of reducing paper use which has dropped 10 percent since 2013.

This year's increase is relatively low and is an unexpected departure from the six-year trend. It is pleasing, however, to see that many firms have implemented technology and behavioural initiatives to reduce the need to use paper and are obtaining paper from more sustainable sources. Given the increasing investment in paperless technologies and processes by AusLSA members we don't believe that this year's increase represents a reversal of the longer term trends. The anomaly is most likely to be caused by potential differences between reported paper purchases, paper stocks and actual paper use for the period.

The reported data shows wide variations in paper use across all firms, ranging from twenty-nine kg per person to one hundred and eighty-seven kg per person, with an average of 110kg per person. The spread between the best and average poorer performance shows a strong potential for further improvement at many firms and across the sector.

PAPER USE

kg per employee



PAPER CONSUMPTION

Tonnes CO₂-e per employee for all firms



RENEWABLE ELECTRICITY AND CARBON OFFSETS

2016 Performance

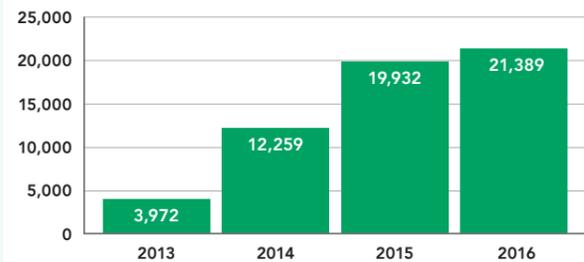
Purchase of Carbon Offsets and renewable electricity (sometimes called 'Green Energy') is often undertaken by firms who want to further reduce their environmental footprint in addition to the greenhouse gas emission savings they make through reduced usage and energy efficiency.

Offsets and renewable energy options are also utilised by firms who are seeking certification as 'Carbon Neutral', or are on their journey towards carbon neutrality. This year almost one quarter of our members reported purchased renewable electricity or carbon offset products to reduce their net greenhouse gas emissions. This includes four firms who purchased renewable electricity and six firms who chose carbon offsets (or a combination of both).

It is important to note that the emissions calculated in this report relate to the most material environmental impacts of member firms. Those firms who have become certified as 'Carbon Neutral' under the National Carbon Offset Standard (NCOS), must undertake deeper analysis of their impacts and will generally purchase a higher number of carbon offsets than are included in this report. AusLSA has made adjustments in its report to reduce the reported offsets purchased where it exceeds a firm's gross emissions.

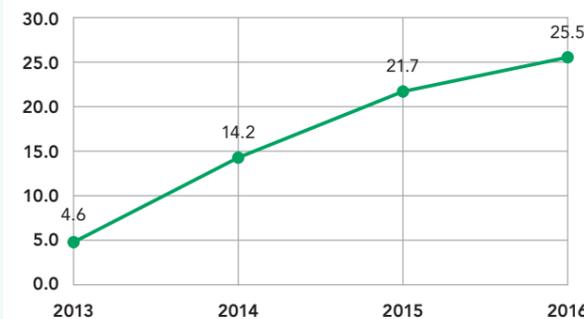
GREEN POWER AND OFFSETS

All firms CO₂-e



GREEN POWER AND OFFSETS

as a % of Total Emissions



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

RECYCLING AND WASTE MANAGEMENT

2016 Performance

Waste is highly visible and can be relatively easy to recycle, so when many organisation's think about going green it's one of the first thing that comes to mind.

A typical office can produce large volumes of waste. For example, an office of 100 people produces on average 20 bags of waste material a week, equivalent to filling fifty 1,100L waste bins in a year. The good thing is that much of this office waste can be and is recycled.

There are real and tangible environmental benefits of recycling at work. Reusing the physical materials from a recycled product reduces the impacts from primary production including; forestry, mining and agriculture. Recycling also greatly reduces the resources required for the processing of raw materials and manufacture of products providing:

- greenhouse benefits
- energy savings
- water savings and
- landfill space savings

There are now very good services in Australian capital cities and regional centres for the collection and processing of the most common recyclable products including paper and comingles (comprising plastic, glass and metal). Supplier arrangements for the recycling of products including toner cartridges and some ICT equipment are also common.

The AusLSA report tracks the availability of recycling services provided

- paper and cardboard,
- comingles (plastic, glass and metal),
- organics and
- e-waste (including computers, printers, phones and other communications equipment).

Participation rates in 2016 improved again in all recycling categories, except for paper which is already at 100%.

- paper recycling is universally available in all 154 offices from our reporting members - this figure has been at one hundred percent since 2013.
- comingles recycling was stable this year at ninety-eight percent of offices
- organic recycling increased from thirty-eight percent to fifty-two percent of facilities and
- E-waste recycling availability increased again this year from eighty-three percent to eighty-nine percent.

This continues a general trend of improvement since AusLSA reporting commenced in 2010. The improvements can be attributed to combination of:

- better and more accessible recycling services by service providers together with
- a greater commitment by law firms, in partnership with building managers, to implement their own recycling systems and contracts

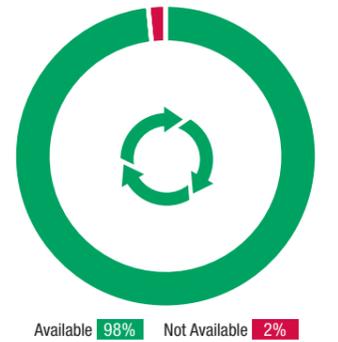
The waste management hierarchy places the recycling and recovery of materials at the bottom and the reduction and reuse of materials at the top. Interventions at the reduce and reuse end of the materials stream not only provide environmental savings but also higher financial and efficiency benefits. Law firms already have a strong focus on paper use reduction though behaviour, equipment and process changes. There are also high levels of computer equipment reuse though lease arrangements and staff purchasing.

There are however, other less regular waste streams in offices including; batteries, food waste, furniture, non-leased IT equipment and office refits. There are increasing numbers of alternative options for the recycling or donation of this equipment for reuse but these require more tailored approaches by law firms.

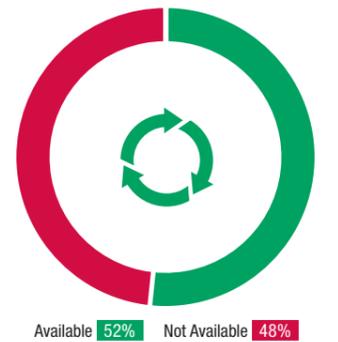
PAPER & CARDBOARD RECYCLING



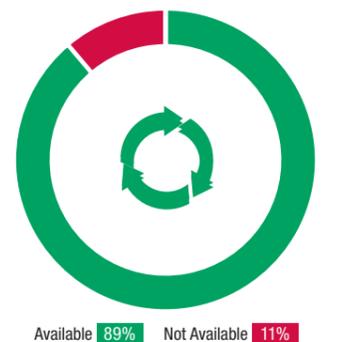
COMINGLES RECYCLING (PLASTIC, GLASS AND METAL)



ORGANICS RECYCLING



E-WASTE RECYCLING





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

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. Governance needs to deliver with ethical standards and employee conduct. This may include balancing the interests of a firm's many stakeholders, such as partners, employees, management, customers, government and the community.

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.

Governance

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

A significant portion of an organisation's sustainability impact comes hidden in the goods and services that are inputs to its business. The sustainability aspects of these supply chain inputs are sometimes obvious 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.

Expanding the scope of the impacts we consider provides a more complete view of the true sustainability of an organisation. It also allows purchasing decisions to be made which reduce these impacts and sends signals to suppliers that drive changes in practice.

A sustainable supply chain management program involves law firms altering their practices by setting standards for procurement and then actively seeking information from new and existing suppliers to assure that these standards are met. This may include considering alternative products such as changing to renewable electricity from coal fired generation or selecting organic fair trade coffee, paper from non-native forests and cleaning products which are not tested on animals.

2016 Performance

Only forty-four percent 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 eighty-six percent of these firms now apply these standards to their existing suppliers as well as when establishing new contracts.

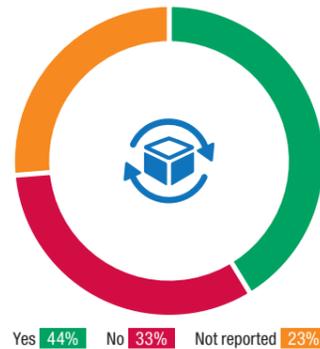
Of the thirteen firms with sustainable supply chain programs, environmental considerations were most common with all firms including it in their requirements, the next most popular elements were human rights, labour equity and fair dealing issues all featuring in ten firm's procurement choice. Gender equity issues were included by eight firms and indigenous inclusion and consumer issues were less common with only five firms each.

Opportunities and Priorities

Sustainable supply chain management is 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.

For Sustainable Supply Chain Management to be workable in the business sector it needs to be financially viable and operationally practical in addition to being ethically preferable. The transformation to this state requires an investment in better information about products and suppliers as well as more sustainable alternatives. Like other areas of sustainability this process is a journey that requires commitment, leadership and innovation. It's a challenge made easier by customers like law firms working together with suppliers to share information, systems and tools to collect and evaluate the sustainability of the products and services they procure.

FORMAL PROGRAM



STANDARDS APPLY TO



SUPPLY CHAIN CONSIDERATIONS



RISK MANAGEMENT, BUSINESS CONTINUITY, ETHICS AND CODE OF CONDUCT

The three pillars of a sustainable business and corporate citizenship include environmental, social and governance responsibility.

This year in addition to Sustainable Supply Chain Management the Australian Legal Sector Alliance has assessed the following aspects of governance:

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

Good risk management and ethical behaviours are important ingredients to firm's long term reputation and its ability to operate.

A code of conduct promotes a good social and professional culture and ethics by demonstrating how people are expected to act. The process of assessing the behaviour of employees becomes more objective when a code of conduct is used as a reference point. In the legal profession organisations codes of conduct are also reinforced by cultural and regulatory requirements of the legal profession.

Risk management not only identifies a firm's significant regulatory, financial and reputational risks 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.

2016 Performance

All reporting firms have a specific code of conduct in place that deals with ethics, including; bribery, corruption, fraud, workplace bullying and sexual harassment and had a documented complaints and grievance mechanism to address both internal and external issues. Ninety-four 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. Ninety-four percent of firms have a documented Business Continuity Plan or Emergency Response Plan which is regularly tested, with a further six percent having these plans currently in development.

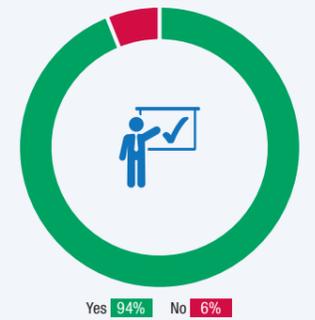
Opportunities and Priorities

In law firms, universal standards for the management of risks, continuity, ethics and the codes of conduct are guided by government regulation, state law societies, customer expectations and industry standards. The high levels of performance and compliance in these areas that are outlined by this report do not indicate clear or immediate improvement needs.

CODE OF CONDUCT



CODE OF CONDUCT TRAINING



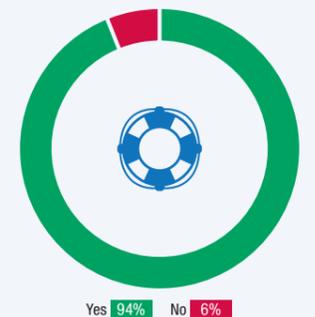
COMPLAINTS & GRIEVANCE PROCESSES



RISK MANAGEMENT PLAN



BUSINESS CONTINUITY PLAN



Executive Member Reporting



Legend



Firm operates in accordance with a formally approved policy



PARTNER Management Accountability



DIRECTOR or MANAGER Management Accountability



COMMITTEE Management Accountability



Firm has gender equity targets



Firm provides paid parental leave for primary and secondary care givers



Additional leave without pay available



Firm operates in accordance with disability standards



Staff surveys assess and communicate physical and psychological well-being



Firm has a Sustainable Supply Chain Management program



Firm's supplier standards are applied to existing suppliers



Firm's supplier standards are applied to new suppliers



Firm provides code of conduct training



Firm has documented complaints and grievance mechanisms



Firm has a regularly reviewed risk management plan



Firm has a formal Business Continuity Plan



Firm is a signatory to the Australian Pro Bono Centre Aspirational Target



Firm active supports employees and partners participating in community organisations



Firm coordinates and supports employee non-legal volunteering



Firm operates in accordance with disability standards



Firm has a Reconciliation Action Plan – Level indicated



Firm sets and monitors environmental targets



Firm has an Environmental Management System



AusLSA Environmental Management System



ISO 14001 Environmental Management System

Headcount: 1,411 (FTE) Floor Area: 37,674m²

CLAYTON UTZ: With 172 partners and 1326 employees across six offices in Australia, we have built a reputation for excellence in legal services. We are a leader across Australian law firms in corporate and social responsibility, with a strong focus on community engagement. We have financially supported our charity and pro bono partners through the Clayton Utz Foundation,

distributing \$884,000 in grants in FY16 and over \$8.3 million since 2003. We have achieved this through our commercial approach and our intuitive understanding of our clients' needs, matched with optimum skills and outstanding client service.

SUMMARY AND HIGHLIGHTS: Our vision is to be the leading Australian law firm. To achieve this, every National Practice Group has adopted the strategic objective of being, by 2017 either number 1 or 2 in the market - or well on the way to achieving this - and being a team without passengers. Our commitment to our people is central to the Firm achieving our vision and strategic objective. Our People strategy focusses on the following pillars for success:

Building a sustainable rewards strategy for all employees - our priority is to reward performance competitively and sustainably. We are the first law firm to make superannuation contributions on a component of an employee's unpaid parental leave.

Plugging capability gaps - most notably we have created a modern and compelling graduate brand and developed an International Placement Strategy.

Improving employee engagement - we have delivered strategies to directly address feedback from our employee engagement survey and are shaping an engagement framework for the future.

Partner and employee development - we continue to leverage our successful Business Excellence and National Mentoring Programs.

Diversity and Inclusion - is integral to our culture with our vision to be the leading Australian law firm embracing diversity and inclusion.

GENDER EQUITY

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equity • Pay Equity Ambassador
- Male Champions of change presentations to partners and employees • Chief Executive Partner is a BoardLinks Champion • Corporate sponsor of women on Boards • Member of the Diversity Council of Australia and sponsor its Gender Reporting Network • "Momentum" Women's initiative
- Our Deputy Chief Executive Partner (People) is a member of Chief Executive Women



FLEXIBLE WORKING

INITIATIVES:

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



DIVERSITY

INITIATIVES:

- Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting • IDAHOT Week Participation



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Signatory to the TJMF • RUOK programs participant • Confidential professional psychological support • Mental health first aid training • Founding member of Resilience@law • Mental health champion program • Targeted mental health education initiatives



PHYSICAL WELLBEING

INITIATIVES:

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



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 ISO27001 certification. The firm has mature crisis management, business continuity and disaster recovery planning which is regularly reviewed, updated and tested with external consultants.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: Pro bono is a fundamental part of Clayton Utz, and all of our lawyers are expected to provide pro bono assistance as part of their practice. We act for low-income and disadvantaged people who cannot obtain Legal Aid and the NFPs which support them, no matter where they are in Australia. In FY16, one in every 27 hours of legal work at our firm was for a pro bono client.

We have also set serious goals to assist in addressing disadvantage and supporting access to justice in communities in which we live and work. Partners and employees have direct involvement with charities through

Community Connect with 28% of the firm volunteering their time to programs this year. We have financially supported our charity and pro bono partners through the Clayton Utz Foundation, distributing \$884,000 in grants in FY16 and over \$8.3 million since 2003.

Our work with Aboriginal and Torres Strait Islander people is reflected in our Reconciliation Action Plan. In FY16 we continued to fund two Aboriginal legal scholarships, 10 partners and employees volunteered in remote communities, and events were held across our offices for NAIDOC Week and National Reconciliation Week including speakers on constitutional recognition.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

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



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Foundations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week activities
- Funding two Indigenous legal scholarships • National Reconciliation Week activities



SUMMARY AND HIGHLIGHTS: As a founding member of AusLSA, Clayton Utz promotes sustainable practices through environmental initiatives that assist us to understand the impact our business operations has on the environment. To further improve on our environmental achievements to date, we have measured our FY16 carbon emissions in line with the federal governments' NCOS program and are pleased to report this year that

Clayton Utz has fully offset its FY16 carbon emissions in line with that program. The NCOS standard requires more in-depth consideration of emission factors than is calculated in the AusLSA reporting methodology. As a result Clayton Utz have offset a total of 15,358 tonnes of emissions, however given the emissions measured by AusLSA only 6,394.45 tonnes are included in this report.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- CitySwitch Green Office • Green Star rated buildings 4-6 star • Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.31%, 19.6t)	SCOPE 2 (51.6%, 3,300t)	SCOPE 3 (48.1%, 3,075t)
SCOPE 1	Natural Gas / Onsite Combustibles	4.68	0.00	0.00	100%	6,395t	5,116t
	Company Vehicles	0.00	0.00	0.00			
	Refrigerants	14.9	0.01	0.00			
	Total Scope 1	19.6	0.01	0.00			
SCOPE 2	Electricity	3,300	2.34	0.09	80%	3,837t	2,558t
	Green Electricity	0.00	0.00	0.00			
	Total Scope 2	3,300	2.34	0.09			
SCOPE 3	Flights	2,946	2.09	0.08	60%	1,279t	
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	129	0.09	0.00			
	Total Scope 3	3,075	2.18	0.08			
	Gross emissions	6,394	4.53	0.17			
	Green Energy Tariff	0.00	0.00	0.00			
	Voluntary Carbon Offsetting	6,394	4.53	0.17			
	Net Carbon Emissions (refer Offset section, pg 24)	0.00	0.00	0.00			
	Paper Consumption (kg)	103,529	73.4	2.75			
	% Recycled Paper Consumption	10.2%					

DLA PIPER: International law firm with in excess of 10,000 staff in more than 30 countries across the world. Offices in Australia in Brisbane, Sydney, Canberra, Melbourne and Perth with a total staff of approx 650.

SUMMARY AND HIGHLIGHTS: DLA Piper's diversity aim is to increase female representation in leadership. There are set targets to:

- Increase the percentage of women at partner level to 25% by the end of 2017
- Increase the percentage of women in team leader/location head roles to 30% by the end of 2017
- Remain an employer of choice for workplace gender equality by the Workplace Gender Equality Agency

In Australia, we have a transparent talent mapping process, which identifies talent based on potential and performance. Our leadership team plays a

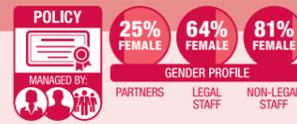
critical role in driving and supporting the business case for promotion of female talent, particularly to partnership, through individual support and sponsorship. All partners are included in unconscious bias training, and the firm conducts a rigorous gender pay equity review annually

In 2015 DLA Piper was awarded WGEA citation as an employer of choice for gender equality. We currently have 51 mentoring relationships underway nationally, 72 percent of mentees are female. We also have a strong track record in supporting parents returning to work and provide flexible work arrangements. Our current retention rate of individuals returning from parental leave is 96 percent

GENDER EQUITY

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equity



FLEXIBLE WORKING

INITIATIVES:

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



DIVERSITY

INITIATIVES:

- Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Signatory to the TJMF • Beyond Blue programs participant • RUOK programs participant • Black Dog programs participant • Confidential professional psychological support • Mental health first aid training



PHYSICAL WELLBEING

INITIATIVES:

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

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.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:

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

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: In 2015, we donated more than 200,000 hours of pro bono legal work globally

In 2016, DLA Piper launched a new Reconciliation Action Plan (RAP), which builds on our previous RAP and includes stronger commitments and targets across all offices in Australia.

Representative matters include:

Violence against women - working in collaboration with the International Center for Advocates Against Discrimination (ICAAD) to assess the structural factors that perpetuate gender inequality and violence across 12 Pacific Island countries. We have had more than 30 lawyers across our Asia Pacific offices

working on this project equating to more than 1,140 hours of pro bono legal work.

