


KING & WOOD
MALLESONS
金杜律师事务所

RESPONSIBLE BUSINESS

IS EVERYONE'S BUSINESS,
& GOOD BUSINESS

FY23, 24, 25 REPORT - AS AT 1 JULY 2025



Wisdom by Basia Nowacki



FOREWORD

At King & Wood Mallesons, we believe Responsible Business is everyone’s business, and good business. This principle shapes our Responsible Business Blueprint and drives our firm-wide commitment to sustainability, inclusion, and community impact that is deeply embedded in our culture and strategy.

This Report sets out how we work and key achievements, including pro bono legal services and climate action, workplace inclusion and ethical governance. Across FY23–FY25, our people have delivered programs that meet our strategy and respond to urgent challenges facing our communities and planet.

COMMUNITY

We’re working towards a fairer and more sustainable future where young people thrive. Over the past three years, our lawyers have delivered 140,000+ pro bono hours, with firm-wide participation consistently above 80%.

Through Fairer Futures we’re amplifying underrepresented voices, opening pathways for diverse talent, and shaping a more inclusive legal profession. Our culture of giving is strong too: through DigDeep®, grants, and sponsorships, we’ve contributed \$2.8m to community partners in the past three years.

ENVIRONMENT

We’re committed to net zero by FY2040, with a Science-Based Target approved by the SBTi. In 2024, we achieved 100% renewable electricity across all Australian offices and maintained carbon neutrality through credible offset projects.

We’re also investing in climate literacy, ensuring our people have the tools and knowledge to lead on climate action at work and beyond.

PEOPLE

Our people are the heart of our success. In 2025, we achieved Gold accreditation for LGBTIQ+ inclusion and, in 2024, certification as a Family Inclusive Workplace. Initiatives like our Words Can animation series are sparking conversations about psychosocial safety and respectful communication.

These efforts reflect our commitment to a workplace where everyone feels valued and respected.

GOVERNANCE & MARKETPLACE

Strong governance underpins our approach. In 2024, we refreshed our Code of Conduct and rolled out a new Risk Management Framework to help our people make confident, values-driven decisions.

Our procurement practices now place greater emphasis on fairness and sustainability. We’ve increased spend with First Nations businesses and social enterprises and continue to build awareness of Modern Slavery risks.

LOOKING AHEAD

We’re focused on deepening our impact, expanding our reach, and strengthening our partnerships. Guided by our Responsible Business Blueprint, we’ll continue to align our work with the issues that matter most to our people, clients, and communities.