DLA Piper partnered with AIG and TrustLaw to prepare and launch the 'Road to Recovery', a first of its kind report assessing statutory compensation schemes for survivors of human trafficking in 20 jurisdictions around the world. The report describes the various state-funded compensation schemes, the barriers that particular provisions create for survivors and what constitutes best practice across the globe. It provides constructive and practical information on the available schemes to survivors of human trafficking, advocates and legal advisors. The report is the culmination of 700 pro bono hours from 40 lawyers across our global offices.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

- Boards Representation • Mentoring programs • Interview Skills • Resume Writing Training



CORPORATE GIVING

INITIATIVES:

- Christmas Appeals • Women Shelter Appeals • Team Kids Easter Appeal • One Hour Appeal,



INDIGENOUS RECONCILIATION

INITIATIVES:

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



SUMMARY AND HIGHLIGHTS: DLA Piper was 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.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- Sustainability Advantage (NSW) • CitySwitch Green Office • Green Star rated buildings 4-6 star • Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	ENVIRONMENTAL IMPROVEMENT TARGET (EMS)	ISO 14001 EMS CERTIFICATION SYSTEM (EMS)
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	3,205t
	Company Vehicles	0.00	0.00	0.00		
	Refrigerants	15.6	0.02	0.00		
	Total Scope 1	15.6	0.02	0.00		
SCOPE 2	Electricity	1,428	2.20	0.07	80%	2,564t
	Green Electricity	0.00	0.00	0.00		
	Total Scope 2	1428	2.20	0.07		
SCOPE 3	Flights	1,714	2.64	0.08	60%	1,923t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	46.0	0.07	0.00		
	Total Scope 3	1,760	2.72	0.09		
	Gross emissions	3,203	4.94	0.16		
	Green Energy Tariff	0.00	0.00	0.00	40%	1,282t
	Voluntary Carbon Offsetting	0.00	0.00	0.00		
Net Carbon Emissions (refer Offset section, pg 24)	3,203	4.94	0.16			
	Paper Consumption (kg)	104,168	161	5.10	20%	641t
	% Recycled Paper Consumption	18.4%				

Headcount: 316 (FTE) Floor Area: 8,232m²

HDY is one of Australia's leading independent law firms. Founded in 1893, today we have over 40 partners and 300 staff in Sydney, Brisbane and Canberra. Our clients are primarily from the financial services, government and corporate sectors.

Our history is an important part of who we are today. We believe in building relationships with our clients and with our people that have longevity. Our clients turn to us to partner with them on strategic, complex and sensitive matters. We are passionate about their success and we take a genuine interest

in their industry, and their business, so we can provide commercial, practical and tailored advice.

Our people are committed to making a positive difference to our community and our environment. Through the services and support we provide to the community, including our pro bono legal work, we look for opportunities to assist those members of our community who are marginalised or experiencing particular disadvantage or hardship. We also have a pledge to lessen our impact on our environment, with a focus on sustainable business practices.

SUMMARY AND HIGHLIGHTS: A key component of HDY's strategy towards 2020 is to focus on and invest in the careers of our people. We listen and respond to our people in order to make HDY a stronger workplace. This has been underpinned over the years by a strong suite of policies, which continue to be practised and enhanced.

In the last year, we retained our 'Employer of Choice for Gender Equality' citation. Our engagement score, which measures the extent to which our employees are positive advocates for the firm was 73%, against a law firm

average of 63%. 88% of our staff reported that they are proud to say they work at HDY. Significant focus has been on enhancing our diversity & inclusion efforts in gender equality, LGBTIQ inclusion, cultural diversity and indigenous and refugee career seeker programs. This culminated in the launch of our 'Together HDY' Diversity program and a week long celebration of D&I at the firm. During this week of education we announced improved paid parental leave provisions, implemented a domestic violence policy and transgender transitioning guidelines and publicly declared our support for marriage equality.

GENDER EQUITY

INITIATIVES:
Employer of Choice for Gender Equity • Pay Equity Ambassador



FLEXIBLE WORKING

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



DIVERSITY

INITIATIVES:
• Pride in Diversity Membership • LGBTIQ Awareness training • Australian Workplace Equality Index (AWEI) reporting • Partnership with Human Rights Law Center regarding Birth Certificate Reform Project • Co-signatory with Australian Marriage Equality (AME)



PSYCHOLOGICAL WELLBEING

INITIATIVES:
• Signatory to the TJMF • RUOK programs participant • Confidential professional psychological support • Mental health first aid training • Founding member of Resilience@Law



PHYSICAL WELLBEING

INITIATIVES:
• Ergonomics • Health checks • Flu vaccinations • Work based physical fitness • Well-being seminars;



SUMMARY AND HIGHLIGHTS: HDY has a Risk Management Committee, chaired by the Partner, Corporate Social Responsibility and constituted by representatives of the business services units and a number of lawyers. The Committee oversees the areas of ethics, risk management and compliance.

It is also responsible for reviewing the firm's suite of governance-related policies and associated training and development initiatives. The firm will soon be rolling out its new program of anti-discrimination, bullying and harassment training, with a particular focus on gender and LGBTIQ issues.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: HDY has recently appointed a head of CSR to support the development of an expanded Community program, built on the success of our long standing pro bono practice, and open to all legal and non-legal staff. Activities such as HDY's participation in the LEAPS youth mentoring program, our support for causes such as the Benevolent Society Race for Change, and our charitable giving form part of our Community Program.

As a law firm, pro bono remains at the heart of our Community Program. HDY provides substantial free legal assistance to people experiencing disadvantage

and not for profit organisations which assist them. In FY2016 our pro bono hours exceeded the National Pro Bono Aspirational Target, contributing an equivalent of 37.35 pro bono hours per lawyer, or 7040 hours over the year. Over past 12 months HDY has supported external clinics including the Refugee Advice and Case Work Service, Whitleion Youth Services, and Homeless Persons Legal Service. In 2015, HDY launched the Law Reform Hub, a strategic project assisting community legal centres and other NFP organisations in addressing law reform issues impacting on people experiencing disadvantage. It seconded an experienced lawyer to the Public Interest Advocacy Centre and the Welfare Rights Centre.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:
• Boards • Non Legal volunteering programs



CORPORATE GIVING

INITIATIVES:
• Corporate donations • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:
• Internship and employment programs.

SUMMARY AND HIGHLIGHTS: In June 2016, HDY were re-certified under the AusLSA EMS (AEMS) for an additional two years and our new environmental committee have set ongoing targets primarily around paper consumption and travel. As at June 30 2016, we are pleased that we have had a 16 percent decrease in paper consumption and an 8 percent decrease in electricity consumption over the previous year. Travel remains a challenge and this year there was a significant increase over last, primarily due to domestic air travel

arising as a result of the establishment of our Canberra office. International travel was in line with last year. HDY has had fairly consistent overall carbon emissions over the past several years, indicating a plateauing of what we can achieve in the current premises. As our lease expires in 2019, a strategic objective for the Environmental Committee is now to consider the environmental fit-out of any new premises.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:
• Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100% SCOPE 1 (0.27%, 2.87t)
	Company Vehicles	0.00	0.00	0.00	
	Refrigerants	2.87	0.01	0.00	
	Total Scope 1	2.87	0.01	0.00	
SCOPE 2	Electricity	574	1.82	0.07	80% SCOPE 2 (82.6%, 871t)
	Green Electricity	297	0.94	0.04	
	Total Scope 2	871	2.76	0.11	
SCOPE 3	Flights	153	0.48	0.02	60% SCOPE 3 (17.1%, 180t)
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	26.9	0.09	0.00	
	Total Scope 3	180	0.57	0.02	
	Gross emissions	1,054	3.34	0.13	40% 844t
	Green Energy Tariff	297	0.94	0.04	20% 211t
	Voluntary Carbon Offsetting	757	2.40	0.09	
	Net Carbon Emissions (refer Offset section, pg 24)	0.00	0.00	0.00	
	Paper Consumption (kg)	40,669	129	4.94	
	% Recycled Paper Consumption	0%			



Headcount: 510 (FTE) Floor Area: 11,320m2

MADDOCKS: We work collaboratively with our clients to build strong, sustainable relationships - our longest is now more than 100 years old. Our lawyers aim to deliver consistently high standards of service, and we understand the importance of accessibility, responsiveness and transparency. Working with us, you'll enjoy open communication, meaning well scoped, appropriately resourced and effectively managed matters.

Our clients tell us they come to Maddocks because we have the expertise they require, delivered with a strong emphasis on personalised service. They value our lawyers because we are welcoming, we value long-term relationships and provide

clear commercial advice.

Our culture is based on inherent core values that are promoted and observed across the firm:

- Integrity
- Stewardship
- Collaboration and working together in promoting the interests of the firm
- Commitment to doing things better through excellence, change and innovation
- Respect for the value of the individual and diversity.

SUMMARY AND HIGHLIGHTS:

Achievements:

- Formalised unconscious bias training
- The EO&D Committee developed a plan to assist senior partners and staff transition to retirement
- Established and launched an LGBTI networking group - Maddocks Pride
- Implemented a diversity calendar in the staff newsletter showing days of significance to people of different cultural and religious backgrounds
- Conducted a gender pay gap analysis
- Conducted a flexibility survey, resulting in refining the structure of our policies enabling people to apply for flexible arrangements more readily, and further support for carers provided to promote flexible work practices

FY16 commitments:

- Appoint a Diversity & Inclusion Manager
- Develop and launch the first Diversity & Inclusion Strategy
- Attain WGEA Employer of Choice for Gender Equality for the 13th consecutive year
- Provide increased guidance and support to staff (predominantly females) intending to take, or are on, parental leave
- Increase productivity and engagement among staff regardless of where and when work is performed - through improved remote access
- Review people policies to ensure language does not inadvertently exclude particular groups
- Review recruitment practices and implement blind cv application process

GENDER EQUITY

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equity • Pay Equity Ambassador
- Unconscious Bias training • Parental Leave executive coaching



FLEXIBLE WORKING

INITIATIVES:

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



DIVERSITY

INITIATIVES:

- Pride in Diversity Membership • LGBTI Awareness training • IDAHOT Week Participation
- LGBTI networking group (internal and external events planned) • Wear it Purple day morning tea, with donations to LGBTI youth-related charities • IDAHOT day awareness campaign • Inclusive leadership training from Diversity Council Australia



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Signatory to the TJMF • RUOK programs participant • Black Dog programs participant
- Confidential professional psychological support • Meditation • EAP information and development sessions and access to website



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Health checks • Flu vaccinations • EAP programs run by Assure



SUMMARY AND HIGHLIGHTS: Our Environment Committee monitors the environmental impact of our business activities. Maddocks seeks to lead by example through the adoption and implementation of environmentally sustainable practices.

We support ongoing initiatives that will have a positive impact on the environment. Most of these have been directed toward reducing the impact of air travel, office waste, paper use, energy use, and the associated contribution to greenhouse gas emissions.

FY15 Achievements:

- 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)

FY16 Commitments

1. Monitor the results of environmental campaigns implemented in FY15
2. Investigate opportunities for organic composting being incorporated into each tenancy
3. Continue to investigate and improve environmental sustainability in the supply chain for goods procured by Maddocks
4. Enhance the Environmental Management System and processes for collating data and processing data
5. Establish initiatives to improve employee awareness and engagement with environmental impacts

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.

SUMMARY AND HIGHLIGHTS:

1. Increased our pro bono work to a value of \$2.85 million compared to \$2.73 million last year
2. Provided grants to Australian charitable organisations through The Maddocks Foundation including Haymarket Foundation and Hanover Welfare Services (now Launch Housing)
3. Supported a range of organisations with donations through the Small Grants Program with Maddocks staff also volunteering in many of the organisations
4. Provided ongoing financial support to the arts community and continued partnerships with the National Gallery of Victoria, National Gallery of Australia and the Museum of Contemporary Arts.

Maddocks is a signatory to the National Aspirational Pro Bono Target administered by the National Pro Bono Resource Centre. The aspirational target is 35 hours per year per fulltime lawyer.

This year, Maddocks achieved an outcome of 32 hours per full-time lawyer, a considerable increase on last year's achievement of 24.59 hours. We are moving closer to our target and remain committed to achieving it in the future.

A total of 83% of Maddocks partners and lawyers have provided some pro bono legal services during the year, compared to 57% in FY14. In addition, 32% of our lawyers exceeded the aspirational target of 35 hours.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

- Boards • Non Legal volunteering programs • Launch Housing • Interview skills training
- Resume writing • Mentoring programs



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Foundations



INDIGENOUS RECONCILIATION

INITIATIVES:

- Cultural awareness training

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

During FY16, 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.

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

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- ECO-Buy • Earth Hour



	EMISSION TYPE	TONNES CO ²	PER EMPLOYEE	PER FLOOR AREA M ²		SCOPE 1 (0.08%, 1.36t)	
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	SCOPE 2 (77.5%, 1,386t)	1,790t
	Company Vehicles	0.00	0.00	0.00			
	Refrigerants	1.36	0.00	0.00			
	Total Scope 1	1.36	0.00	0.00			
SCOPE 2	Electricity	1,386	2.72	0.12	80%	1,432t	
	Green Electricity	0.00	0.00	0.00			
	Total Scope 2	1,386	2.72	0.12			
SCOPE 3	Flights	376	0.74	0.03	60%	1,074t	
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	24.8	0.05	0.00			
	Total Scope 3	401	0.79	0.04			
	Gross emissions	1,789	3.51	0.16	40%	716t	
	Green Energy Tariff	0.00	0.00	0.00	20%	SCOPE 3 (22.4%, 401t)	358t
	Voluntary Carbon Offsetting	0.00	0.00	0.00			
	Net Carbon Emissions (refer Offset section, pg 24)	1,789	3.51	0.16			
	Paper Consumption (kg)	58,779	115.25	5.19			
	% Recycled Paper Consumption	88.1%					

Headcount: 410 (FTE) Floor Area: 7,495m²

MCCULLOUGH ROBERTSON is a leading Australian independent law firm with sector specialists combining legal expertise with deep sector knowledge and foresight. With offices in Brisbane, Sydney, Melbourne and Newcastle, the firm provides innovative, relevant and commercial legal solutions to major corporate, government and high net worth individuals

across Australia and internationally. Established in 1926, the firm's major focus areas are the resources, food and agribusiness, technology, infrastructure, telecommunications, health and life sciences, real estate and financial services sectors.

and their community. They will be interesting and interested and will think "out of the office" when looking for solutions to problems. They will also be focused on contributing to, and sharing in, the future success of their team and the firm.

Our achievements include WGEA Employer of Choice for Women, a finalist in this year's Legal Innovation index awards, eight finalists in the Australia Law Awards for 2016 and extensive recognition in industry journals and publications.

McCullough Robertson received the Open Minds Workplace Award in the 2016 Queensland Mental Health Week Achievement Awards in 2016.

SUMMARY AND HIGHLIGHTS: Our HR strategy is wrapped around the three pillars Clients, Colleagues and Community. Our goals concentrate around being a good employer and a good steward in our broader community.

Our people strategy aligns with these goal and is summarised in the following statement:

We want our people to have a strong connection to McCullough Robertson, as partners, as employees and Alumni. They will strive to be generous, down to earth, committed and commercial in their dealings with each other, their clients

GENDER EQUITY

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equity • Pay Equity Ambassador
- Male Champions of Change



FLEXIBLE WORKING

INITIATIVES:

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



DIVERSITY

INITIATIVES:

- Out for Australia • Attend events



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Signatory to the TJMF • Beyond Blue programs participant • RUOK programs participant
- Confidential professional psychological support • Mental health first aid training



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Health checks • Flu vaccinations • Work based physical fitness
- Nutrition & Eye testing



SUMMARY AND HIGHLIGHTS: We adopt a corporate leadership model with senior management responsibility resting with the Executive Committee and Business Unit Leaders (BULs). The Executive (consisting of four equity Partners, one of whom is the Chair) is responsible for setting the strategic direction and reviewing performance. The BULs are responsible for day-to-day management, implementing the strategic plan and managing financial performance. Industry Groups coordinate our "go to market" approach and report to the Executive. Our Chief Operating officer (COO) works with the Executive and BULs and is responsible for the Business Support Services functions.

Our committees report to Executive:

- Ethics: assess and manage potential conflicts of interest and ethical issues

- Risk: monitor claims, complaints, risk management program outcomes and other risk issues, identify trends, implement strategies to minimise risk and continuously improve our risk management systems
- Diversity and Inclusion: review and change work practices with a view to making 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.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

INITIATIVES:

The firm has a list of preferred suppliers for all purchasing who must have a current sustainability policy. Purchase decisions for significant equipment require that higher weighting be given to equipment that is energy efficient and reduces waste and other environmental impacts. When buying cars we will take into consideration environmental issues (e.g. diesel or cost effective hybrids).

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: Our strategy includes pro bono work, scholarships, partner and staff donations 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
- inclusion and diversity.

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 and corresponding tax concession endorsement advice • employment relations • intellectual property • privacy • property.

As a founding member of the Queensland Public Interest Law Clearing House (QPILCH), we accept pro bono matters referred from QPILCH, and participate in a number of clinics that support self represented litigants.

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

In 2009 we established the McCullough Robertson Foundation as a vehicle to formalise our charitable activities.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

- Boards • Non Legal volunteering programs



CORPORATE GIVING

INITIATIVES:

- Foundations • Staff giving • Matched giving • All employees engage in our Christmas giving program, which is run in association with the Barnardos Gifts and Women's Shelters for kids Christmas gift appeal, donations for Dress Down Days supporting charities, donations to the Foundation in lieu of birthday cakes and donations for a Melbourne Cup event.



INDIGENOUS RECONCILIATION

INITIATIVES:

- Reconciliation Action Plan • NAIDOC Week activities • Internship and employment programs



SUMMARY AND HIGHLIGHTS: McCullough Robertson's environmental initiatives are coordinated by an Environmental Committee made up of the COO, one Partner, three lawyers, a BDM representative 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.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- Green Star rated buildings 4-6 star • Earth Hour • Recycling (batteries, paper, organic waste, general waste and coffee pods)



	EMISSION TYPE	TONNES CO ²	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.02%, 7.49t)	SCOPE 2 (64.7%, 650t)	SCOPE 3 (34.6%, 348t)
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	1,006t	
	Company Vehicles	3.00	0.01	0.00			
	Refrigerants	4.49	0.01	0.00			
	Total Scope 1	7.49	0.02	0.00			
SCOPE 2	Electricity	650	1.59	0.09	80%	804t	
	Green Electricity	0.00	0.00	0.00			
	Total Scope 2	650	1.59	0.09			
SCOPE 3	Flights	324	0.79	0.04	60%	603t	
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	23.9	0.06	0.00			
	Total Scope 3	348	0.85	0.05			
	Gross emissions	1,005	2.45	0.13			
	Green Energy Tariff	0.00	0.00	0.00	40%	402t	
	Voluntary Carbon Offsetting	0.00	0.00	0.00			
	Net Carbon Emissions (refer Offset section, pg 24)	1,005	2.45	0.13			
	Paper Consumption (kg)	57,346	140	7.65	20%	201t	
	% Recycled Paper Consumption	1.05%					

Further Information www.mccullough.com.au

Headcount: 900 (FTE) Floor Area: 24,647m²

NORTON ROSE FULBRIGHT is a global law firm. We provide the world's pre-eminent corporations and financial institutions with a full business law service. We have 3800 lawyers and other legal staff based in more than 50 cities across Europe, the United States, Canada, Latin America, Asia, Australia, Africa, the Middle East and Central Asia.

Recognized for our industry focus, we are strong across all the key industry

sectors: financial institutions; energy; infrastructure, mining and commodities; transport; technology and innovation; and life sciences and healthcare.

Wherever we are, we operate in accordance with our global business principles of quality, unity and integrity. We aim to provide the highest possible standard of legal service in each of our offices and to maintain that level of quality at every point of contact.

SUMMARY AND HIGHLIGHTS: Diversity and Inclusion is a critical business issue at Norton Rose Fulbright in Australia and globally. We aim to leverage the rich diversity of our workforce including diverse perspectives, cultural backgrounds, skills and opinions to provide better solutions for our client. Our Diversity and Inclusion strategy is broad in its remit and covers the full spectrum of focus areas such as cultural diversity, those with caring responsibilities, gender diversity, disability and sexual orientation and gender identity.

In 2016, we have over 26% female partners and 20% of our Australian Partnership Council members are women. In 2015, we were awarded a Workplace Gender Equality Agency Employer of Choice for Gender Equality Citation. We have a range of diversity and inclusion programs and initiatives including inclusive leadership for partners, formal mentoring and career strategies programs for senior female lawyers and we have various networks in place to create support

structures such as our Pride Network and our Flex-ability Network. Globally, we have an established D&I Advisory Council comprised of the most senior partner from each of the Norton Rose Fulbright regions lead by Sally Macindoe, Partner and Global Head of D&I. We also have technical diversity and inclusion specialists supporting our programs.

We strive to maintain and improve the mental health of our people and to foster a workplace where mental health problems are understood without stigma. We have a comprehensive mental health and well-being policy and offer a variety of learning and development and professional support opportunities, based on the individual needs of our people. Our programs and services are extensive, integrated and evidence-based, and are available to not only our people but we now provide extensive consulting services to our clients in this area.

GENDER EQUITY

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equity • Pay Equity Ambassador
- Career Strategies program for high potential women • Annual gender pay equity reviews (partners and staff)



FLEXIBLE WORKING

INITIATIVES:

- Flexible hours of work • Part time work • Unpaid leave • Telecommuting • Job sharing
- Carers leave • Purchased annual leave • Paid parental leave • Flex-ability network
- Flexible work tools • Flexible work champions



DIVERSITY

INITIATIVES:

- Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting • AWEI 2016 Top 20 Employer recognition • Pride Network • IDAHOT week
- World Aids Day • Sydney Gay & Lesbian Mardi Gras • Mid Summa participation • Signatory to the open letter in support of marriage equality • Asian talent pipeline program • *Leading in the Asian Century* study sponsorship (DCA) • Tool to capture demographic data • Australian Network on Disability Silver member • Workplace Adjustments Policy • Return to work from parental leave transition coaching • Pre-parental leave programs for parents to be • Unconscious Bias workshops.



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Signatory to the TJMF • RUOK programs participant • Confidential professional psychological support • Mental health first aid training • Employee Assistance program • Mental health literacy masterclasses • Mental Health First Aid • Adaptive Mindset for Resiliency and regular 'lunch and learn' sessions • access to Employee Assistance Program • active member of Resilience@law working group • In 2013 we were awarded the Mental Health First Aid Australia Workplace Award



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Flu vaccinations • Parents rooms • Building accessibility reviews • Wellbeing lunch n learn sessions



SUMMARY AND HIGHLIGHTS: We understand that the way in which we operate has an impact on our environment and community. We are committed to operating in a socially responsible way. An important part of improving our

environmental and social performance is ensuring that our commitment to social responsibility is reflected in our supply chain. Accordingly, we have implemented the NRFA Supplier Social Responsibility Principles.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:

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



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: Our Corporate Social Responsibility program is made by up of five separate but overlapping pillars - charitable giving, volunteering, pro bono, reconciliation and sustainability.

Our charitable giving program has local, national and global elements. Our local charity committees in each office undertake our fundraising and charitable activities through charitable causes and activities which are relevant and meaningful to their location and people. We also participate in global charitable initiatives, for example, our recent global challenge supporting Special Olympics.

Through our partnership with the Australian Business Community Network our employees volunteer and provide mentoring and skills development support to students from high needs schools across Australia.

Our dedicated pro bono team coordinates our contribution to increasing access to justice and legal support for a number of disadvantaged members of the community including Indigenous Australians, refugees and victims of family violence.

In September 2014 we launched our first Reconciliation Action Plan (RAP) with a number of actions aimed at increasing our respect and relationships with and opportunities for Indigenous peoples and communities within our business. We were selected as a finalist for the 2016 Queensland Reconciliation Awards.

Our dedicated sustainability working group manage our impact on the environment and our sustainability initiatives.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

- Boards • Non Legal volunteering programs



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:

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



SUMMARY AND HIGHLIGHTS: We understand that the way in which we operate has an impact on our environment and the community. We are committed to acting in a socially responsible and sustainable way. As part of the preparation of our Environmental Management System, we have undertaken an analysis of its activities and an assessment of the environmental aspects and impacts of those activities. Our EMS contains an Aspects and Impacts Register in accordance with the requirements of

ISO14001:2004 Environmental Management Systems - Requirements and Guidance for Use. We have also established a national Environmental Sustainability Working Group, which is a diverse group that includes partners, professional staff, HR, IT, facilities, corporate services and risk & compliance team members. The working group meets regularly to discuss our progress in achieving our emissions reduction targets.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- Earth Hour • World Environment Day



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0%, 0t)	SCOPE 2 (59.3%, 2,083t)	SCOPE 3 (40.7%, 1,429t)
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	3,510t	
	Company Vehicles	0.00	0.00	0.00			
	Refrigerants	0.00	0.00	0.00			
	Total Scope 1	0.00	0.00	0.00			
SCOPE 2	Electricity	2,083	2.31	0.08	80%	2,808t	
	Green Electricity	0.00	0.00	0.00			
	Total Scope 2	2,083	2.31	0.08			
SCOPE 3	Flights	1,377	1.53	0.06	60%	2,106t	
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	52.6	0.06	0.00			
	Total Scope 3	1,429	1.59	0.06			
	Gross emissions	3,512	3.90	0.14	40%	1,404t	
	Green Energy Tariff	0.00	0.00	0.00	20%	702t	
	Voluntary Carbon Offsetting	0.00	0.00	0.00			
	Net Carbon Emissions (refer Offset section, pg 24)	3,512	3.90	0.14			
	Paper Consumption (kg)	120,410	134	4.89			
	% Recycled Paper Consumption	0%					

Further Information www.nortonrosefulbright.com/au/corporate-responsibility/

SWAAB ATTORNEYS is a multi-award winning, mid-sized commercial law firm offering legal services across a number of core practice areas and industry groups. With 14 partners we have been helping our clients' businesses grow for over 30 years. We have strong capabilities in the areas of commercial and corporate law and our large private client practice provides family law, estate planning and other high net worths personal services. In

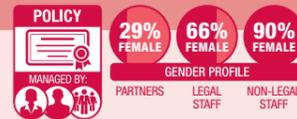
recent years, we have been recognised for both our excellent client service and our exceptional work environment. We also have a number of international clients for whom we act as attorneys and agents to assist them with their introduction to Australia's business landscape and the development of their business in Australia.

SUMMARY AND HIGHLIGHTS: We place a high value on the well-being of our people. Our Managing Partner is on the board of the Tristan Jepson Memorial 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. This year we have offered to our people participation in a tailored mindfulness meditation and stress reduction program called Thrive which is a program aimed at giving our people necessary tools to better understand their stress response and give

them the tools to deal with stress. We are revamping our reward and recognition program "Swaab Superstar" which has been in place for a number of years. This year we formally adopted the Law Council's Diversity and Equality Charter. 29% of our partners are female 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.

GENDER EQUITY

INITIATIVES:
• Law Council Diversity • Equality Charter



FLEXIBLE WORKING

INITIATIVES:
• Flexible hours of work • Part time work • Telecommuting • Unpaid leave • Carer's leave



DIVERSITY

INITIATIVES:
• Law Council • Diversity • Equality Charter



PSYCHOLOGICAL WELLBEING

INITIATIVES:
• Signatory to the TJMF • RUOK programs participant • Confidential professional psychological support • Thrive stress reduction and meditation program



PHYSICAL WELLBEING

INITIATIVES:
• Ergonomics • Flu vaccinations • Subsidised gym membership • Thrive stress reduction and meditation program • Optum EAP



SUMMARY AND HIGHLIGHTS: Swaab Attorneys 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. We became 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.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:
• Environment • Fair Operating Practices



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



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 Tristan Jepson Memorial 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. Two years ago we partnered with Corporate Citizen to launch our workplace giving program, and continue to actively support this. We hold a number of fundraising events throughout the year and any money raised during firm activities is matched by Partners.

LEGAL PRO BONO

Further information from AusLSA
The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:
• Boards • Mentoring through the Law Society NSW Young Lawyers Mentoring Program



CORPORATE GIVING

INITIATIVES:
• Corporate donations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:
• Internship and employment programs in development



SUMMARY AND HIGHLIGHTS: We are committed to our green initiatives, both simple and complex, which include stationery recycling drives, waste recycling, reducing power usage through such initiatives as lighting reductions

and introduced utilities such as follow me print to avoid unnecessary printing. We are currently developing a paper-lite program to encourage everyone to reduce paper use.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:
• Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.69%, 1.37t)	SCOPE 2 (90.0%, 179t)	SCOPE 3 (9.33%, 18.5t)
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	200t	
	Company Vehicles	0.00	0.00	0.00			
	Refrigerants	1.37	0.02	0.00			
	Total Scope 1	1.37	0.02	0.00			
SCOPE 2	Electricity	179	2.55	0.08	80%	160t	
	Green Electricity	0.00	0.00	0.00			
	Total Scope 2	179	2.55	0.08			
SCOPE 3	Flights	16.2	0.23	0.01	60%	120t	
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	2.35	0.03	0.00			
	Total Scope 3	18.5	0.26	0.01			
	Gross emissions	199	2.84	0.09	40%	80t	
	Green Energy Tariff	0.00	0.00	0.00	20%	40t	
	Voluntary Carbon Offsetting	0.00	0.00	0.00			
	Net Carbon Emissions (refer Offset section, pg.24)	199	2.84	0.09			
	Paper Consumption (kg)	8,322	119	3.68			
	% Recycled Paper Consumption	2.31%					

General Members Reporting



Legend

 POLICY MANAGED BY:	Firm operates in accordance with a formally approved policy		Firm provides code of conduct training
	PARTNER Management Accountability		Firm has documented complaints and grievance mechanisms
	DIRECTOR or MANAGER Management Accountability		Firm has a regularly reviewed risk management plan
	COMMITTEE Management Accountability		Firm has a formal Business Continuity Plan
	Firm provides paid parental leave for primary and secondary care givers		Firm active supports employees and partners participating in community organisations
	Additional leave without pay available		Firm coordinates and supports employee non-legal volunteering
	Firm operates in accordance with disability standards		Firm operates in accordance with disability standards
	Staff surveys assess and communicate physical and psychological well-being		Firm sets and monitors environmental targets
	Firm has a Sustainable Supply Chain Management program		Firm has an Environmental Management System
	Firm's supplier standards are applied to existing suppliers		AusLSA Environmental Management System
	Firm's supplier standards are applied to new suppliers		ISO 14001 Environmental Management System

Headcount: 177 (FTE) Floor Area: 4,027m²

OUR FIRM

ALLEN & OVERY is one of the elite global law firms with 44 offices in 31 countries and over 5200 staff worldwide. As a global business, we recognise that we need to address the challenges of diminishing resources and increased demand by improving our environmental performance and

managing our impacts. Our initiatives are shared across our international offices. All of them are underpinned by our integrated ISO 14001/50001-certified environment and energy management system and continuing executive membership of the UK's LSA and membership of the AusLSA.

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.

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.

GENDER EQUITY

INITIATIVES:
• A&O's 20:20 gender diversity goal aims at increasing the number of women in the partnership to 20% by 2020.



FLEXIBLE WORKING

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



DIVERSITY

INITIATIVES:
• LGBTI Awareness training • A&Out Network/Allies program



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) - Sponsored staff outdoor and sporting activities



PHYSICAL WELLBEING

INITIATIVES:
• Ergonomics • Health checks • Flu vaccinations • Work based physical fitness



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.

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.

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

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:
• Human Rights • Labour • Environment



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: A&O's pro bono and community investment programme uses the skills and time of our people to tackle pressing social issues. We organise our volunteering work around two major themes – access to justice and access to education and employment. We bring together our resources and experience on multi-jurisdictional projects, as well as addressing the local need in communities.

A&O have contributed pro bono legal advice to the Centenary Institute, including an agreement with University of Sydney giving Centenary access to laboratory space within Charles Perkins Centre for up to 40 researchers. A&O is also a member of the NSW Government's Expert Advice Exchange, under

which, we assisted the Newtown Neighbourhood Centre with advice regarding its governance structure, board and membership process.

We have a relationship with Lady Lawley Cottage, a residential respite care service for children with disabilities. We are a stakeholder in the WA Law Access advisory committee overseeing the clearing house, a system designed to help people obtain pro bono legal assistance in areas of law where there is limited or no assistance available from Legal Aid or any other agency.

A&O is a member of the ABCN which is focused on supporting education initiatives.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

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



CORPORATE GIVING

INITIATIVES:

• Corporate donations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:

• Cultural awareness training

SUMMARY AND HIGHLIGHTS: Allen & Overy's environmental programs are global in approach and local in implementation. With a three-year, global environment strategy focusing on four themes of energy management; environmental risk management; supporting the business develop impact-reduction initiatives; and advanced knowledge-building across the global network, Allen & Overy continues to reduce our impacts. Being the first major law firm in the UK to have an integrated ISO14001/50001 energy and environmental management system certified in 2015 demonstrates our commitment to advanced thinking and operational delivery of environmental

management best practice. The on-going, global success of our approach and strategy has underpinned by the deployment of a global environmental and energy performance management system, development of a trained cadre of users and environmental champions representing every office supported by substantial investment in energy consumption reduction initiatives such as lighting replacements and video-conferencing facilities.

Allen & Overy is proud to be an Aus-LSA member as yet another public demonstration of our commitment to managing our energy and environmental impacts.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

• Green Star rated buildings 4-6 star • Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²		SCOPE 1 (0.05%, 1.02t)
SCOPE 1	🔥 Natural Gas / Onsite Combustibles	0.02	0.00	0.00	100%	2,210t
	🚗 Company Vehicles	0.00	0.00	0.00		
	❄️ Refrigerants	1.00	0.01	0.00		
	Total Scope 1	1.02	0.01	0.00		
SCOPE 2	💡 Electricity	529	2.99	0.13	80%	1,768t
	🌱 Green Electricity	0.00	0.00	0.00		
	Total Scope 2	529	2.99	0.13		
SCOPE 3	✈️ Flights	1,671	9.44	0.41	60%	1,326t
	🚗 Car Travel (Taxis, Hire Cars and Personal Vehicles)	10.2	0.06	0.00		
	Total Scope 3	1,681	9.50	0.42		
	Gross emissions	2,212	12.5	0.55		
	🌱 Green Energy Tariff	0.00	0.00	0.00	20%	884t
	🌳 Voluntary Carbon Offsetting	0.00	0.00	0.00		
	Net Carbon Emissions (refer Offset section, pg 24)	2,212	12.5	0.55		
	📄 Paper Consumption (kg)	7,454	42.1	1.85		
	♻️ % Recycled Paper Consumption	0%				

OUR COMMUNITY

OUR ENVIRONMENT

Headcount: 1,042 (FTE) Floor Area: 26,369m²

OUR FIRM

ALLENS is a leading law firm with offices across Australia and Asia and, through our alliance with Linklaters, has a global network spanning 40 offices and 29 countries.

Our clients recognise us for our commerciality, professionalism, integrity and technical expertise.

We have some of the world's longest ongoing client relationships, stretching back more than 175 years, and we work with many of the world's leading

organisations - including 55 of the world's top 100 companies and more than 75 of Australia's top 100 companies.

As a firm we recognise that we have broad responsibilities to our people, their families and the communities in which we live. We also see our extensive client relationships as an important component of our corporate responsibility and aim to support our clients and the market in moving toward a sustainable economy.

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.

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

In 2015, we were named by the Workplace Gender Equality Agency as an Employer of Choice for Gender Equality (the eleventh consecutive time we have been awarded this citation) and were recognised as a Top 10 Employer for LGBTI inclusion in the Pride in Diversity 2016 Australian Workplace Equality Index. We support marriage equality and were also one of the first organisations in Australia to become a signatory to the UN Women's Empowerment Principles.

GENDER EQUITY

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equity • Women at Allens Program that facilitates various internal and external events, seminars and initiatives.



FLEXIBLE WORKING

INITIATIVES:

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



DIVERSITY

INITIATIVES:

- Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting • IDAHOT Week Participation • LGBTI network • ALLin, for all employees who identify as LGBTI as well as their supporters, associates, parents and friends.



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Signatory to the TJMF • Beyond Blue programs participant • RUOK programs participant • Confidential professional psychological support • Mental health first aid training • RUOK Resilience at Law 'Look Deeper' campaign



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Health checks • Flu vaccinations • Work based physical fitness • Gym memberships



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 requirements of which are underpinned by standards in the firm's Code of Business Conduct and Ethics Guide. The firm's Ethics Committee also provides guidance and training to staff.

Allens is committed to sustainable procurement and has a Sustainable Procurement Policy and guidelines. 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 Equitable Briefing Policy to encourage briefing practices that promote gender equality in the legal profession.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:

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



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: Allens' Community Engagement Program includes our pro bono practice, Reconciliation Action Plan (RAP), sustainability work and philanthropy. Across our Program, we focus on the issues that matter, and where our people can contribute their skills and resources to make a real difference; alleviating disadvantage, human rights, reconciliation and protecting the environment. We encourage courageous leadership, enthusiastic engagement by our people and collaborative engagement with community organisations, clients and others in the legal sector. Our Program is overseen by a Community Engagement Board and managed by a dedicated team.

Our pro bono practice is an integral part of Allen's legal work. We give free

legal assistance to disadvantaged individuals and to a range of NGOs to promote access to justice and protect human rights. We aim for an average of at least 50 hours of 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.

Last year Allens launched our fourth RAP to demonstrate our continued commitment to reconciliation. Through our RAP initiatives, Allens creates employment opportunities, builds capacity through staff secondments and supports access to quality education.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

- Staff secondments to Aboriginal and Torres Strait Islander organisations through Allens' partnership with Jawun • Skilled volunteering for community organisations in areas such as human resources and publications.



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week activities • National Reconciliation Week activities • Staff secondments to Aboriginal and Torres Strait Islander organisations through Allens' partnership with Jawun and the Empowered Communities Project • Founding member of Supply Nation • Thought leadership through support of constitutional recognition • Membership of BCA Business Indigenous Network and Legal Profession Reconciliation Network.



SUMMARY AND HIGHLIGHTS: Allens has a longstanding commitment to sustainability that is inspired and driven by a network of Footprint Committees, made up of partners and employees. Allens was the first law firm to achieve certification as carbon neutral under the Australian Government's Carbon Neutral Program (for our Australian offices). We have also obtained certification for our AusLSA Environmental Management System.

This year, our continued efforts to reduce our energy use, greenhouse gas

emissions and paper use have included completing the firm's migration to more efficient virtual servers, rolling out follow-me printing in all of our offices and moving to more energy efficient premises in Brisbane.

Through our Footprint Committees, we also participated in Earth Hour, World Environment Day, National Plant-a-Tree Day and Ride to Work Day, and organized staff events and seminars to promote awareness of environmental issues and encourage the adoption of environmentally responsible practices.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- CitySwitch Green Office • Earth Hour • World Environment Day • Allens' Australian offices are certified as carbon neutral under the Australian Government's Carbon Neutral Program • Footprint Committees in each office organise environmental initiatives, events and staff seminars.



SCOPE	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.19%, 13.3t)	
					100%	6,865t
SCOPE 1	Natural Gas / Onsite Combustibles	2.50	0.00	0.00	80%	5,492t
	Company Vehicles	0.00	0.00	0.00		
	Refrigerants	10.8	0.01	0.00		
	Total Scope 1	13.3	0.01	0.00		
SCOPE 2	Electricity	3,453	3.31	0.13	60%	4,119t
	Green Electricity	0.00	0.00	0.00		
	Total Scope 2	3,453	3.31	0.13		
SCOPE 3	Flights	3,356	3.22	0.13	40%	2,746t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	41.2	0.04	0.00		
	Total Scope 3	3,397	3.26	0.13		
	Gross emissions	6,864	6.59	0.26		
	Green Energy Tariff	0.00	0.00	0.00		
	Voluntary Carbon Offsetting	6,864	6.59	0.26		
	Net Carbon Emissions (refer Offset section, pg 24)	0.00	0.00	0.00		
	Paper Consumption (kg)	83,345	80.0	3.16		
	% Recycled Paper Consumption	93.7%				1,373t

OUR COMMUNITY

OUR ENVIRONMENT



ASHURST is a leading global law firm with a rich history spanning almost 200 years. We currently have 25 offices in 15 countries and a number of referral relationships that enable us to offer the reach and insight of a global network, combined with the knowledge and understanding of local markets. With over 400 partners and a further 1,450 lawyers working across 10 different time zones, we are able to respond to our clients wherever and whenever they need us. Ashurst is committed to creating a world leading pro bono practice

and aims to do this by developing leading local pro bono programmes in each office in Ashurst's network and by developing cross-border pro bono projects which enable Ashurst's offices to work together to tackle global and regional social justice issues. The global Corporate Responsibility (CR) programme, pro bono practice and diversity and inclusion programme aim to be complementary and support the firm's other work and its clients where appropriate.

SUMMARY AND HIGHLIGHTS: Ashurst is proud of its commitment to diversity and inclusion (D&I) and its strategy to support this, designed to:

four principal strands of diversity: Gender, LGBTI, Multiculturalism and Disability & Resilience.