FY25 HIGHLIGHTS

51,670
PRO BONO HOURS DELIVERED

\$1.03m
IN GIVING AND GRANTS TO
COMMUNITY PARTNERS

NET ZERO
TARGETS ENDORSED BY THE SCIENCE
BASED TARGET INITIATIVE

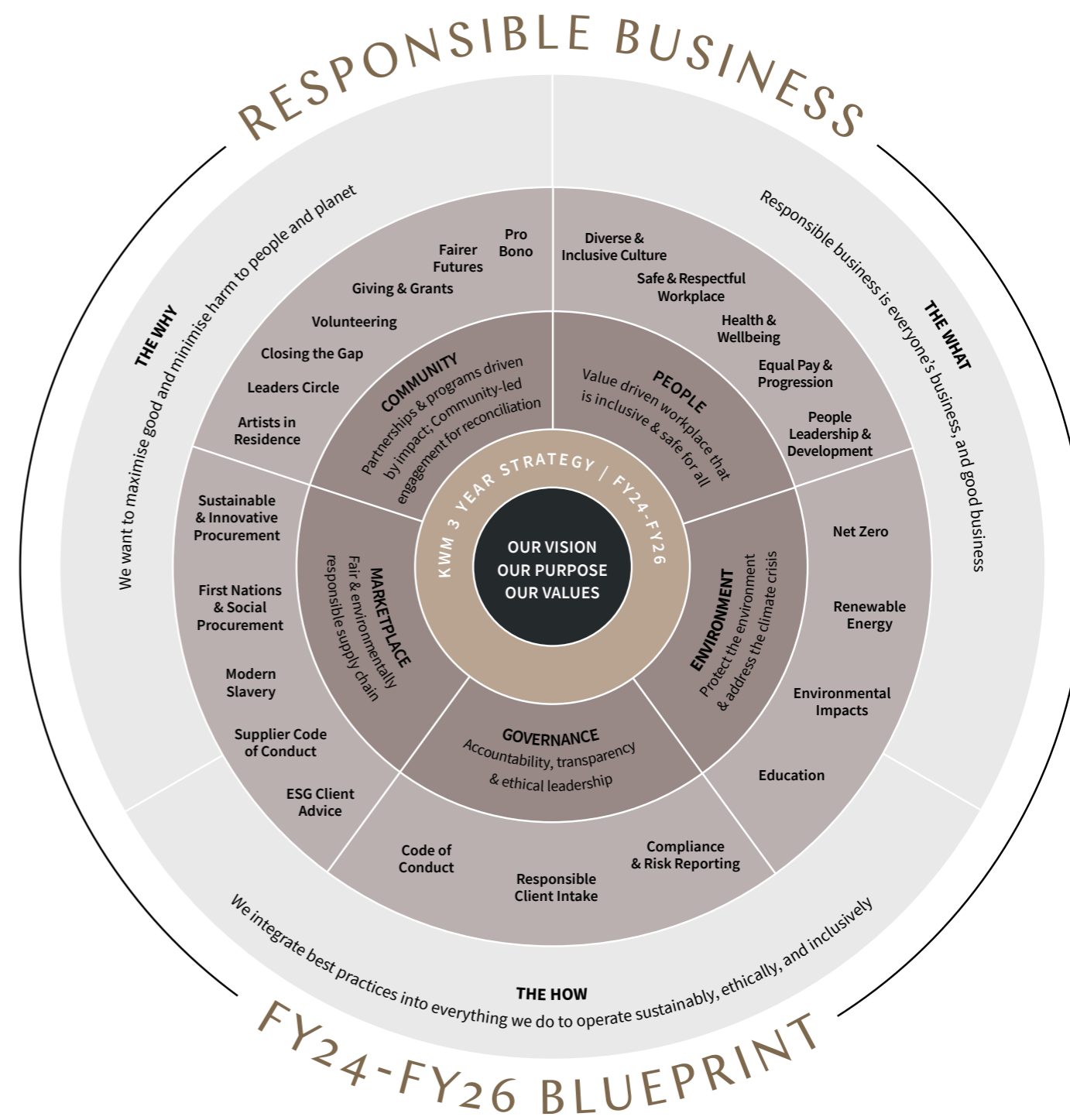
**INCREASED
SPEND**
WITH FIRST NATIONS - BUSINESSES

EXTERNAL
RECOGNITION FOR DIVERSITY
AND INCLUSION

REFRESHED
CODE OF CONDUCT AND
GOVERNANCE FRAMEWORKS

RESPONSIBLE BUSINESS BLUEPRINT

This best-practice approach weaves our responsible business approach into our firm's 3 Year Strategy, rather than seeking to retrofit a separate strategy. The Blueprint also reflects contemporary thinking that a responsible business focuses its resources on addressing the issues that most affect the business and its stakeholders.



RESPONSIBLE BUSINESS LEADERSHIP TEAM



CLEMENTINE JOHNSON
HEAD OF SOCIAL IMPACT & SHARED VALUE | SYDNEY



SHRUTI CHOUDHARY
CLIMATE CHANGE & ENVIRONMENT LEAD | SYDNEY



CORINNE WEST
HEAD OF INCLUSION & WELLBEING



EMMA MCVEIGH
MANAGER OPERATIONAL RISK AND COMPLIANCE | CANBERRA



SIMON PERRY
NATIONAL PROCUREMENT MANAGER | SYDNEY



RESPONSIBLE BUSINESS AMBASSADORS

Our Responsible Business Ambassadors help to shape and champion our Responsible Business Blueprint