- Embed a culture of transparency and openness within the firm, to reporting on progress and raising awareness of unconscious bias
- Ensuring employees feel judged solely on ability with equal opportunity to reach their potential; and
- Ensuring that partners understand the role of D&I in business and are accountable for a proactive approach to engaging with key issues.

Ashurst is recognised as an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency (WGEA) in Australia. 2016 marked the 14th consecutive year Ashurst has been recognised by the WGEA (and its predecessor the EOWA). We are the only law firm to have held the citation continuously since its inception.

The firm's vision - to be the best advisor for our clients and to offer our people an exceptional place to work - depends on, and is underpinned by, achieving a diverse and inclusive organisation.

Our Diversity and Inclusion Advisory Group, comprising ten partners and the D&I team, advises on and oversees implementation of this strategy, focusing on

GENDER EQUITY

- INITIATIVES:**
- International Women's Day • Employer of Choice for Gender Equity • Male Champions of Change



FLEXIBLE WORKING

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



DIVERSITY

- INITIATIVES:**
- Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting • IDAHOT Week Participation • Wear it Purple Day Celebration • Formal support of Australian Marriage Equality



PSYCHOLOGICAL WELLBEING

- INITIATIVES:**
- Signatory to the TJMF • RUOK programs participant • Confidential professional psychological support • Mental health first aid training • Wellbeing officer programme



PHYSICAL WELLBEING

- INITIATIVES:**
- Ergonomics • Flu vaccinations • Subsidised gym memberships



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.

These values are 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.

Governance is a fundamental priority for legal service providers, and is core to all of the firm's activities. It is important to both Ashurst and our clients to follow our values of collaboration, accountability, integrity, innovation and excellence.

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

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

- SUPPLIER STANDARDS COVER:**
- Human Rights • Labour • Environment • Fair Operating Practices • Consumer Issues • Community • Indigenous Inclusion • Gender Equality



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: Central to Ashurst's approach to supporting communities is our commitment to creating a world leading pro bono practice. Our Board has set an annual pro bono target of 52 hours for each of our lawyers. Our pro bono clients experience the same levels of service as our commercial clients. These legal services are provided in accordance with our established pro bono criteria.

Ashurst is also committed to being a sustainable global law firm which delivers positive impacts for its employees, clients, profession, environment and the communities in which it is based. CR at Ashurst is integrated with the firm's strategy, is a core component of the firm's culture and is a reflection of Ashurst's values (Collaboration, Excellence, Innovation, Integrity & Accountability) in action.

Ashurst aims to:

- Contribute to communities in which it is based, with a focus on supporting the most marginalised and disadvantaged;
- Strive for business community leadership and operate in accordance with the highest professional standards in each jurisdiction Ashurst is based;
- Ensure the firm's values, ethics and transparency underpin all interactions with its stakeholders; and
- Work to reduce the environmental impact of its operations in each jurisdiction in which Ashurst is based.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

- INITIATIVES:**
- Non Legal volunteering programs • Student mentoring • Community volunteering.



CORPORATE GIVING

- INITIATIVES:**
- Staff giving • Collection drives (eg: books, food, Christmas gifts) • Project Funding



INDIGENOUS RECONCILIATION

- INITIATIVES:**
- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week activities • Legal assistance through Ashurst's pro bono practice • Legal secondment at NAAJA in Katherine, NT • Internship and employment programs • National Reconciliation Week activities



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.

In Australia, we have relaunched office environment committees in our Sydney, Melbourne and Brisbane offices this year. These committees meet regularly to plan for and drive local environment initiatives.

ENVIRONMENTAL MANAGEMENT

- INITIATIVES:**
- Green Star rated buildings 4-6 star • Earth Hour • Clean Up Australia Day (Melbourne) • National Tree Day (Sydney and Melbourne) • Awareness raising events.



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²		SCOPE 1 (0.18%, 15.1t)	SCOPE 2 (37.6%, 3,060t)	SCOPE 3 (62.3%, 5,080t)
SCOPE 1	Natural Gas / Onsite Combustibles	7.99	0.01	0.00	100%	8,155t		
	Company Vehicles	0.00	0.00	0.00				
	Refrigerants	7.08	0.01	0.00				
	Total Scope 1	15.1	0.01	0.00				
SCOPE 2	Electricity	3,060	2.74	0.09	80%	6,524t		
	Green Electricity	0.00	0.00	0.00				
	Total Scope 2	3,060	2.74	0.09				
SCOPE 3	Flights	4,929	4.41	0.15	60%	4,893t		
	Car Travel (Taxi, Hire Cars and Personal Vehicles)	150	0.13	0.00				
	Total Scope 3	5,080	4.54	0.16				
	Gross emissions	8,155	7.29	0.25	40%	3,262t		
	Green Energy Tariff	0.00	0.00	0.00	20%	1,631t		
	Voluntary Carbon Offsetting	0.00	0.00	0.00				
	Net Carbon Emissions (refer Offset section, pg 24)	8,155	7.29	0.25				
	Paper Consumption (kg)	111,893	100	3.45				
	% Recycled Paper Consumption	0.04%						

Headcount: 502 (FTE) Floor Area: 14,289m²

BAKER & MCKENZIE is unique among law firms in Australia in our ability to deliver the knowledge, experience and capabilities of our global network to our clients in the local market. Australian companies benchmark themselves against the best practice in their sectors, globally, not just domestically. We provide our clients with the innovative legal solutions they expect from a leading global law firm, together with commercial pragmatism and seasoned experience. Our Australian practice was established in Sydney in 1964, in

Melbourne in 1982 and in Brisbane in 2014. Our lawyers work seamlessly with our global colleagues, collectively providing a capacity of more than 5,000 qualified lawyers and 8,000 professional staff in 77 locations across 47 countries. We advise on market-leading transactions in key practice areas and industry sectors. We source and co-ordinate an increasing number of significant cross-border assignments emanating from Australia for market-leading companies.

SUMMARY AND HIGHLIGHTS: Baker & McKenzie is committed to diversity, inclusion and workplace flexibility.

• 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:

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

- 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

GENDER EQUITY

INITIATIVES:
• International Women's Day • WGEA Employer of Choice for Gender Equity
• Pay Equity Ambassador • Male Champions of Change • BakerWomen program designed to support progression and advancement of women



FLEXIBLE WORKING

INITIATIVES:
• Flexible hours of work • Time in lieu • Part time work • Job sharing • Telecommuting • Unpaid leave
• Carer's leave • Purchased leave • Leave of absence



DIVERSITY

INITIATIVES:
• Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting • IDAHOT Week Participation • Principal sponsor of the Out for Australia program
• Wear it Purple Day • World's Aids day participation



PSYCHOLOGICAL WELLBEING

INITIATIVES:
• Signatory to the TJMF • RUOK programs participant • Confidential professional psychological support • Mental health first aid training • Participation in Mental Health Month



PHYSICAL WELLBEING

INITIATIVES:
• Ergonomics • Health checks • Flu vaccinations • Work sponsored team physical fitness



SUMMARY AND HIGHLIGHTS: Baker & McKenzie is governed by a global and local management structure consisting of a global Policy Committee on which all offices are represented, an Executive Committee of 8 elected partners, regional councils and individual offices. Designated practice groups operate at the global, regional and office levels.

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 Policy Committee guides the overall strategy of the Firm and makes decisions on policy matters. The Executive conducts the day-to-day affairs of the Firm and has primary responsibility for 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

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

This comprehensive and successful governance structure demonstrates the Firm's commitment to effective governance at all level and allows the Firm's priorities to be implemented consistently across the Firm globally and in Australia.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:
• Environment • Consumer Issues



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: All our staff have opportunities to participate in a variety of community service initiatives.

Our community service programs include:

- in Sydney, the LEAPS literacy and mentoring program;
- in Melbourne, the MacChat program run by the Peter MacCallum Cancer Centre where our staff volunteers visit patients in an evening, as well as the

OzHarvest Cooking For a Cause program where our staff transform rescued food into quality meals to be delivered to charities.

Our staff also have the opportunity to join the firm's Community Service Committees which are responsible for organising awareness and fundraising for each office's nominated charities throughout the year. In FY16 our staff supported organisations such as the Refugee Advice & Casework Service (RACS), Project Futures, MS Australia and the Deafness Foundation

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

- Non Legal volunteering programs



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Staff giving



INDIGENOUS RECONCILIATION

INITIATIVES:

- Cultural awareness training



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 425 MWh.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

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



	EMISSION TYPE	TONNES CO ²	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.10%, 3.64t)
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100% SCOPE 2 (41.6%, 1,454t) 3,492t
	Company Vehicles	0.00	0.00	0.00	
	Refrigerants	3.64	0.00	0.01	
	Total Scope 1	3.64	0.01	0.00	
SCOPE 2	Electricity	1,046	2.08	0.07	80% SCOPE 3 (58.2%, 2,034t) 2,619t
	Green Electricity	408	0.81	0.03	
	Total Scope 2	1,454	2.90	0.10	
SCOPE 3	Flights	2,005	3.99	0.14	60% SCOPE 3 (58.2%, 2,034t) 2,619t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	29.3	0.06	0.00	
	Total Scope 3	2,034	4.05	0.14	
	Gross emissions	3,492	6.96	0.24	40% 1,746t
	Green Energy Tariff	408	0.81	0.03	20% 873t
	Voluntary Carbon Offsetting	1,954	3.89	0.14	
	Net Carbon Emissions (refer Offset section, pg.24)	1,130	2.25	0.08	
	Paper Consumption (kg)	55,896	111	3.91	
	% Recycled Paper Consumption	18.6%			

Further Information www.bakermckenzie.com/en/aboutus/corporate-social-responsibility

Headcount: 220 (FTE) Floor Area: 3,945m²

OUR FIRM

CARROLL & O'DEA LAWYERS, established 117 years ago, is a modern firm built on strong foundations of providing expert advice and robust advocacy for our clients.

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

Our strength is that we continue to evolve, uniting our family traditions with the latest in technology, legal knowledge and skills that benefit our clients. To view our complete history you can visit: <http://www.codea.com.au/our-firm/our-history>

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 learning 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.

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.

GENDER EQUITY

INITIATIVES:
• Pay Equity Ambassador



FLEXIBLE WORKING

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



DIVERSITY

INITIATIVES:
• Pride in Diversity Membership



PSYCHOLOGICAL WELLBEING

INITIATIVES:
• RUOK programs participant • Confidential professional psychological support

PHYSICAL WELLBEING

INITIATIVES:
• Ergonomics • Flu vaccinations • Work based physical fitness

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.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



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 Druiitt, 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.

We have been nominated for the 2016 Pro Bono firm award by Lawyers Weekly.

From our founding partners 117 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.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

• Boards • Allocation of paid volunteer time for employees



CORPORATE GIVING

INITIATIVES:

• Corporate donations • Foundations • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:

• Cultural awareness training

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.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

• Earth Hour • World Environment Day



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²		SCOPE 1 (0.34%, 1.53t)
SCOPE 1	🔥 Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	565t
	🚗 Company Vehicles	0.00	0.00	0.00		
	❄️ Refrigerants	1.53	0.01	0.00		
	📊 Total Scope 1	1.53	0.01	0.00		
SCOPE 2	⚡ Electricity	379	1.72	0.10	80%	452t
	🌱 Green Electricity	0.00	0.00	0.00		
	📊 Total Scope 2	379	1.72	0.10		
SCOPE 3	✈️ Flights	66.6	0.30	0.02	60%	339t
	🚗 Car Travel (Taxis, Hire Cars and Personal Vehicles)	4.20	0.02	0.00		
	📊 Total Scope 3	70.8	0.32	0.02		
	📊 Gross emissions	451	2.05	0.11		
	🌱 Green Energy Tariff	0.00	0.00	0.00	40%	226t
	🌳 Voluntary Carbon Offsetting	0.00	0.00	0.00		
	📊 Net Carbon Emissions (refer Offset section, pg 24)	451	2.05	0.11		
	📄 Paper Consumption (kg)	23,106	105	5.86	20%	113t
	♻️ % Recycled Paper Consumption	19.4%				
						SCOPE 3 (15.7%, 70.8t)

Further Information www.codea.com.au/our-firm/



= PARTNER



= DIRECTOR OR MANAGER



= COMMITTEE

OUR COMMUNITY

OUR ENVIRONMENT

Headcount: 85 (FTE) Floor Area: 1,664m²

COLEMAN GREIG is located in Parramatta, at the heart of Australia's fastest growing economic region. We are proud of the reputation and respect we have earned as Western Sydney's leading law firm.

Our values (people, purpose, vision and community) reflect the commitment we have to being more than simply a great law firm with highly experienced lawyers. We are an integral part of the community, working with our clients and our business partners to develop legal services and value-adding initiatives that meet the evolving needs of businesses and individuals today.

Our clients range from personal clients, through to family owned businesses, small-medium sized enterprises and subsidiaries of major multinationals as well as some of Australia's most well recognised franchise chains. Each client receives the benefit of our expertise and the results of our vision and commitment to innovation.

From expert legal advice and representation, through to educational briefings, networking forums, fundraising and support services for charities, our goal is to integrate our firm with the community in the broadest sense and provide the best possible service to clients.

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 Greig "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.

GENDER EQUITY

INITIATIVES:

- International Women's Day • Coleman Greig Women in Business Forum and event series for senior professional women and executives in western Sydney.

FLEXIBLE WORKING

INITIATIVES:

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



DIVERSITY

INITIATIVES:

- Equal Opportunity Employer



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- RUOK programs participant • Confidential professional psychological support • Mental health first aid training • We conduct mental health education as part of our Wellness Week program conducted four weeks a year.



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Health checks • Flu vaccinations • Work based physical fitness • Quarterly Wellness Week Program - different theme for each quarter.



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

In recent years we have encourage Directors to undertake the Australian Institute

of Company Directors (AICD) program and are currently enrolling our next round of Directors in the AICD program.

The firm's commitment to Law 9000/ISO best practice has ensured Coleman Greig's commitment to incremental innovation & continuous improvement has remained at the forefront of the firms operations.

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

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:

- Environment



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



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. We undertake numerous activities every year in support of a range of charities and worthwhile causes; including organising the annual Coleman Greig Challenge: Corporate for Community; to raise funds for St Gabriel's School, the Royal Institute for Deaf and Blind Children, and My Westmead.

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 \$190,000 to the local community since 2007 while the Challenge has raised over \$220,000 since 2013.

In addition we have implemented 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.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

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



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

SUMMARY AND HIGHLIGHTS: Coleman Greig Lawyers has been active in developing a variety of environment programs. The firm has been an active member of AUSLSA and has achieved Silver Accreditation in the NSW Governments Office of Environment and Heritage, Sustainability Advantage program.

The firm has an active Green Team - reviewing and providing direction on sustainable projects and opportunities within the firm.

Key Project 2015/2016

Over the last twelve months the firms 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 firms Document Management System. The ONE SOURCE project has also allowed for improved use of the firms technology investments and a significant take up of mobile applications.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- Sustainability Advantage (NSW) • Green Star rated buildings 4-6 star • Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	
SCOPE 1	🔥 Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100% SCOPE 1 (0.68%, 0.87t)
	🚗 Company Vehicles	0.00	0.00	0.00	
	❄️ Refrigerants	0.87	0.01	0.00	
	📊 Total Scope 1	0.87	0.01	0.00	
SCOPE 2	⚡ Electricity	125	1.47	0.07	80% SCOPE 2 (97.6%, 125t)
	🌱 Green Electricity	0.00	0.00	0.00	
	📊 Total Scope 2	125	1.47	0.07	
SCOPE 3	✈️ Flights	1.99	0.02	0.00	60% SCOPE 3 (1.76%, 2.24t)
	🚗 Car Travel (Taxis, Hire Cars and Personal Vehicles)	0.25	0.00	0.00	
	📊 Total Scope 3	2.24	0.03	0.00	
	📊 Gross emissions	128	1.50	0.08	40%
	🌱 Green Energy Tariff	0.00	0.00	0.00	20%
	🌳 Voluntary Carbon Offsetting	0.00	0.00	0.00	
	📊 Net Carbon Emissions (refer Offset section, pg 24)	128	1.50	0.08	
	📄 Paper Consumption (kg)	11,286	133	6.78	
	♻️ % Recycled Paper Consumption	0%			

Further Information www.colemangreig.com.au/Community.aspx



= PARTNER



= DIRECTOR OR MANAGER



= COMMITTEE

Headcount: 211 (FTE) Floor Area: 4,289m²

OUR FIRM

COOPER GRACE WARD LAWYERS is a leading Queensland based law firm with a longstanding reputation for excellence in providing legal services to a wide range of middle market enterprises across Queensland and Australia.

Our sustainability journey started in 2008 and environmental and community sustainability remains an integral part of our People + Planet programme, which connects our team, our community and our environment.

As a successful law firm we deliver exceptional outcomes for our clients, create exciting opportunities for our team and contribute meaningfully to our community.

SUMMARY AND HIGHLIGHTS: We are focused upon fostering high engagement and a high performance culture. Our people policies and integrated health and wellbeing program is designed to attract and retain the best talent, and support the 'whole individual', regardless of their background or stage of life.

Our results in this area speak for themselves:

- Engagement improved from 75% (2013) to 78% (2015), which puts CGW close to the best employers in Australia - law firm engagement average in Australia is 64%
- Our unplanned turnover of less than 15% is below average for the legal industry
- Recognised as a top performing firm by Australasian Lawyer for 'Work/Life Balance' and 'Access to Technology' in 2015

- Accredited Breastfeeding Friendly Workplace (2009-2016)
- Accredited Employer of Choice for Women (2009-2014)
- Winner of QLS Equity and Diversity Award (2013)

The firm has also recently launched a new Domestic and Family Violence Policy outlining support for team members affected by this issue specifically.

We continue to hold quarterly Spirit Awards, which recognises its team members for providing outstanding client services both to internal and external clients. Team members are presented with their Spirit Award at firm-wide morning teas, hosted by our managing partner.

GENDER EQUITY

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equity • Pay Equity Ambassador



FLEXIBLE WORKING

INITIATIVES:

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



DIVERSITY

INITIATIVES:

- LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Signatory to the TJMF • Beyond Blue programs participant • RUOK programs participant • Confidential professional psychological support • Mental health first aid training



PHYSICAL WELLBEING

INITIATIVES:

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



SUMMARY AND HIGHLIGHTS: CGW is certified as a quality assured service provider under the standard AS/NZS ISO 9001:2008 and ISO Standard Law 9000 - 2010 Legal Best Practice. In order to comply with the QMS certification requirements of AS/NZS ISO 9001:2008 & ISO Standard Law 9000 - 2010 Legal Best Practice, an administrative framework is provided for establishing, maintaining, reviewing, auditing and continually improving the quality management system.

These systems provide an essential means of communicating and monitoring our established philosophy of client care, and all team members are actively involved in the continuous development and implementation of quality initiatives. We are

registered as a quality assured supplier by the Queensland Government. CGW requires compliance with legal codes of practice (Australian Solicitors Conduct Rules 2012), statutory obligations and standards relevant to quality management.

The firm also has a business continuity plan and disaster recovery program (BCP/DRP) to protect itself and its team members in the event that an incident significantly disrupts our operation and affects our resources. Our BCP/DRP is designed to minimise the duration and disruption of any such incident and ensure a smooth, rapid and orderly recovery.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:

- Human Rights • Labour • Environment • Fair Operating Practices • Community



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: Cooper Grace Ward provides social and economic support to multiple programs that enhance and improve community welfare.

Over the last three years, Cooper Grace Ward has developed a partnership with OzHarvest, a perishable food rescue organisation that collects quality excess food from commercial outlets and delivers it to more than 800 charities.

We also participate in Red 25, the Australian Red Cross's blood donation program and the RACQ Insurance International Women's Day Fun Run. Many other charity activities take place across the firm throughout the year.

Our team has also contributed to, and participates in, the following programs:

Suited to Success clothing collections

- International Women's Day
- Movember
- Ronald McDonald House Charities

We also have a strong commitment to delivering pro bono legal services. We are a member of the Queensland Public Interest Law Clearing House (QPILCH), which provides us with the opportunity to contribute to pro bono legal services for disadvantaged members of the community.

We also provide pro bono legal services including business structuring and general legal advice to not-for-profit organisations. As a firm, we currently provide more than 30 hours' pro bono legal services per month.

OUR COMMUNITY

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

- Boards • Non Legal volunteering programs



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:

- Cultural awareness training

SUMMARY AND HIGHLIGHTS: Environmental responsibility forms a key element of CGW's corporate social responsibility. Our 'Green Team' has representatives from a cross-section of the firm and works on sustainability projects and initiatives. A key environmental achievement has been the revegetation of neglected areas near our office along the Brisbane River (North Quay) by planting more than 300 plants.

Other achievements include:

- A review of our stationery supplies reduced the range carried and increased

the proportion of environmentally friendly products stocked.

- We use bokashi bins in our café and catering kitchen to manage our food scraps and we also provide recycling facilities for spectacles, mobile phones, CDs, batteries and books.
- We provide team members with access to Go Cards for work journeys where appropriate and is a corporate supporter of CityCycle.
- All new team members receive Cooper Grace Ward-branded travel mugs to minimise their reliance on disposable coffee cups.

OUR ENVIRONMENT

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- Green Star rated buildings 4-6 star • Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	
SCOPE 1	🔥 Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100% SCOPE 1 (0.85%, 3.02t)
	🚗 Company Vehicles	0.00	0.00	0.00	
	❄️ Refrigerants	3.02	0.01	0.00	
	📊 Total Scope 1	3.02	0.01	0.00	
SCOPE 2	⚡ Electricity	308	1.46	0.07	80% SCOPE 2 (87.2%, 308t)
	🌱 Green Electricity	0.00	0.00	0.00	
	📊 Total Scope 2	308	1.46	0.07	
SCOPE 3	✈️ Flights	38.3	0.18	0.01	60% SCOPE 3 (11.9%, 42.2t)
	🚗 Car Travel (Taxis, Hire Cars and Personal Vehicles)	3.88	0.02	0.00	
	📊 Total Scope 3	42.2	0.20	0.01	
	📊 Gross emissions	353	1.68	0.08	40% 176t
	🌱 Green Energy Tariff	0.00	0.00	0.00	20% 88t
	🌳 Voluntary Carbon Offsetting	0.00	0.00	0.00	
	📊 Net Carbon Emissions (refer Offset section, pg 24)	353	1.68	0.08	
	📄 Paper Consumption (kg)	29,995	142	7.00	
	♻️ % Recycled Paper Consumption	100%			

Headcount: 1,071 (FTE) Floor Area: 28,661m²

CORRS CHAMBERS WESTGARTH Corrs is a premium independent law firm based in Australia, providing clients with world class service and innovative legal advice across the full spectrum of business law. With around 1100 employees and offices in Sydney, Melbourne, Brisbane and Perth, we have the resources to service our client's needs, no matter how large the transaction or

complex the issue. We are consistently involved in the highest profile work in Australia and Asia-Pacific region. Our Giving Back 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.

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

- 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
- Recent achievements include: 'WGEA Employer of Choice for Gender Equality', 'Diversity Law Firm of the Year' (2015 Lawyers Weekly Women in Law Awards), bronze tier in the Australian Workplace Equality Index and 127 of Corrs lawyers named in the 2017 Edition of Best Lawyers published in AFR.

We have a range of industry leading programs, policies and initiatives, including:

- Ongoing commitment to gender equality with publicly known targets, tools and training

GENDER EQUITY

- INITIATIVES:**
- International Women's Day • Employer of Choice for Gender Equity • Pay Equity Ambassador
 - Managing Partners Diversity Initiative • CommBar Equitable Briefing Charter of Commitment
 - Signatory to Law Council Australia Diversity & Inclusion Charter



FLEXIBLE WORKING

- 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



DIVERSITY

- INITIATIVES:**
- Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting • IDAHOT Week Participation • LGBTI Network • Recognition/celebration events eg Wear it Purple Day



PSYCHOLOGICAL WELLBEING

- INITIATIVES:**
- RUOK programs participant • Confidential professional psychological support • Mental health first aid training



PHYSICAL WELLBEING

- INITIATIVES:**
- Ergonomics • Flu vaccinations • Work based physical fitness • Numerous sporting offers



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.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

- SUPPLIER STANDARDS COVER:**
- Human Rights • Labour • Environment • Fair Operating Practices • Community • Gender Equality



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: Helping others is a key aspect of the culture at Corrs and can be seen every day in every office. At Corrs - through pro bono legal work, volunteering and philanthropy. Our Pro Bono & Community program shows how we respect and care for each other, our clients and our communities and is an integral part of our

future success. From local schools to global organisations, Corrs has a long and proud history of helping those in need. Corrs is committed to contributing to the broader community through our social responsibility programs. Our agenda is extensive and includes Pro Bono, Community and workplace giving.

LEGAL PRO BONO

Further information from AusLSA
The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

- INITIATIVES:**
- Non Legal volunteering programs • Allocation of paid volunteer time for employees • Clothing or toy drives • Group blood donations • Literacy buddy programs • Targeted fundraising for disaster relief • Sporting days with local youth organisations • Participation in external fundraising events.



CORPORATE GIVING

- INITIATIVES:**
- Corporate donations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

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



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 building. All office 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

Promote sustainable transport initiatives. In implementing any new procedures, processes or systems, or evaluating goods or services provided by suppliers and third parties for consumption in the Group's operations, or when acquiring an asset, Corrs takes into account the environmental impact of the procedure, goods or services provided or assets acquired.

ENVIRONMENTAL MANAGEMENT

- INITIATIVES:**
- Green Star rated buildings 4-6 star • Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.69%, 26.3t)	SCOPE 2 (54.6%, 2,083t)	SCOPE 3 (44.7%, 1,705t)
SCOPE 1	🔥 Natural Gas / Onsite Combustibles	1.55	0.00	0.00	100%	3,815t	
	🚗 Company Vehicles	0.00	0.00	0.00			
	❄️ Refrigerants	24.8	0.02	0.00			
	📊 Total Scope 1	26.3	0.02	0.00			
SCOPE 2	⚡ Electricity	2,083	1.94	0.07	80%	3,052t	
	🌱 Green Electricity	0.00	0.00	0.00			
	📊 Total Scope 2	2,083	1.94	0.07			
SCOPE 3	✈️ Flights	1,671	1.56	0.06	60%	2,289t	
	🚗 Car Travel (Taxis, Hire Cars and Personal Vehicles)	34.1	0.03	0.00			
	📊 Total Scope 3	1,705	1.59	0.06			
	📊 Gross emissions	3,815	3.56	0.13			
	🌱 Green Energy Tariff	0.00	0.00	0.00	40%	1,526t	
	🌳 Voluntary Carbon Offsetting	0.00	0.00	0.00			
	📊 Net Carbon Emissions (refer Offset section, pg 24)	3,815	3.56	0.13			
	📄 Paper Consumption (kg)	114,028	106	3.98	20%	763t	
	♻️ % Recycled Paper Consumption	0%					

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 and Perth, and a dedicated network of associate firms globally. FB Rice is well known in the Australian market for its work with the CSIRO and 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.

SUMMARY AND HIGHLIGHTS: FB Rice's key values encompass Continuous Growth, 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.

GENDER EQUITY

INITIATIVES:

- International Women's Day



FLEXIBLE WORKING

INITIATIVES:

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



DIVERSITY



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Beyond Blue programs participant • Black Dog programs participant • Confidential professional psychological support • Mental health first aid training • Resilience and stress management workshop



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Health checks • Flu vaccinations



SUMMARY AND HIGHLIGHTS: 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.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: Social responsibility is not only a policy at FB Rice, it is ingrained into our way of working. Our active engagement with humanitarian and charitable causes is a defining feature of our people, and has been since the firm began.

We think that charities and not-for-profits are pillars of our communities. This is reflected in both the organisations with whom we work and the charities that we support. Most of our pro-bono and philanthropic programs are started by our people, who have great passion and are keen to make a contribution to the communities in which we live and work.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

- Allocation of paid volunteer time for employees



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION



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.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- Green Star rated buildings 4-6 star • Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²		
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	745t
	Company Vehicles	0.00	0.00	0.00		
	Refrigerants	1.36	0.01	0.00		
	Total Scope 1	1.36	0.01	0.00		
SCOPE 2	Electricity	291	2.35	0.12	80%	596t
	Green Electricity	0.00	0.00	0.00		
	Total Scope 2	291	2.35	0.12		
SCOPE 3	Flights	447	3.61	0.19	60%	447t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	4.44	0.04	0.00		
	Total Scope 3	452	3.64	0.19		
	Gross emissions	744	6.00	0.31		
	Green Energy Tariff	0.00	0.00	0.00	40%	298t
	Voluntary Carbon Offsetting	744	6.00	0.03		
	Net Carbon Emissions (refer Offset section, pg 24)	0.00	0.00	0.00		
	Paper Consumption (kg)	7,075	57.0	2.97	20%	149t
	% Recycled Paper Consumption	0%				

Headcount: 1,122 (FTE) Floor Area: 23,495m²

GADENS is a leading, independent Australian law firm with a significant footprint in the Asia Pacific region. We have offices in Sydney, Melbourne, Brisbane Adelaide and Perth, as well as in Port Moresby. We have 137 partners and 1000 staff across all of our offices. We are a full services firm and offer a broad spectrum of legal services including: corporate and commercial; property, construction and planning; energy & resources; dispute resolution and litigation; banking and financial services; corporate risk and insurance;

employment and safety; insolvency and recoveries; and aged care, not for profit and tax. Gadens recognises that our enduring success requires economic growth that both protects and promotes social equity and ecological sustainability. We enthusiastically seek to make a difference in the world by actively contributing to the development of the communities in which we operate and through support for emerging arts.

SUMMARY AND HIGHLIGHTS: Our firm's approach to people programs is to ensure that we offer a wide range of learning interventions that suit the diverse group of employees we have working for us. This can mean the creation of bespoke learning plans, team development, and organisational strategic alignment of all capabilities.

and the organisation. Our current priorities are around leadership capabilities, working cross culturally, inclusive leadership and behavioural development. We are working to achieve this through ongoing support from our leaders, employee champions, and measuring the impact to teams through better client interactions and a higher level of engagement.

We are committed to this to ensure the longevity of our firm, and to ensure we drive a culture that recognises lifelong learning, to the benefit of our employees

GENDER EQUITY

- INITIATIVES:**
- Pay Equity Ambassador

FLEXIBLE WORKING

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



DIVERSITY

- INITIATIVES:**
- Gadens has a Diversity Committee and was awarded DiversityLaw firm of the Year in 2016



PSYCHOLOGICAL WELLBEING

- INITIATIVES:**
- Signatory to the TJMF • Beyond Blue programs participant • RUOK programs participant • Mental health first aid training



PHYSICAL WELLBEING

- INITIATIVES:**
- Ergonomics • Flu vaccinations • Work based physical fitness

SUMMARY AND HIGHLIGHTS: Gadens 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 which sets out the risk identification and management processes for Gadens operations. The framework is aligned to AS/NZS ISO 31000 and AS 3806 standards and consists of 7 pillars including Operational Risk, Governance and Ethics, Workplace Health and Safety, Quality, Procurement and Business Continuity and provides assurance over the integrity of the following aspects of our control framework.

- Quality Assurance Program based on AS/NZS ISO 9000 series - to ensure Gadens ability to consistently provide products and services to meet customer requirements, applicable statutory and regulatory requirements and to enhance customer satisfaction.
 - Compliance with all relevant Laws, Standards and Codes
 - Compliance with security requirements for information, equipment, systems and premises
 - Trust Account assurance
- As part of the governance program monthly reports are provided to the Board on risk and compliance matters.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

- INITIATIVES:**
- Gadens has developed a sustainable supply chain management program which is being progressively implemented.

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: We currently partner with a number of community based organisations, including Lilla Foundation and United Way. The Lilla Foundation is a priority of Gadens given our commitment to Indigenous education and career development. For the past 5 years we have sent a co-host of staff and clients to work in Lilla to ensure the growth and sustainability of the community. United Way works in underprivileged communities across NSW. Gadens

partners with them through their school based programs, including sending volunteers to work in their schools and drop in centers. This year we have also partnered with Guwarra, which is a subsidiary of St Andrews Cathedral School. Guwarra supports local indigenous students to have an education. Staff volunteer their time to read with primary school children at the school. This is aligned with our support of Indigenous education and career.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

- INITIATIVES:**
- Boards • Non Legal volunteering programs



CORPORATE GIVING

- INITIATIVES:**
- Corporate donations • Foundations • Staff giving



INDIGENOUS RECONCILIATION

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



SUMMARY AND HIGHLIGHTS: Gadens is committed to continually monitoring and setting objectives and targets to reduce our environmental impacts, including:

- Increasing % of energy sourced from renewable sources;
- Reducing CO2 emissions from energy consumption and travel;

- Reducing Waste production and resource recycling inc. 98% E-Waste Recycling;
- Purchasing wisely (less packaging, sustainable & recyclable materials);
- Adopting the sustainability hierarchy principle of 'avoid, reduce, re-use, recycle';
- Reducing Paper usage and purchasing 100% carbon neutral paper

ENVIRONMENTAL MANAGEMENT

- INITIATIVES:**
- ECO-Buy



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.25%, 7.36t)	SCOPE 2 (68.4%, 1,980t)	SCOPE 3 (31.3%, 906t)
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	2,895t	
	Company Vehicles	0.00	0.00	0.00			
	Refrigerants	7.36	0.01	0.00			
	Total Scope 1	7.36	0.01	0.00	80%	2,316t	
SCOPE 2	Electricity	1,571	1.40	0.07	60%	1,737t	
	Green Electricity	409	0.36	0.02			
	Total Scope 2	1,980	1.76	0.08			
SCOPE 3	Flights	881	0.79	0.04	40%	1,158t	
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	25.0	0.02	0.00			
	Total Scope 3	906	0.81	0.04			
	Gross emissions	2,894	2.58	0.12	20%	579t	
	Green Energy Tariff	409	0.36	0.02			
	Voluntary Carbon Offsetting	0.00	0.00	0.00			
	Net Carbon Emissions (refer Offset section, pg 24)	2,485	2.21	0.11			
	Paper Consumption (kg)	207,542	185	8.83			
	% Recycled Paper Consumption	47.4%					

Headcount: 576 (FTE) Floor Area: 11,315m²

OUR FIRM

GILBERT + TOBIN is a leading independent corporate law firm and a key player in the Australian legal market. From our Sydney, Melbourne and Perth offices, we provide innovative, relevant and commercial legal solutions to major corporate and government clients across Australia and internationally, particularly in the Asia-Pacific region.

With a focus on dynamic and evolving market sectors, we work on transactions and cases that define and direct the market. Gilbert + Tobin has become the legal adviser of choice for industry leaders who value our entrepreneurial culture and determination to succeed.

Gilbert + Tobin's reputation for expert advice extends across a broad range of areas including: banking and finance; corporate advisory - funds, mergers and acquisitions, private equity, capital markets, tax and stamp duty; communications and technology; competition and regulation; energy and resources; intellectual property; media; litigation and dispute resolution; and real estate and projects.

Established in 1988, Gilbert + Tobin employs more than 500 professionals. We have one of the highest proportions of female partners of any major Australian law firm. We are acknowledged as a pioneer in providing pro bono services and in our commitment to reconciliation with Indigenous Australians.

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 32% and has been over 30% for the past 8+ years. At manager level, the proportion of women is high at 58%. 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 in 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 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.

GENDER EQUITY

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equity • Pay Equity Ambassador
- Targeted development programs for women.



FLEXIBLE WORKING

INITIATIVES:

- Flexible hours of work • Time in lieu • Part time work • Job sharing • Telecommuting • Unpaid leave
- Carer's leave • Leave buy back • Compassionate leave • Emergency care leave • Guaranteed places at long daycare centre in Sydney for G+T staff.



DIVERSITY

INITIATIVES:

- Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting • IDAHOT Week Participation • Wear it Purple day • Client/advocate LGBTI events



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- RUOK programs participant • Confidential professional psychological support • Mental health first aid training • Proactive mental health awareness education • Participation in Mental Health Awareness Week • Sponsored staff outdoor and sporting activities



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Flu vaccinations • Work based physical fitness • Seminars and education
- EAP (offered to family members as well) • Salary continuance insurance.



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 reports to test internal processes and activity.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



OUR GOVERNANCE

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 2015-16, the firm completed more than 19,454 hours of pro bono work - an average of 65.3 hours per lawyer, conservatively valued at over \$8.75 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 high school and university students.

We are a proud member of the Australian Business and Community Network (ABCN). ABCN provides structured mentoring programs for disadvantaged students by partnering them with business professionals. We also support Football United and Shine for Kids, both organisations that work to empower disadvantaged youth.

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 issues vital to Australia's future including Charters of Rights, federal reform, reconciliation and native title, refugees and migration law and the challenges of responding to terrorism.

OUR COMMUNITY

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

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



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:

- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week activities • National Reconciliation Week activities • Internship and employment programs • Procurement from Indigenous businesses • Pro bono legal support prioritised for Indigenous people and organisations • Pro bono support available for Indigenous start-up businesses • High school and university mentoring programs.



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 periodically report on our environmental performance to our stakeholders.

In the reporting period we moved our Sydney office to Barangaroo, a 6-star Green Star rated building, and we have committed to maintain a 5-star Green Star rated tenancy.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- CitySwitch Green Office • Green Star rated buildings 4-6 star • Earth Hour • National Australian Built Environment Rating System (NABERS) annual assessment for all office locations • 100% Carbon neutral, sustainably harvested plantation paper used



	EMISSION TYPE	TONNES CO ²	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.71%, 15.5t)	SCOPE 2 (53.6%, 1,175t)	SCOPE 3 (45.6%, 1,000t)
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	2,190t	876t
	Company Vehicles	0.00	0.00	0.00			
	Refrigerants	15.5	0.03	0.00			
	Total Scope 1	15.5	0.03	0.00			
SCOPE 2	Electricity	1,123	1.95	0.10	80%	1,752t	1,314t
	Green Electricity	52.1	0.09	0.00			
	Total Scope 2	1,175	2.04	0.10			
SCOPE 3	Flights	932	1.62	0.08	60%	876t	438t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	67.5	0.12	0.01			
	Total Scope 3	1,000	1.74	0.09			
	Gross emissions	2,190	3.80	0.19			
	Green Energy Tariff	52.1	0.09	0.00	20%	438t	
	Voluntary Carbon Offsetting	0.00	0.00	0.00			
	Net Carbon Emissions (refer Offset section, pg 24)	21,381	3.71	0.19			
	Paper Consumption (kg)	43,086	74.8	3.81			
	% Recycled Paper Consumption	0%					

OUR ENVIRONMENT

SUMMARY AND HIGHLIGHTS: Our firm has recently appointed a Director - Pro Bono and Community to implement a structured pro bono and community program. The firm has a number of strong relationships with a number of charities and not for profits and engages in ad hoc fundraising and

support. The goal is to formalise this support with regular yearly events and to identify one community organisation per year as a focus organisation for that year which can be supported through events and fundraising.

Hall & Wilcox is a pre-eminent independent business law firm. We have offices in Melbourne, Sydney, Newcastle, Perth and Canberra, and act nationally for Australian-based clients and multinational clients with Australian interests.

We are a firm of more than 450 people, including 65 partners. We have depth and breadth of expertise across a number of practices and industry sectors.

SUMMARY AND HIGHLIGHTS:

GENDER EQUITY



FLEXIBLE WORKING

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



DIVERSITY

INITIATIVES:
• Diversity and Inclusion events program includes events focused on LGBTI inclusion



PSYCHOLOGICAL WELLBEING

INITIATIVES:
• RUOK programs participant • Confidential professional psychological support • Mental Health Training • Awareness and mindfulness program • Salary continuance



PHYSICAL WELLBEING

INITIATIVES:
• Ergonomics • Health checks • Flu vaccinations • Work based physical fitness • Group fitness classes • Subsidised fitness events • Health and fitness allowance • Salary continuance



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.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:
• Boards • Non Legal volunteering programs



CORPORATE GIVING

INITIATIVES:
• Corporate donations • Staff giving • Matched giving

INDIGENOUS RECONCILIATION

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.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:
• Earth Hour



	EMISSION TYPE	TONNES CO ²	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.60%, 3.96t)
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100% 660t
	Company Vehicles	0.00	0.00	0.00	
	Refrigerants	3.96	0.01	0.00	
	Total Scope 1	3.96	0.01	0.00	
SCOPE 2	Electricity	345	0.87	0.05	80% 528t
	Green Electricity	0.00	0.00	0.00	
	Total Scope 2	345	0.87	0.05	
SCOPE 3	Flights	290	0.73	0.04	60% 396t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	18.7	0.05	0.00	
	Total Scope 3	309	0.78	0.04	
	Gross emissions	658	1.67	0.09	40% 264t
	Green Energy Tariff	0.00	0.00	0.00	20% 132t
	Voluntary Carbon Offsetting	0.00	0.00	0.00	
	Net Carbon Emissions (refer Offset section, pg 24)	658	1.67	0.09	
	Paper Consumption (kg)	38,663	97.9	5.05	
	% Recycled Paper Consumption	0%			

HERBERT SMITH FREEHILLS: Operating from over 26 offices across Asia Pacific, EMEA and North America, Herbert Smith Freehills is at the heart of the new global business landscape providing premium quality, full-service legal advice. We provide many of the world's most important organisations

with access to market-leading dispute resolution, projects and transactional legal advice, combined with expertise in a number of global industry sectors, including energy, natural resources, infrastructure, technology and financial services.