SCOTT SINGLETON
PARTNER | BRISBANE



HELEN PEARCE
EXECUTIVE DIRECTOR, BD & M | BRISBANE



DAVID BELL
PARTNER | BRISBANE



PAUL MCBRIDE
PARTNER | BRISBANE



JASMINE FORDE
PARTNER | BRISBANE



ANNABEL GRIFFIN
PARTNER | CANBERRA



EMMA LAWRENCE
PARTNER | CANBERRA



STEPHEN JAGGERS
PARTNER | CANBERRA



VICKI THOMPSON
PEOPLE & DEVELOPMENT CENTRE MANAGER | CANBERRA



DIANA NICHOLSON
PARTNER | MELBOURNE



PETER STIRLING
PARTNER | MELBOURNE



ROSH ASIRWATHAM
FINANCE OPERATIONS & SUPPORT SENIOR MANAGER | MELBOURNE



MICHELLE MAHONEY
EXECUTIVE DIRECTOR | MELBOURNE



EMMA NEWNHAM
SPECIAL COUNSEL | MELBOURNE



FELICITY BADCOCK
CIO | MELBOURNE



GREG PROTEKTOR
PARTNER | MELBOURNE



JULIANA JORISSEN
PARTNER | PERTH



EMMA VERMEIJ
SENIOR BD MANAGER | PERTH



STEPH PURIS
SPECIAL COUNSEL | PERTH



AMANDA LEES
PARTNER | SINGAPORE



CLAIRE ROGERS
PARTNER | SYDNEY



CHRIS MITCHELL
PARTNER | SYDNEY



FELICITY SAVAGE
PARTNER | SYDNEY



NICOLE HOOKER
HEAD OF RESOURCING AND MOBILITY | SYDNEY



TIM FINLAYSON
CHIEF OPERATING OFFICER | SYDNEY



ANNA FERGUSSON
GLOBAL HEAD OF CONFLICTS & BUSINESS ACCEPTANCE | SYDNEY



REBECCA FLYNN
DEPUTY CHIEF FINANCIAL OFFICER | SYDNEY



BEN LYONS
HEAD OF TECHNOLOGY SOLUTIONS | SYDNEY



JEROME TSE
PARTNER | SYDNEY



CILLA ROBINSON
PARTNER | SYDNEY



SAM MATTOCK
HEAD OF BUSINESS SERVICES & PREMISES | BRISBANE



SATI NAGRA
SENIOR ASSOCIATE | SYDNEY

PRO BONO & SOCIAL IMPACT COMMUNITY



PRO BONO & SOCIAL IMPACT FUNCTION

WHAT WE DO

High Impact Programs & Partnerships to Reduce Systemic Inequality

ACTIVITIES

Advice | Clinics | Secondments | Legal Education | Systems Change | Volunteering | Giving & Grants | Pathways Programs, Mentoring & Alumni Networks

LEADS

Clementine Johnson, Dusan Stevic & Elise Perry

BLUEPRINT PILLAR

Community

WE WORK IN PARTNERSHIP WITH COMMUNITIES, ORGANISATIONS AND ACADEMIC INSTITUTIONS TO SHAPE A FAIRER AND MORE SUSTAINABLE FUTURE

We have a role to play in creating a world where everyone can thrive, ensuring equal access to social and economic rights for all. Our approach is to listen, learn, and collaborate with community-focused organisations to understand where we can best leverage our skills and resources to address the issues that matter.

By fostering long-term partnerships, we provide pro bono legal services, grants, skilled volunteering, and access programmes that connect with communities and promote meaningful, positive change.

Our priority is to support and empower young people, and every program and partnership we undertake is intended to align and contribute to the achievement of the UN Sustainable Development Goals and the National Agreement on Closing the Gap.

OUTCOMES (WHAT WILL BE ACHIEVED)

- 01 Deepened relationships with organisations focused on justice, inclusivity and environment
- 02 Used the law to influence change
- 03 Amplified talent from under-represented groups

WHY THIS IS IMPORTANT

-  **Benefits to communities:** Our work seeks to contribute to a fairer and more sustainable future
-  **Benefits to our clients:** Our clients have an opportunity to work with and alongside us, thereby creating shared value
-  **Benefits to our business:** Our business is enhanced by our people and our clients gaining a deeper understanding of the opportunities and challenges faced by the community. Further, the reputation and standing of our business is enhanced by the positive impact of our work
-  **Benefits to our people:** Our people have an opportunity to dedicate their expertise, knowledge and skills towards creating meaningful and impactful projects



OUR GOAL IS A FAIRER AND MORE SUSTAINABLE FUTURE, WHERE YOUNG PEOPLE THRIVE



POLICIES | PLANS | PEOPLE

- POLICIES**
 - Pro Bono Policy & Guidelines
 - Volunteering Guidelines
 - Grants & Giving Guidelines
- PLANS**
 - Pro Bono & Social Impact Plan
 - Responsible Business Program of Works
 - Responsible Business Group Work Plans
- PEOPLE**
 - Clementine Johnson
 - Dusan Stevic
 - Elise Perry



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BLUEPRINT PILLAR: COMMUNITY | PRO BONO & SOCIAL IMPACT

PROGRESS

High impact programs & partnerships to reduce systemic inequality



Using an evidence-based approach, we partner with communities, organisations and academic institutions to tackle the big issues facing people & planet

UN SDGS WE FOCUS ON

<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>
<p>4 QUALITY EDUCATION</p>	<p>10 REDUCED INEQUALITIES</p>
<p>5 GENDER EQUALITY</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>