SUMMARY AND HIGHLIGHTS: Creating a diverse and inclusive culture is a key objective in the firm's global strategic plan. The following strategies and programs support our culture:

- 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. In March 2016, we launched our Working Smarter initiative which encourages people to work in a more agile way, including from home
- Firm-funded emergency childcare
- 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.

GENDER EQUITY

- INITIATIVES:**
- International Women's Day • Employer of Choice for Gender Equity • Pay Equity Ambassador
 - Sponsorship • Inclusive leadership training • Unconscious bias training • Executive coaching
 - Flexible work • Firm funded emergency childcare • Assistance for staff traveling with a young baby



FLEXIBLE WORKING

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



DIVERSITY

- INITIATIVES:**
- Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting • IDAHOT Week Participation • Each of our Australian offices is holding a signature LGBTI event each year



PSYCHOLOGICAL WELLBEING

- INITIATIVES:**
- Signatory to the TJMF • RUOK programs participant • Confidential professional psychological support • Mental health first aid training • Professional resilience workshops • Mindfulness training



PHYSICAL WELLBEING

- INITIATIVES:**
- Ergonomics • Health checks • Flu vaccinations • Work based physical fitness • Firm sponsored events such as City to Surf



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

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

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



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 FY16, our Australian offices did over 36,000 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.

Annually the firm invests AUD\$1,000,000 to our focus areas. This includes matching staff contributions and supporting fundraising activities.

Staff volunteer in a diverse range of ways including 6 week skills sharing secondments with Jawun (Indigenous Corporate Partnerships) in the East Kimberley, supervising law students under the CareerTrackers Indigenous Internship Program, providing workshops to Yalari students, cooking meals for families at Ronald McDonald House and high school mentoring.

In 2011, we launched our first Reconciliation Action Plan (RAP) to support Aboriginal and Torres Strait Islander people. In May 2015 we launched our 'Elevate' RAP - the highest level of endorsement from Reconciliation Australia.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

- INITIATIVES:**
- Boards • Non Legal volunteering programs



CORPORATE GIVING

- INITIATIVES:**
- Corporate donations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

- INITIATIVES:**
- Reconciliation Action Plan • Cultural awareness training • NAIDOC Week activities • Funding for Indigenous education and employment programs as well as tutoring, mentoring and business skills training for Indigenous High School and University students



SUMMARY AND HIGHLIGHTS: At Herbert Smith Freehills we recognise our responsibility to ensure that our interactions with the environment are carefully managed, and that we minimise and mitigate any negative impacts from our activities. We seek to achieve this through a programme of continuous improvement, setting ourselves achievable objectives and targets for reducing our environmental impact. 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

ENVIRONMENTAL MANAGEMENT

- INITIATIVES:**
- CitySwitch Green Office • Green Star rated buildings 4-6 star • Earth Hour • World Environment Day
 - National Recycling Week • NABERS



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²		SCOPE 1 (0.13%, 12.56t)
SCOPE 1	Natural Gas / Onsite Combustibles	4.82	0.00	0.00	100%	9,880t
	Company Vehicles	0.00	0.00	0.00		
	Refrigerants	7.74	0.00	0.00		
	Total Scope 1	12.6	0.01	0.00		
SCOPE 2	Electricity	4,231	2.45	0.09	80%	7,904t
	Green Electricity	0.00	0.00	0.00		
	Total Scope 2	4,231	2.45	0.09		
SCOPE 3	Flights	5,524	3.20	0.12	60%	5,928t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	110	0.06	0.00		
	Total Scope 3	5,635	3.27	0.12		
	Gross emissions	9,879	5.73	0.21		
	Green Energy Tariff	0.00	0.00	0.00		
	Voluntary Carbon Offsetting	0.00	0.00	0.00		
	Net Carbon Emissions (refer Offset section, pg 24)	9,879	5.73	0.21		
	Paper Consumption (kg)	160,802	93.3	3.46		
	% Recycled Paper Consumption	0%			20%	1,976t

Further Information www.herbertsmithfreehills.com/pro-bono-and-citizenship

Headcount: 196 (FTE) Floor Area: 3,932m²

OUR FIRM

JACKSON MCDONALD is Western Australia's largest independent law firm employing almost 200 people including 29 partners. By offering a full range of commercial legal services for over 90 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.

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.

require all employees to display the highest standards of workplace behaviour including maintaining proper and professional working relationships at all times.

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

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

GENDER EQUITY

INITIATIVES:
• International Women's Day • Gender Pay Gap Analysis



FLEXIBLE WORKING

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



DIVERSITY

INITIATIVES:
• IDAHOT Week Participation



PSYCHOLOGICAL WELLBEING

INITIATIVES:
• Beyond Blue programs participant • RUOK programs participant • Confidential professional psychological support • Access to an Employee Assistance Program free of charge



PHYSICAL WELLBEING

INITIATIVES:
• Ergonomics • Health checks • Flu vaccinations • Work based physical fitness • Massages



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.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



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

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:
• Boards • Non Legal volunteering programs



CORPORATE GIVING

INITIATIVES:
• Corporate donations • Foundations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:
• Reconciliation Action Plan • Cultural awareness training • NAIDOC Week activities • National Reconciliation Week activities



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.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:
• CitySwitch Green Office • Earth Hour • World Environment Day



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (1.12%, 3.97t)	SCOPE 2 (73.8%, 261t)	SCOPE 3 (25.0%, 88.6t)
SCOPE 1	🔥 Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	355t	
	🚗 Company Vehicles	0.00	0.00	0.00			
	❄️ Refrigerants	3.97	0.02	0.00			
	Total Scope 1	3.97	0.02	0.00			
SCOPE 2	💡 Electricity	261	1.33	0.07	80%	284t	
	🌱 Green Electricity	0.00	0.00	0.00			
	Total Scope 2	261	1.33	0.07			
SCOPE 3	✈️ Flights	86.8	0.44	0.02	60%	213t	
	🚗 Car Travel (Taxis, Hire Cars and Personal Vehicles)	1.78	0.01	0.00			
	Total Scope 3	88.6	0.45	0.02			
	Gross emissions	354	1.81	0.09			
	🌱 Green Energy Tariff	0.00	0.00	0.00	40%	142t	
	🌳 Voluntary Carbon Offsetting	0.00	0.00	0.00			
	Net Carbon Emissions (refer Offset section, pg 24)	354	1.81	0.09			
	📄 Paper Consumption (kg)	18,081	92.2	4.60			
	♻️ % Recycled Paper Consumption	0%			20%	71t	

OUR COMMUNITY

OUR ENVIRONMENT

Headcount: 184 (FTE) Floor Area: 3,854m²

OUR FIRM

KEMP STRANG'S reputation spans across commercial law; dispute resolution & insolvency; and collections. Our award-winning, specialist service has been finely tuned over years of practice, so you know you're getting the best advice from some of the most experienced practitioners in the industry. Kemp Strang is known for its strong client relationships and commercial acumen. We

aren't just lawyers, we're corporate partners - and we understand your business. We are committed to reducing our impact on the environment and are taking steps to reduce our environmental footprint.

OUR PEOPLE

SUMMARY AND HIGHLIGHTS: Kemp Strang is committed to creating a work environment that is fair, flexible and inclusive and promotes personal and professional growth. We offer a range of flexible work options to support our employees at various stages of their lives and have a formal process to support and manage flexibility in the workplace.

and discounts, internal firm benefits and a variety of initiatives to recognise employee contribution, such as Employee of the Quarter and Year, Incentive draws and Timekeeper of the month. We ensure the well-being of our employees through firm-wide initiatives such as providing counselling services and support, presentations by external health professionals on a variety of topics, offering flu vaccinations and subsidised participation in various sporting events.

Kemp Strang provides workplace initiatives that strengthen our ability to recruit, retain and support the development of our people. We have implemented a new staff benefits program which includes a number of savings

GENDER EQUITY

FLEXIBLE WORKING

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



DIVERSITY

INITIATIVES:
• Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting • IDAHOT Week Participation • Wear it Purple day



PSYCHOLOGICAL WELLBEING

INITIATIVES:
• RUOK programs participant • Confidential professional psychological support • Mental health first aid training



PHYSICAL WELLBEING

INITIATIVES:
• Ergonomics • Flu vaccinations

OUR GOVERNANCE

SUMMARY AND HIGHLIGHTS: We have several committees that report to our Equity Partners:

- The Board
- The Risk, Compliance & Sustainability Committee
- The Work, Health and Safety Committee
- The K.S. Awareness Group (internal and external community initiatives group)
- Our Pro Bono Committee

We have a Committee called 'The Board' that meets monthly and includes our Chair and Chief Operating Officer and two elected Equity Partners. The Board's role is to consider and make recommendations to the Equity Partners on strategy, growth and business development. We are organised into Practice Groups and each of these have a Practice Group Leader, who report to our Equity Partners. All operations and functions (HR, IT, Finance, Risk and Office activities) report to our Chief Operating Officer. Dedicated Equity Partners are the Functional Leaders for Finance; IT and HR - these representatives support our Chief Operating Officer. Decisions that affect our workplace or our people are shared either via our digital updates or at our monthly gatherings.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: Kemp Strang continues to engage our internal and external community through the firm's K.S Awareness group. This group provides opportunities for engagement across broad areas of interest such as sport, social activities, fund raising and community projects. Each quarter the firm supports a particular charity. During the reporting period, we made donations to charities including Parkinson's Australia, Kids Cancer Project, Below the Belt Pedalthon, National Breast Cancer Foundation by holding Pink Ribbon Breakfast and Prostate Cancer Foundation through Movember. We were also involved in community

initiatives such as RUOK? Day to encourage employees to reach out and support each other.

Kemp Strang is committed to providing pro-bono legal services and has developed a coordinated, focused and well balanced program. Our firm's pro-bono program is overseen by the Pro-Bono Committee made up of different stakeholders within the firm and chaired by our Pro-Bono partner. As a signatory to the Pro-Bono National Aspirational Target we are proud to report that our average pro-bono hours per lawyer for FY16 had doubled from that of the previous year.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

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



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

SUMMARY AND HIGHLIGHTS: Internally, we 'live' our environmental aspirations through the use of innovative technology, renewable energy use and partnering with suppliers who share the same ideals.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

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



	EMISSION TYPE	TONNES CO ²	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.14%, 0.56t)	SCOPE 2 (90.1%, 368t)	SCOPE 3 (9.74%, 39.8t)
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	410t	
	Company Vehicles	0.00	0.00	0.00			
	Refrigerants	0.56	0.00	0.00			
	Total Scope 1	0.56	0.00	0.00			
SCOPE 2	Electricity	368	2.00	0.10	80%	328t	
	Green Electricity	0.00	0.00	0.00			
	Total Scope 2	368	2.00	0.10			
SCOPE 3	Flights	31.0	0.17	0.01	60%	246t	
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	8.80	0.05	0.00			
	Total Scope 3	39.8	0.22	0.01			
	Gross emissions	408	2.22	0.11	40%	164t	
	Green Energy Tariff	0.00	0.00	0.00	20%	82t	
	Voluntary Carbon Offsetting	6.00	0.03	0.00			
	Net Carbon Emissions (refer Offset section, pg 24)	402	2.19	0.10			
	Paper Consumption (kg)	32,349	176	8.39			
	% Recycled Paper Consumption	51.2%					

OUR COMMUNITY

OUR ENVIRONMENT

Headcount: 1,280 (FTE) Floor Area: 30,863m²

KING & WOOD MALLESONS is a leading global law firm powered by over 2,850 lawyers across more than 31 international offices spanning Asia, Australia, Europe, the Middle East and North America.

Renowned and awarded for our innovative approach, we are providing our clients with deep legal and commercial expertise, business acumen and real cultural understanding on the ground where they need it most.

SUMMARY AND HIGHLIGHTS: KWM is pursuing a Diversity and Inclusion Strategy FY16 - 18 designed to make us the leader in our industry. This is a multi-pronged approach focusing on all the below areas and also incorporating a Reconciliation Action Plan. We have launched several initiatives encompassing the above areas and are actively rolling out formal training,

awareness sessions and events to lift our culture to one where all are respected and included. We have a network of trained EEO partners, wellbeing officers and sponsors across our Executives and Partners for each of the streams focused on diversity and inclusion.

GENDER EQUITY

INITIATIVES:

- International Women's Day • Employer of Choice for Gender Equity • Pay Equity Ambassador • Managing Partners' Diversity Forum • The 30% Club



FLEXIBLE WORKING

INITIATIVES:

- Flexible hours of work • Time in lieu • Part time work • Job sharing • Telecommuting • Unpaid leave • Carer's leave • Emergency child care • Agile working • Working from home



DIVERSITY

INITIATIVES:

- Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEL) reporting • IDAHOT Week Participation • Wear it Purple day



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Signatory to the TJMF • Beyond Blue programs participant • RUOK programs participant • Black Dog programs participant • Confidential professional psychological support • Mental health first aid training • Resilience@Law



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Health checks • Flu vaccinations • Work based physical fitness • Skin checks • Free Gym membership



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.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:

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



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: KWM in the Community is a multi-faceted, national integrated strategy that uses the skills of our lawyers and non-lawyers.

We donate money and volunteer our time and KWM is proud of the ongoing contribution that we make to the community.

As a firm, we have defined our specific charitable targets as being to:

- help children and young people at risk
- help alleviate poverty and improve community welfare.

KWM is a signatory to the National Pro Bono Aspirational Target which is a voluntary commitment of 35 hours of pro bono legal work per lawyer per

year. In 2015-16, we performed approximately 28,000 hours of pro bono legal work which equates to approximately 38 hours per lawyer per year.

Pro bono work done by KWM includes matters for Australian Red Cross, The Smith Family, Sydney Children's Hospital and RSPCA and we were also rewarded the Regional Pro Bono Firm of the Year at the IFLR Asia Awards 2016

On 30 June 2015, KWM Workplace Giving Program reached the exciting A\$10million donations milestone. The firm matches all staff donations and in 2015/16 we contributed approximately \$725,000 in Workplace Giving Donations.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

- Boards • Non Legal volunteering programs • Starlight Childrens Foundation • Smith Family Christmas Appeal • SecondBite • Salvation Army • Wear a Bear Day (PMH)



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Foundations • Staff giving • Matched giving • Supports over 40 charity partners



INDIGENOUS RECONCILIATION

INITIATIVES:

- Reconciliation Action Plan • Internship and employment programs • CareerTrackers



SUMMARY AND HIGHLIGHTS: KWM is committed to ensuring that our business is environmentally responsible and we have a long-standing commitment to developing and implementing sustainable business practices to minimise our environmental impact. Our vision is to be a leading law firm in the Asia region and this includes adopting best practice environmental standards beyond our legal obligations. Our clients, employees and community expect nothing less.

Our primary focus is on reviewing our energy and water consumption, actively recycling and effectively managing our waste. We are also looking at ways to make our properties and premises more efficient, choosing to travel only when

necessary and opting to use the video- and teleconferencing facilities for meetings. Initiatives ranging from water efficient taps, sensor lighting and recycling bins, to upgrades to VC and teleconferencing facilities have made a considerable difference to our environmental impact.

We have implemented sustainable purchasing and waste reduction policies and are also supporting a new sustainable initiative, both in the workplace and in the general community. Further, unused food from our commercial kitchens is recycled through our community partner, SecondBite, which redistributes surplus fresh food to community food programs.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

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



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	
SCOPE 1	🔥 Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100% SCOPE 1 (0.16%, 10.6t)
	🚗 Company Vehicles	0.00	0.00	0.00	
	❄️ Refrigerants	10.6	0.01	0.00	
	📊 Total Scope 1	10.6	0.01	0.00	
SCOPE 2	⚡ Electricity	3,470	2.71	0.11	80% SCOPE 2 (50.8%, 3,470t)
	🌱 Green Electricity	0.00	0.00	0.00	
	📊 Total Scope 2	3,470	2.71	0.11	
SCOPE 3	✈️ Flights	3,167	2.47	0.10	60% SCOPE 3 (49.1%, 3,353t)
	🚗 Car Travel (Taxis, Hire Cars and Personal Vehicles)	186	0.15	0.01	
	📊 Total Scope 3	3,353	2.62	0.11	
	📊 Gross emissions	6,834	5.34	0.22	40% SCOPE 3 (49.1%, 3,353t)
	🌱 Green Energy Tariff	0.00	0.00	0.00	
	🌳 Voluntary Carbon Offsetting	0.00	0.00	0.00	
	📊 Net Carbon Emissions (refer Offset section, pg 24)	6,834	5.34	0.22	
	📄 Paper Consumption (kg)	114,261	89.3	3.70	20%
	♻️ % Recycled Paper Consumption	0%			

Further Information www.kwm.com/en/au/about-us/corporate-responsibility

Headcount: 492 (FTE) Floor Area: 9,535m²

LANDER & ROGERS is a leading independent Australian law firm operating nationally from Melbourne, Sydney and Brisbane. We are proud to be the trusted advisor to many publicly listed and private Australian companies, Australian subsidiaries of global companies as well as all levels of government. We have around 500 staff nationally, seven broad areas of practice, and we cover a range of industry sectors, with a focus on financial services, insurance,

government, infrastructure, real estate and retail and supply chain. We believe that legal services are much more than just the law - they are about great people, sustained excellence and exceptional client service. We have a reputation in the legal market as a provider of premium legal services, and as a sought after employer. We are renowned in Australia for our down-to-earth and friendly workplace culture.

SUMMARY AND HIGHLIGHTS: Creating a 'great place to work' forms part of the Lander & Rogers firm-wide strategy and we have set up a number of committees and initiatives to help us achieve our goals.

The firm is in the process of finalising a Diversity and Inclusion policy and strategy.

One of the key areas of focus will be to ensure that our framework supports gender equality in recruitment and retention, performance management processes, talent management, promotions, succession planning and training & development.

For example, as part of the 2016 Seasonal Clerk Recruitment campaign we have mitigated gender bias by redacting identifiable information off all applications.

In addition to sponsoring sporting events, we offer a range of health and wellbeing benefits including health checks, flu vaccinations, subsidised gym memberships, pilates and yoga, confidential counselling services (through an employee assistance program) and meditation.

The firm's flexible work arrangements policy promotes work/life balance and approximately 20% of staff currently work part-time, including our partners.

GENDER EQUITY

INITIATIVES:

- International Women's Day



FLEXIBLE WORKING

INITIATIVES:

- Flexible hours of work • Part time work • Job sharing • Telecommuting • Unpaid leave • Carer's leave • Purchased annual leave



DIVERSITY

INITIATIVES:

- Pride in Diversity Membership • GLOBE • SGLBA



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- RUOK programs participant • Confidential professional psychological support • Mental health first aid training • Employee Assistance Programme



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Health checks • Flu vaccinations • Work based physical fitness • Sponsorship of sporting activities



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: Lander & Rogers' Pro Bono & Community Support Practice has been in place for over 12 years and this year contributed 11,794 hours towards making a difference.

Our practice focuses on providing vulnerable Australians with access to justice through the strategic delivery of pro bono legal services and enhancing social inclusion through community engagement.

Our community work is about creating opportunities to empower vulnerable Australians and their communities.

We aim to contribute to positive social change and our pro bono legal practice encompasses a mix of legal case work, policy submissions to help drive systemic change and legal advisory work to strengthen not-for-profit and community organisations' capacity to deliver vital services.

We are proud of our impactful pro bono legal work, work experience program and mentoring of adolescents and our strong relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities.

We have long standing relationships with the Foundation Young Australians, Brotherhood St Laurence, Cathy Freeman Foundation and Aboriginal Family Violence Prevention Legal Service.

We are proud to be involved in working towards genuine reconciliation in Australia through our RAP.

During the 2015/2016 financial year 89% of our lawyers contributed an average of 45 Pro Bono hours per FTE.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

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



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:

- Reconciliation Action Plan



SUMMARY AND HIGHLIGHTS: Lander & Rogers aims to be an industry leader in implementing sustainable business practices that minimise harm and maximise benefit to the environment and our local community. We are committed to the management of our business in an environmentally responsible manner, to care for the environment in which we live and work, and to sustain its quality for the benefit of future generations.

We want to understand the impact our firm has on the environment and take steps to minimise our environmental footprint. Our firm has reduced carbon emissions by 43% since 2011, and we will continue to take steps to create a positive environmental impact in the communities in which we operate to help ensure an environmentally sustainable future for Australia.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- CitySwitch Green Office • Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	
SCOPE 1	🔥 Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100% SCOPE 1 (0.27%, 5.05t)
	🚗 Company Vehicles	0.00	0.00	0.00	
	❄️ Refrigerants	5.05	0.01	0.00	
	📊 Total Scope 1	5.05	0.01	0.00	
SCOPE 2	⚡ Electricity	829	1.68	0.09	80% SCOPE 2 (44.3%, 829t)
	🌱 Green Electricity	0.00	0.00	0.00	
	📊 Total Scope 2	829	1.68	0.09	
SCOPE 3	✈️ Flights	997	2.03	0.10	60% SCOPE 3 (55.5%, 1,039t)
	🚗 Car Travel (Taxis, Hire Cars and Personal Vehicles)	42.0	0.09	0.00	
	📊 Total Scope 3	1,039	2.11	0.11	
	📊 Gross emissions	1,873	3.81	0.20	40% 750t
	🌱 Green Energy Tariff	0.00	0.00	0.00	20% 375t
	🌳 Voluntary Carbon Offsetting	0.00	0.00	0.00	
	📊 Net Carbon Emissions (refer Offset section, pg 24)	1,873	3.81	0.20	
	📄 Paper Consumption (kg)	44,043	89.5	4.62	
	♻️ % Recycled Paper Consumption	0%			

Further Information www.landerson.com.au/about-us/



MCINNES WILSON LAWYERS is a national law firm with offices located in Brisbane, Sydney, Melbourne, Adelaide, Canberra, Southport and Maroochydore. Established in 1975, the firm has grown to include 36 Principals and over 300 staff members and has an affiliation with Globalaw. The firm's vision is to be the leading full service legal and advisory company and employer of choice, with international affiliations and a commitment to quality client service, value and responsiveness.

The firm has a wealth of experience in a broad range of specialised legal

services representing local, national and international clients. We take a strategic approach in providing commercial legal solutions, working closely with our clients to understand their priorities and desired outcomes. The firm has a proven track record of providing quality and cost effective legal services as well as delivering outcomes for local governments in all regions.

McInnes Wilson Lawyers prides itself on providing technically excellent, tailored legal services and delivering value to our clients through a diverse and well experienced workforce.

SUMMARY AND HIGHLIGHTS: McInnes Wilson Lawyers has been recognised as a winner for Employer of Choice in The Australian Business Awards 2016. 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 lives.

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 including:

- Mentoring program
- Supervised Workplace Traineeships

- Indigenous Employment and Development program
- 'Reach your Peak' Leadership Development program
- Health, Wealth, Life and Sustainability program
- WGEA Pay Equity Ambassador Pledge
- Flexible Work Arrangements

The firm fosters a safe and healthy workforce and continues to invest in ways to help support the changing lifestyle needs of its people. Through our programs, employees have access to a range of educational seminars, health checks and employee assistance programs to improve and maintain their health and well-being, both physically and psychologically. The firm is a signatory to the Tristan Jepsen Memorial best practice guidelines.

GENDER EQUITY

INITIATIVES:

- International Women's Day Fun Run • WGEA Pay Equity Ambassador • Gender pay gap analysis



FLEXIBLE WORKING

INITIATIVES:

- Flexible hours of work • Part time work • Job sharing • Telecommuting • Unpaid leave • Carer's leave • Study leave • Ceremonial leave • Compressed working hours



DIVERSITY

INITIATIVES:

- Harmony Day • Wear it Purple Day • "Dive In" – Festival for Inclusion and Diversity



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Signatory to Tristan Jepsen Memorial Foundation • Beyond Blue program participant • RU Ok? Day participant • Confidential professional psychological support • Mental health first aid training • World Mental Health Day



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Health checks • Flu vaccinations • Work based physical fitness • Dietary consultations and educational programs • Weekly group fitness and yoga classes • Corporate massages.



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.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:

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



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: McInnes Wilson Lawyers is committed to making meaningful contributions to 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 volunteers weekly pro bono work to disadvantaged people and the not-for-profit sector. The firm is a signatory to the National Pro Bono Aspirational Target. As part of this initiative, the firm provides training to lawyers in the provision of pro bono legal services and reports annually to the National Pro Bono Research Centre on its activities and progress.

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

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

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

- Boards • Non Legal volunteering programs



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Foundations • Staff giving • Corporate Social Responsibility program



INDIGENOUS RECONCILIATION

INITIATIVES:

- Internship and employment programs • National Reconciliation Week • NAIDOC week



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:

- 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
- 'Earth friendly' cleaning products and consumable goods
- Recycling of toner cartridges and electronic waste
- Recycled paper or sustainably sourced paper
- Electronic filing and automated work flow systems

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

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- Clean up Australia Day • Earth Hour • World Environmental Day • Mobile Muster Recycling Program • Green Heart Fair • Tree Day



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (3.39%, 11.2t)
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100% 330t
	Company Vehicles	8.79	0.03	0.00	
	Refrigerants	2.41	0.01	0.00	
	Total Scope 1	11.2	0.04	0.00	
SCOPE 2	Electricity	214	0.71	0.05	80% 264t
	Green Electricity	0.00	0.00	0.00	
	Total Scope 2	214	0.71	0.05	
SCOPE 3	Flights	101	0.34	0.03	60% 198t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	4.62	0.02	0.00	
	Total Scope 3	105	0.35	0.03	
	Gross emissions	330	1.10	0.08	40% 132t
	Green Energy Tariff	0.00	0.00	0.00	20% 66t
	Voluntary Carbon Offsetting	0.00	0.00	0.00	
	Net Carbon Emissions (refer Offset section, pg 24)	330	1.10	0.08	
	Paper Consumption (kg)	37,773	126	9.64	
	% Recycled Paper Consumption	41%			

Headcount: 1,696 (FTE) Floor Area: 34,497m²

MINTERELLISON is an Australian-headquartered international law firm with an enterprise workforce of about 1,700 people across offices in Australia, Asia and the United Kingdom. As one of the leading full service law firms in the Asia Pacific region and a key adviser to leading domestic and multinational companies and to government, the firm has built a pre-eminent reputation in industry sectors that are key to the region's economic growth - infrastructure, banking and financial services, property development, health services, energy and resources, technology and international trade.

The firm strongly embraces responsibilities that extend beyond its client work. Through its Community Investment Program, MinterEllison brings together its pro bono legal services, broad community partnerships, charitable donations and volunteering efforts. The firm also considers sound environmental practices as part of its broader commitment to corporate social responsibility. It continues to seek new opportunities to improve its environmental performance and reports progress to its internal stakeholders, its clients and the wider community through the firm's Annual Report (<http://annualreport.minterellison.com/>).

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.

When we define "at 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.

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.

In this way flexibility and agility are viewed as commercial imperatives that deliver innovative outcomes.

GENDER EQUITY

INITIATIVES:
• International Women's Day • Employer of Choice for Gender Equity



FLEXIBLE WORKING

INITIATIVES:
• Flexible hours of work • Part time work • Job sharing • Unpaid leave • Carer's leave
• Emergency childcare policy



DIVERSITY

INITIATIVES:
• Pride in Diversity Membership • IDAHOT Week Participation • Talent Council
• Diversity Committee



PSYCHOLOGICAL WELLBEING

INITIATIVES:
• RUOK programs participant • Confidential professional psychological support
• Domestic violence policy



PHYSICAL WELLBEING

INITIATIVES:
• Ergonomics • Flu vaccinations



SUMMARY AND HIGHLIGHTS: MinterEllison's commitment to Corporate Social Responsibility (CSR) affects its procurement decisions and influences its selection of suppliers.

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.

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

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:
• Human Rights • Labour • Environment • Fair Operating Practices • Consumer Issues • Community
• Indigenous Inclusion • Gender Equality



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



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 QPILCH. MinterEllison is a signatory to the National Pro Bono Target and has exceeded the target for the past three 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.

LEGAL PRO BONO

Further information from AusLSA
The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:
• Boards • Non Legal volunteering programs



CORPORATE GIVING

INITIATIVES:
• Corporate donations • Staff giving • Matched giving



SUMMARY AND HIGHLIGHTS: MinterEllison's overall emissions for the year ending 30 July 2016 have decreased by 19%.

Overall travel (flights and taxis) has also seen a decline, with an overall reduction of air travel by 17%. We continue to use the telepresence and video conferencing facilities for client and inter-office meetings.

This is mainly attributed to a reduction in electricity usage as a result of the Sydney office move. There has also been a space reduction in Melbourne and Brisbane.

MinterEllison has reported its carbon emissions since 2004 and during this time there has been an overall decline in CO₂ emissions of 41%. The firm will continue to reduce, recycle and reuse where it can.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:
• Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.43%, 20.5t)	SCOPE 2 (80.3%, 3,847t)	SCOPE 3 (19.3%, 924t)
SCOPE 1	Natural Gas / Onsite Combustibles	0.92	0.00	0.00	100%	4,790t	
	Company Vehicles	2.74	0.00	0.00			
	Refrigerants	16.9	0.01	0.00			
	Total Scope 1	20.5	0.01	0.00			
SCOPE 2	Electricity	3,847	2.27	0.11	80%	3,832t	
	Green Electricity	0.00	0.00	0.00			
	Total Scope 2	3,847	2.27	0.11			
SCOPE 3	Flights	841	0.50	0.02	60%	2,874t	
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	83.3	0.05	0.00			
	Total Scope 3	924	0.54	0.03			
	Gross emissions	4,792	2.83	0.14			
	Green Energy Tariff	0.00	0.00	0.00	40%	1,916t	
	Voluntary Carbon Offsetting	0.00	0.00	0.00			
Net Carbon Emissions (refer Offset section, pg 24)	4,792	2.83	0.14				
	Paper Consumption (kg)	183,297	108	5.31	20%	958t	
	% Recycled Paper Consumption	0.52%					

RUSSELL KENNEDY is a leading mid-tier law firm of over 200 people based in Melbourne and Canberra committed to making a difference for its clients, providing opportunities for its people and creating positive lasting changes within its community.

Russell Kennedy is committed to providing exceptional legal strategies and solutions to its clients, guided by market leading expertise across its sectors of focus. These sectors align with the industry leading knowledge and

experience of its lawyers, while enforcing Russell Kennedy's desire to make a difference.

The backbone of Russell Kennedy is the strong, lasting relationship built with its clients and people. It provides the right people and resources to help its clients achieve their objectives whilst maintaining a diverse list of clients from a range of industries, across multiple states and countries.

SUMMARY AND HIGHLIGHTS: Russell Kennedy recognises the importance of maintaining a balance between work and family home life. The firm's greatest asset is its employees, therefore it is important that the firm creates an environment that supports a diverse and flexible workforce. Flexible work practices including working from home, job sharing, 9 day fortnights, purchased annual and other flexible working arrangements are common place.

Russell Kennedy is committed to the principle of equal opportunity and gender equality in employment and aims to ensure that in the application of employee related policies, practices and procedures, all decisions are made on the basis of merit and fairness. Russell Kennedy is also committed to promoting diversity within the work place, ensuring the physical and psychological wellbeing of its employees and to promoting a diverse and progressive environment that allows it to attract and retain the most qualified staff.

GENDER EQUITY

INITIATIVES:
• International Women's Day • Russell Kennedy Womens Network



FLEXIBLE WORKING

INITIATIVES:
• Flexible hours of work • Time in lieu • Part time work • Job sharing • Telecommuting • Unpaid leave • Carer's leave • Purchased Annual Leave



DIVERSITY

INITIATIVES:
• Pride in Diversity Membership • LGBTI Awareness training • Australian Workplace Equality Index (AWEI) reporting • IDAHOT Week Participation • Wear it Purple day



PSYCHOLOGICAL WELLBEING

INITIATIVES:
• Mental health first aid training • Employee Assistance Programme • RUOK for Law Campaign



PHYSICAL WELLBEING

INITIATIVES:
• Ergonomics • Health checks • Flu vaccinations • Discount Gym Membership



SUMMARY AND HIGHLIGHTS: Corporate Governance is taken very seriously at Russell Kennedy and we are committed to achieving Best Practice Standards and have in place a well established code of conduct and a business continuity plan which incorporates an emergency management plan.

Russell Kennedys Code of Conduct encompasses a;

- Behaviour Statement that aligns with the firms Purpose and Values and incorporates, Integrity, Commitment and Work ethic;
- sexual harassment policy;
- workplace bullying and violence protection policy;
- complaint and grievance procedure policy statement.

Our Business continuity plan comprises 3 core areas,

- An Emergency Management Plan which covers emergency control and

response procedures and responsibilities and incorporates sections on dealing with, conflict management, crime prevention, fraud and hazard identification.

- An Information Technology Disaster Recovery plan.
- A business continuity plan.

Russell Kennedy does not have a formal supply chain management policy or programme in place but does work collaboratively with its suppliers to ensure that environmentally sustainable products are purchased, factors considered include;

- source of production, favouring local over imported;
- a manufacturer's ethical practices such as Fairtrade;
- packaging
- whole of life cycle impacts including product use, consumption (low yield versus high) and end of life disposal.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: Russell Kennedy is committed to providing access to justice for people who have a special vulnerability and pro bono referrals are assessed in light of their relevance to human rights principals. Pro bono assistance is also provided to a large number of not for profit organisations. Russell Kennedy also assists its community and not for profit partners by hosting events, training sessions, and meetings and by sharing business development and human resources expertise and by donating office equipment and technologies.

Russell Kennedy also encourages and supports its people to contribute to the communities in which it operates by involvement in community work

through board memberships and volunteer work. This work is valued, recognised and rewarded. Russell Kennedy also regularly gives to charities and engages with charitable organisations with in the community. The Russell Kennedy Women's Network is an initiative of Russell Kennedy Lawyers designed to grow its profile and business through the connection of women. Russell Kennedy takes an a proactive role in promoting the development, advancement and retention of women in the law, in business and in the community and takes a proactive role to connect women in these areas.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:
• Boards • Non Legal volunteering programs



CORPORATE GIVING

INITIATIVES:
• Corporate donations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:
• Internship and employment programs

SUMMARY AND HIGHLIGHTS: Russell Kennedy recognises that as part of its commitment to social justice it seeks to reduce its impact on the natural environment and help protect it for future generations and is committed to continually improving the impact it has on the environment and on improving its sustainability credentials.

The last two years have seen the implementation of a number of initiatives that have had a positive impact mainly on electricity consumption, these initiatives have included;

- replacement of all halogen lights with LED;
- installation of a lighting control system;

- replacement of T8 fluorescent tubes with T5
- an environmentally friendly refurbishment

2016 has seen the implementation of a follow me print solution as well an improved desk top faxing solution, these will hopefully have an impact on our ever increasing paper usage. The installation of a voice over IP telephone system has also been rolled out along with Skype for Business, webcams are in the process of being distributed to staff.

On the negative side 2016 has seen an increase in local, interstate, and international travel with both taxi and flight usage up and can be attributed in part to the opening of an office in Canberra.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:
• ECO-Buy • Earth Hour • World Environment Day



	EMISSION TYPE	TONNES CO ²	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.98%, 6.34t)
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100% 650t
	Company Vehicles	0.00	0.00	0.00	
	Refrigerants	6.34	0.03	0.00	
	Total Scope 1	6.34	0.03	0.00	
SCOPE 2	Electricity	444	1.91	0.07	80% 520t
	Green Electricity	0.00	0.00	0.00	
	Total Scope 2	444	1.91	0.07	
SCOPE 3	Flights	189	0.81	0.03	60% 390t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	10.17	0.04	0.00	
	Total Scope 3	1994	0.86	0.03	
	Gross emissions	6494	2.80	0.10	40% 260t
	Green Energy Tariff	0.00	0.00	0.00	20% 130t
	Voluntary Carbon Offsetting	0.00	0.00	0.00	
	Net Carbon Emissions (refer Offset section, pg 24)	6494	2.80	0.10	
	Paper Consumption (kg)	43,376	187	6.81	
	% Recycled Paper Consumption	0%			

SLATER AND GORDON LIMITED is a leading international consumer law firm employing 1,400 people in 70 locations across Australia. Slater and Gordon's mission is to give people easier access to world class legal services. The firm

provides specialist legal services in a broad range of personal injury and general law areas.

SUMMARY AND HIGHLIGHTS: At Slater and Gordon we recognise the importance of creating a working environment where our people feel supported to perform and maximise their potential both personally and professionally. We know that recognising and celebrating the diversity of our people makes us a better place to work. We are committed to equality and diversity and are proud that we have exceeded our target of 50% of women on the Australian Executive and have an overall participation rate of 73.5% women employees. At 40% and 44% respectively, we are close to achieving our 50% target of women Non-Executive and Group Executive Directors.

We invest in learning and development programs to ensure that staff within our business are given the skills to achieve their potential.

We also place significant emphasis in providing a wide range of interventions to support the health and wellbeing of our employees including:

- a number of flexible working arrangements available for permanent staff
- paid primary and secondary carer parental leave
- confidential counselling through our EAP
- on site flu vaccinations
- signatory to the Tristan Jepson Memorial Foundation
- sponsorship and support for staff to participate in healthy activities such as the Mother's Day Classic

GENDER EQUITY

- INITIATIVES:**
- International Women's Day



FLEXIBLE WORKING

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



DIVERSITY



PSYCHOLOGICAL WELLBEING

- INITIATIVES:**
- Signatory to the TJMF • Confidential professional psychological support



PHYSICAL WELLBEING

- INITIATIVES:**
- Ergonomics • Health checks • Flu vaccinations



SUMMARY AND HIGHLIGHTS: Slater and Gordon Limited is a publically listed law firm. The Board of Directors recognise that a genuine commitment to sound principles of corporate governance is fundamental to the sustainability of the company and its performance.

The company complies with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: We work hard to ensure that our social responsibility efforts are focused and delivered in line with the expectations and needs of our stakeholders and what drives and motivates our employees. That is why our social responsibility efforts are underscored by range of activities including the provision of pro bono legal services, legal advocacy, volunteering and philanthropic giving.

Our program continues to be delivered in line with our three key areas of focus: assisting people with disease and disability; addressing inequality and disadvantage and encouraging people to engage in healthy activity and lifestyles.

We significantly invest in supporting individuals, communities and organisations aligned to our program activities and areas of focus in Australia. We distribute around \$200,000 each year in philanthropic grants to medical and research organisations and community groups through our funds, the Health Projects and Research Fund and the Community Fund.

We support and encourage staff who undertake pro bono work with fee credits. We also encourage non-legal volunteering and offer staff up to 2 days volunteer leave annually.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

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



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Foundations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

SUMMARY AND HIGHLIGHTS: Since priorities and reduction targets were established in the company's FY14 in Environment and Sustainability Strategic Plan (Australia) we have been measuring and monitoring our data to ensure that we are on track and that targets are appropriate and reasonably achievable. The strategy focusses on reductions across four key areas, paper, electricity, travel and waste, as well as general sustainability matters. We are pleased that

we have exceeded our target of reducing per staff energy use by 20%. We are focusing on paper reduction initiatives in the coming year.

This work is overseen by an environment management team in the Australian business which is made up of representatives of key business units. Activity is also undertaken in consultation with our employee Environmental Consultation Committee.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- CitySwitch Green Office • Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.07%, 3.26t)	SCOPE 2 (52.3%, 2,461t)	SCOPE 3 (47.6%, 2,237t)
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	4,700t	1,880t
	Company Vehicles	0.00	0.00	0.00			
	Refrigerants	3.26	0.00	0.00			
	Total Scope 1	3.26	0.00	0.00			
SCOPE 2	Electricity	2,461	1.67	0.08	80%	3,760t	940t
	Green Electricity	0.00	0.00	0.00			
	Total Scope 2	2,461	1.67	0.08			
	Gross emissions	4,702	3.20	0.15			
SCOPE 3	Flights	2,100	1.43	0.07	60%	2,820t	940t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	138	0.09	0.00			
	Total Scope 3	2,237	1.52	0.07			
	Net Carbon Emissions (refer Offset section, pg 24)	4,702	3.20	0.15			
	Green Energy Tariff	0.00	0.00	0.00	40%	940t	
	Voluntary Carbon Offsetting	0.00	0.00	0.00			
	Net Carbon Emissions (refer Offset section, pg 24)	4,702	3.20	0.15			
	Paper Consumption (kg)	194,454	132	6.03	20%		
	% Recycled Paper Consumption	0%					



SPARKE HELMORE is a firm of more than 600 people working from eight offices across Australia (nine during the last financial year), serving the needs of the insurance, government, financial services, mining, construction and property sectors. Our expertise spans corporate and commercial to construction, workplace to insurance, intellectual property to initial public offerings, mining to manufacturing, and property to procurement.

We put our clients at the heart of everything we do. Our subject matter expertise and targeted industry knowledge means we deliver a level of insight

that helps our clients find better ways to solve problems; from the everyday to the business critical.

We provide support and build connections through our pro bono legal and community investment programs. We are dedicated to taking action to assist our local communities, ensuring a positive and supportive workplace for our people, and we consciously operate to maintain a business that is environmentally sustainable.

SUMMARY AND HIGHLIGHTS: Our vision is to be a world-class independent Australian law firm that clients value for its people and performance. To achieve this vision we dedicate time, resources and effort to ensure everyone's experience working with us is a consistently positive one. This is a shared accountability at all levels across the firm.

Our three-year People plan is centred on building a values-led culture that enables this ambition and focuses on:

- Embedding our values and actions into our day to day conversations and decision-making across the firm.
- Investing in leadership skills to uphold a standard of excellence for managers as part of a learning framework called IGNITE. Dimensions include legal

professional development, business development, and innovation and technology capabilities.

- Reviewing and aligning critical people processes and systems to ensure values-based behaviour is a lead indicator of high performance.

- Emphasising Inclusion in our diversity and inclusion strategy so that we harness the benefits of diverse thinking styles, skills, and experiences, and leverage talent management processes to achieve impact.

We continue to sustain focus on supporting workplace flexibility of all dimensions, health and well-being initiatives, attractive and equitable rewards and benefits, and facilitating mentoring, networking and career development opportunities for all.

GENDER EQUITY

INITIATIVES:

- International Women's Day • Lucy Mentoring Program aims to inspire, motivate and educate women about the opportunities available for employment and leadership
- Six Degrees is a leadership mentoring, education and knowledge sharing network for Sparke Helmore's women and women in our client community



FLEXIBLE WORKING

INITIATIVES:

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



DIVERSITY

INITIATIVES:

- Membership of Diversity Council of Australia • Domestic Violence Policy with option to take leave



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Signatory to the TJMF • RUOK programs participant • Confidential professional psychological support
- Mental health first aid training • Specific support for lawyers who assist clients with terminal illness, mental health problems and who experience disadvantage



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Flu vaccinations • Work based physical fitness



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 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 mitigate potential fraudulent or corrupt business practices.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:

- Human Rights • Labour • Environment • Fair Operating Practices



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA

Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: We focus on driving local action through our Pro Bono and Community Programs so that we have a positive impact on our local communities and build local community connections. Through our Pro Bono Program we provide legal assistance to individuals who have difficulty accessing justice for a variety of reasons. We also assist charities so their income can be directed to further advance their valuable services.

We 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. Since 1994 the annual Sparke Helmore NBN Triathlon has been Newcastle's premier participant sporting event, raising in excess of \$468,000 for the Hunter Medical Research Institute to date. The firm also has a tradition of supporting people in need at Christmas. In 2015 we supported the Royal Institute for Deaf and Blind Children's Teleschool program for children in remote and regional Australia.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

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



CORPORATE GIVING

INITIATIVES:

- Corporate donations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION



SUMMARY AND HIGHLIGHTS: We are committed to minimising the environmental impact of our business and ensuring our operations are conducted in line with the principles of ecologically sustainable development. We strive to ensure that the conduct of our business is environmentally sound and acceptable to our clients, staff and the community at large.

We are an active member of the Australia Legal Sector Alliance (AusLSA). A

condition of membership is that we measure and take steps to reduce our environmental impact on an annual basis. We have committed to formulating an environmental management system through AusLSA. In doing so, the firm is focused on reducing its environmental footprint, ensuring it is sourcing environmentally sustainable products, and implementing systems and procedures to monitor and manage resource consumption.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²		SCOPE 1 (0.53%, 12.4t)
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	2,360t
	Company Vehicles	0.00	0.00	0.00		
	Refrigerants	12.4	0.02	0.00		
	Total Scope 1	12.4	0.02	0.00		
SCOPE 2	Electricity	1,640	2.43	0.11	80%	1,888t
	Green Electricity	0.00	0.00	0.00		
	Total Scope 2	1,640	2.43	0.11		
SCOPE 3	Flights	646	0.96	0.04	60%	1,416t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	59.4	0.09	0.00		
	Total Scope 3	705	1.05	0.05		
	Gross emissions	2,358	3.49	0.16		
	Green Energy Tariff	0.00	0.00	0.00	20%	944t
	Voluntary Carbon Offsetting	0.00	0.00	0.00		
	Net Carbon Emissions (refer Offset section, pg 24)	2,358	3.49	0.16		
	Paper Consumption (kg)	85,433	127	5.78		
	% Recycled Paper Consumption	49.2%				
						SCOPE 3 (29.9%, 705t)

Headcount: 173 (FTE) Floor Area: 3,584m²

THE LANTERN LEGAL GROUP PTY LTD is the parent company of the law firms trading as Harwood Andrews, Sladen Legal and Adley Burstyner. We take an approach that is client driven and collaborative and work in partnership with our clients to ensure the advice and service we provide is specific to individual needs. We have a team of more than 170 talented individuals including principals, special counsel, lawyers and professional service managers who work collaboratively to ensure the best outcomes for our clients across their business and personal legal needs. The Lantern Legal Group is a certified B Corporation (BCorp), we are one of

only three law firms in Australia to receive the certification. Certification required an extensive independent assessment, analysing our impact on the community, staff and the environment.

B Corp is an innovative way of doing business and by undergoing the certification, The Lantern Legal Group is mandated to use the firm as a force for good. We are committed to not only operating for the benefit of shareholders, but also for the benefit of the environment, the community and our people.

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.

The 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.

SUMMARY AND HIGHLIGHTS: Our people are our greatest assets as they bring a wealth of experience, talent and commitment to the firm. We are dedicated to their development and wellbeing, as well as to providing 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.

The 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.

GENDER EQUITY



FLEXIBLE WORKING

INITIATIVES:
• Time in lieu • Part time work • Job sharing • Telecommuting • Unpaid leave



DIVERSITY



PSYCHOLOGICAL WELLBEING

INITIATIVES:
• Signatory to the TJMF • Beyond Blue programs participant • Confidential professional psychological support • Mental health first aid training • Employee Assistance program where confidential professional psychological support is provided • Our HR manager has completed a course in Domestic Violence training for the workplace



PHYSICAL WELLBEING

INITIATIVES:
• Ergonomics • Flu vaccinations • Group Blood Donations



SUMMARY AND HIGHLIGHTS: To receive our B Corp certification, we are required to meet and uphold rigorous standards across the organisation's governance, transparency, environmental and social impact. These guidelines are evaluated and followed when considering all major organisational projects.

The Lantern Legal Group endeavours to incorporate sustainable principles into its policies wherever possible. As much as we can we ensure that the goods and services offered to the firm comply with basic human rights, environment, equality, and community standards. We intentionally seek goods and services from local businesses thereby supporting the communities in which we operate, whilst

minimising our carbon footprint. Our governance and staff policies ensure that everyone within the business is held to a code of conduct. To reinforce this, our HR senior management is available to meet confidentially with any member of the staff to discuss any issues. We strive to offer our staff a positive and supportive work environment that is free of bullying, discrimination, or harassment of any type. Both internal and external grievances are documented and discussions take place to resolve the issues. To ensure the sustainability of our business, Risk Management and Business Continuity Plans are regularly reviewed at senior management meetings.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

SUPPLIER STANDARDS COVER:
• Human Rights • Labour • Environment • Fair Operating Practices • Consumer Issues • Community • Gender Equality



CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: The 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 includes 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.

The 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.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

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



CORPORATE GIVING

INITIATIVES:

• Corporate donations • Foundations • Staff giving • Matched giving



INDIGENOUS RECONCILIATION

INITIATIVES:

Cultural awareness training

SUMMARY AND HIGHLIGHTS: The Lantern Legal Group is very aware that our daily operations can affect the environment and where possible we have reduced our energy usage and water usage. We have set a firm-wide target this year to reduce our electricity usage and currently we have achieved a reduction of 9% on the same time last year. All our offices have water saving devices.

We have a recycling procedure where cardboard, paper, polystyrene, batteries and other commingled rubbish are all recycled. The confidential document destruction process pulps the paper so that it can also be recycled. Our E waste goes to a local not for profit group where their teams dismantle electronic equipment for recycling.

We will continue our program of upgrading our lighting to LED lamps. Our Geelong main office has achieved an energy reduction of around 25% since LEDs were installed in January.

There is an ongoing operational need for paper to be used, but this does not mean that we cant use less. All our printers have a default setting for double sided printing, unless the user makes the conscious decision for single sided.

We even recycle our used coffee pods back to Nespresso.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

• ECO-Buy • Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²		
SCOPE 1	Natural Gas / Onsite Combustibles	11.6	0.07	0.00	100%	375t
	Company Vehicles	21.0	0.12	0.01		
	Refrigerants	2.80	0.02	0.00		
	Total Scope 1	35.4	0.20	0.01		
SCOPE 2	Electricity	323	1.87	0.09	80%	300t
	Green Electricity	0.00	0.00	0.00		
	Total Scope 2	323	1.87	0.09		
SCOPE 3	Flights	13.9	0.08	0.00	60%	225t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	2.74	0.02	0.00		
	Total Scope 3	16.6	0.10	0.00		
	Gross emissions	375	2.17	0.10	40%	150t
	Green Energy Tariff	0.00	0.00	0.00	20%	75t
	Voluntary Carbon Offsetting	0.00	0.00	0.00		
	Net Carbon Emissions (refer Offset section, pg 24)	375	2.17	0.10		
	Paper Consumption (kg)	19,105	110	5.33		
	% Recycled Paper Consumption	0%				
						SCOPE 3 (4.44%, 16.6t)

Further Information <http://lantern.legal>



= PARTNER



= DIRECTOR OR MANAGER



= COMMITTEE

Headcount: 208 (FTE) Floor Area: 3,424m²

TRESSCOX is a highly regarded Australian law firm that is committed to providing high quality legal services to its diverse and highly valued clients. These range from mid-sized publically listed companies, foreign owned subsidiaries, government departments and authorities to large associations and privately owned businesses. We provide our clients an integrated range of commercial legal services via offices in Sydney, Melbourne and Brisbane as well as through alliances with independent member firms of ALFA International around the world which allows us to respond to client needs, any

where and at any time. TressCox has 32 Partners and approximately 90 other legal team members who deliver legal advice across 12 national service specialty practice groups and industry sectors covering for example corporate advisory, international, media and entertainment, intellectual property, wealth, tax and estate planning, building and construction, commercial litigation and insolvency, insurance, employment, health and aged care, government and property.

SUMMARY AND HIGHLIGHTS: We recognise that our most valued resource is our people and the contribution they make. It is their achievements, expertise and ideals that shape our culture and our future. We encourage our people to be dynamic, innovative, and to continuously improve and add value to our teams and ultimately our clients.

the Solicitors Programme which aims to enhance legal and professional knowledge with an emphasis on careers and business building activities. To ensure ongoing technical training and skills transfer which is complemented by on-the-job mentoring by relevant Partners, we also have a Continuing Professional Development Programme.

The Firm offers continued training and development opportunities to assist with team members' career paths, growth and development. This includes the Senior Associates/Associates Programme which fosters a business building culture and provides training on required competencies such as leadership; and

The Partnership believes that looking after our people and taking a personal and professional interest in their ongoing development, as well as promoting a balanced lifestyle, ensures great outcomes and customer service for our clients.

GENDER EQUITY

INITIATIVES:

- We are aligned to the Workplace Gender Equality Agency, which requires us to report publicly on our commitment to diversity. We are aligned to the Workplace Gender Equality Agency, which requires us to report publicly on our commitment to diversity. The Firm is also a member of the Diversity Council of Australia and has adopted the Law Council of Australia's Diversity and Equity Charter. The Firm is also a member of the Diversity Council of Australia and has adopted the Law Council of Australia's Diversity and Equity Charter.



FLEXIBLE WORKING

INITIATIVES:

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



DIVERSITY



PSYCHOLOGICAL WELLBEING

INITIATIVES:

- Signatory to the TJMF



PHYSICAL WELLBEING

INITIATIVES:

- Ergonomics • Flu vaccinations

SUMMARY AND HIGHLIGHTS: As a partnership, the Firm is governed by a Board of Partners that is responsible for the strategic direction and leadership of the Firm. The Board consists of the Executive Chairman and 4 other Partners who meet formally on a monthly basis, and are elected annually. The Executive Team is committed to ensuring the Firm's corporate objectives are implemented and consists of the Executive Chairman, the Director of Finance and the Director of Business & Practice Management and People. We also have a Risk Manager Partner who is responsible for the review of all risk mitigation efforts, the exposure assessments for any new

risks and redefining the Firm's leading risks. The annual Partners' Conference provides Partners the opportunity to analyse commitments and achievements from the past year and set new priorities for the next. These then flow through to National Service Specialty (NSS) meetings, NSS Leader Meetings, Line Manager meetings and other regular programmes including the Secretaries Programme, Lean-In, and Pathways to Success. All team members, including Partners, also complete regular Performance Development Reviews.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



SUMMARY AND HIGHLIGHTS: We are proud of the corporate social responsibility established at TressCox and are deeply committed to contributing to the community, supporting a variety of programs that include social, community and cultural interests. As an example, we are committed to assisting those in the community who are unfairly restricted or do not have adequate access to justice. The Firm is a signatory to the National Pro Bono

Resource Centre's Aspirational Target. We have a dedicated Pro Bono team and undertake matters on a pro bono basis through team member referrals as well as pro bono networks and clearing houses such as Justice Connect (formerly PILCH NSW and PILCH VIC) and the Queensland Public Interest Law Clearing House (QPILCH).

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

CORPORATE GIVING

INITIATIVES:

- Staff giving



INDIGENOUS RECONCILIATION

SUMMARY AND HIGHLIGHTS: TressCox is aware of the effect businesses can have on the environment, both directly and indirectly, and we take our responsibility as a corporate citizen very seriously. The Firm's environmental footprint is an important factor when considering how we operate, those who we do business with, and the impact our daily actions have on those around us and on the environment. TressCox management and teams are committed to

implementing and maintaining environmental best practice management procedures. By designing and adopting these procedures, TressCox has dramatically reduced its environmental impacts and has also benefited financially due to the reductions in energy usage. We also recognise that the cornerstone of any successful programme is continuous improvement. TressCox is proud to be a member of the Australian Legal Sector Alliance.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

- CitySwitch Green Office • Earth Hour



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.13%, 0.88t)	
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0.00	100%	685t
	Company Vehicles	0.00	0.00	0.00		
	Refrigerants	0.88	0.00	0.00		
	Total Scope 1	0.88	0.00	0.00	80%	548t
SCOPE 2	Electricity	526	2.53	0.15	60%	411t
	Green Electricity	0.00	0.00	0.00		
	Total Scope 2	526	2.53	0.15		
SCOPE 3	Flights	149	0.72	0.04	40%	274t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	8.75	0.04	0.00		
	Total Scope 3	158	0.76	0.05		
	Gross emissions	685	3.29	0.20	20%	137t
	Green Energy Tariff	0.00	0.00	0.00		
	Voluntary Carbon Offsetting	0.00	0.00	0.00		
	Net Carbon Emissions (refer Offset section, pg 24)	685	3.29	0.20		
	Paper Consumption (kg)	25,644	123	7.49		
	% Recycled Paper Consumption	0%				

WOTTON + KEARNEY opened in Sydney in 2002 with a team of 6 lawyers. In 14 years the firm has grown to over 90 specialist insurance lawyers, including 30 in the Melbourne office, which opened in 2007, 10 in the Brisbane office

which opened in 2013 and 3 in the Perth office which opened late in 2015. The firm's expansion has come about purely through organic growth, as opposed to the merger activity seen in many Australian firms in recent years.

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 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.

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.

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.

GENDER EQUITY

INITIATIVES:
 • Flexible working arrangements available to all staff regardless of gender
 • Paid parental leave for primary and secondary care givers
 • Regularly undertaking a gender pay gap analysis as a way of identifying and addressing gender pay equity
 • Women's Leadership Forum to promote and increase female representation in senior positions
 • Women's networking forums (Women in Insurance, Victorian Women Lawyers)
 • Tailored coaching and mentoring programs for female lawyers and managers



FLEXIBLE WORKING

INITIATIVES:
 • Flexible hours of work
 • Part time work
 • Job sharing
 • Telecommuting
 • Unpaid leave
 • Purchased annual leave



DIVERSITY

INITIATIVES:
 • Signatory to the Law Council of Australia Diversity and Equality Charter
 • Formal merit-based approaches to recruitment, talent management, performance and reward



PSYCHOLOGICAL WELLBEING

INITIATIVES:
 • RUOK programs participant
 • Black Dog programs participant
 • Confidential professional psychological support
 • Floor Support Officers and Staff Partners trained and appointed in each office



PHYSICAL WELLBEING

INITIATIVES:
 • Ergonomics
 • Flu vaccinations
 • Work based physical fitness
 • Firm sponsored fun runs and sporting activities



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.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

INITIATIVES:
 The W+K Sustainability Committee monitors and recommends participation in national sustainability programs and initiatives. The Committee seeks opportunities and gives positive consideration to the engagement of suppliers who demonstrate a commitment to sustainable practices and performance.

CODE OF CONDUCT / RISK MANAGEMENT

Further information from AusLSA
 Good risk management and ethical behaviour is an important element of governance and a feature of sustainable organisation. 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.



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.

LEGAL PRO BONO

Further information from AusLSA

The adjacent icons provide limited information about the firm's legal pro bono commitment. More extensive information is reported by the Australian Pro Bono Centre <http://probonocentre.org.au/information-on-pro-bono/our-publications/survey/> and on individual firm's websites.



NON-LEGAL VOLUNTEERING

INITIATIVES:

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



CORPORATE GIVING

INITIATIVES:

• Corporate donations
 • Staff giving



INDIGENOUS RECONCILIATION

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.

ENVIRONMENTAL MANAGEMENT

INITIATIVES:

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



	EMISSION TYPE	TONNES CO ₂	PER EMPLOYEE	PER FLOOR AREA M ²	SCOPE 1 (0.00%, 1.08t)	
SCOPE 1	Natural Gas / Onsite Combustibles	0.00	0.00	0	100%	645t
	Company Vehicles	0.00	0.00	0		
	Refrigerants	1.08	0.01	0.00		
	Total Scope 1	1.08	0.01	0.00		
SCOPE 2	Electricity	256	1.34	0.06	80%	516t
	Green Electricity	0.00	0.00	0		
	Total Scope 2	256	1.34	0.06		
SCOPE 3	Flights	379	1.98	0.09	60%	387t
	Car Travel (Taxis, Hire Cars and Personal Vehicles)	10.4	0.05	0.00		
	Total Scope 3	389	2.04	0.09		
	Gross emissions	646	3.38	0.15		
	Green Energy Tariff	0.00	0.00	0	40%	258t
	Voluntary Carbon Offsetting	0.00	0.00	0		
	Net Carbon Emissions (refer Offset section, pg 24)	646	3.38	0.15		
	Paper Consumption (kg)	10,237	53.6	2.45	20%	129t
	% Recycled Paper Consumption	3.4%				

AusLSA REPORTING MEMBERS



AusLSA MEMBERS

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- Swaab Attorneys
- The Lantern Legal Group Pty Ltd
- TressCox Lawyers
- Wotton + Kearney

An additional two AusLSA Members submitted Environmental Reports for inclusion in our analyses of the sector but elected not to publish.



AUSTRALIAN LEGAL SECTOR ALLIANCE

Richard Jennings
General Manager
richard@legalsectoralliance.com.au
www.legalsectoralliance.com.au

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