PROGRAM/WORK STREAM	OUR COMMITMENTS & OBLIGATIONS	FY23-25 COMMENTARY	OUR PROGRESS
<p>PRO BONO We provide pro bono legal services to hundreds of community organisations and community legal centres, supporting their efforts to promote a fairer and more sustainable future. Our firm's long-standing pro bono practice provides all KWM legal teams with substantial and diverse opportunities to meaningfully address unmet legal need through advice services, clinics, secondments, legal education and systems change.</p>	<p>Our target outputs include enabling:</p> <ul style="list-style-type: none"> • 3+ Pro Bono Flagship Programs. • 5+ Priority Pro Bono Projects. • 10+ Legal Clinics. • 50,000 Pro Bono Hours Annually. • Signatory to the National Pro Bono Target (average 35 hours per lawyer). • Trusted and genuine community partnerships. 	<ul style="list-style-type: none"> • Pro bono hours recorded: 44,240 (FY23), 44,686 (FY24), 51,670 (FY25). • Pro bono participation rate: 89% (FY23), 83% (FY24), 87% (FY25). • Average hours per lawyer: 45 (FY23), 44 (FY24), 49 (FY25). • Organisations assisted: 770 (FY23), 300 (FY24), 254 (FY25). • 10 organisations assisted through clinic services across all Australian Centres. 	<p>ONGOING</p>
<p>FAIRER FUTURES Fairer Futures encapsulates KWM's holistic approach to creating fairer access to enter and succeed in law and professional services. Fairer Futures brings together different areas of the firm to work towards a shared goal of reducing barriers to working and succeeding in firms like KWM. We work in partnership with community organisations, universities, and clients to understand the issues, create and deliver programs, evaluate our approach, and assess our impact.</p>	<p>Our target outputs include:</p> <ul style="list-style-type: none"> • Enabling 20+ Pathways Programs Places Annually, including 10-12 KWM Explore interns in our Australia and Singapore centres. • Joining related industry and community roundtables and taskforce groups to help amplify talent in under-represented groups. • Offering Alumni network offering ongoing support and connection to participants. • TSF case study – support since 1983 – quotes, video, podcast, learning together. 	<ul style="list-style-type: none"> • In FY24, 23 young people completed a program under the Fairer Futures approach. • In FY25 we hosted 12 KWM Explore interns. • In 2024, KWM representatives joined a roundtable facilitated by Social Ventures Australia bringing together business and community organisations addressing social mobility in Australia. • In partnership with The Pinnacle Foundation, donation of \$15,000 over 3 years for a law student from the LGBTQ+ community to complete a law degree while accessing networks and mentoring to help them shape their onward professional journey. 	<p>ONGOING</p>
<p>GIVING & GRANTS KWM offers support to Community Partners via grants for key programmatic work and/or sponsorships for events or conferences which promote learning, practical action and innovation. This encompasses strategic grants, scholarships, and workplace giving. The purpose of this stream of work is to leverage KWM's resources to support our impact priorities. KWM's workplace giving program, DigDeep®, has raised nearly \$17 million since 2001 from donations from our people and partners. The firm dollar matches all workplace giving donations from staff. The desired impact is that DigDeep® Partners can plan their activities relying on financial contributions from KWM donors.</p>	<p>Our target outputs include:</p> <ul style="list-style-type: none"> • \$500,000 donated via grants and giving annually. 	<ul style="list-style-type: none"> • DigDeep donations, grants and sponsorships equivalent to \$825,100 (FY23), \$1.03m (FY24) and \$1.033m (FY25). • 6 x Local Community Partnerships established to focus effort and impact in each KWM centre. • Furniture auctions, plus additional donation of 1250+ items of furniture, fixtures and equipment diverted quality items from landfill, with funds raised donated to Community Partners and surplus items directed to a diverse range of community-based organisations for reuse. 	<p>ACHIEVED</p>
<p>VOLUNTEERING KWM supports people to contribute their skills and experience to non-profit and community-based organisations. Volunteering at KWM can be a one-off firm organised event or an on-going engagement with a non-profit or community-based organisation our people are passionate about, and that meets the criteria set out in the Volunteering Policy (pending approval). KWM recognises the importance of supporting our people to give back to the causes that matter to them, and to contribute their time to initiatives that benefit the communities in which we operate. KWM also provides skilled volunteering opportunities, for example taking up roles as mentors for our pathways programs.</p>	<ul style="list-style-type: none"> • Work with our Community Partners and people to offer meaningful opportunities for skills exchange and engagement. 	<ul style="list-style-type: none"> • Structured volunteering opportunities accessed through supervision and mentorship of KWM Explore interns. • Establishment of Local Community Partnerships in FY25 will facilitate ongoing opportunities for skilled volunteering. 	<p>ONGOING</p>



BLUEPRINT PILLAR: COMMUNITY | PRO BONO & SOCIAL IMPACT

FUTURE FOCUS

High impact programs & partnerships to reduce systemic inequality

OUR FUTURE FOCUS

PRO BONO

- Leadership in Access to Justice:** Exceed the National Pro Bono Target, affirming our contribution to addressing unmet legal need.
- Tangible Systems Change:** Target a far greater share of structural and systemic reform matters, to better influence unfair laws & policies impacting young people.
- Regional and Global Impact:** Increase the proportion of work supporting international and cross-border communities, driving justice outcomes for young people beyond our domestic footprint.
- Increased Engagement:** Engage more lawyers across all levels and practice areas in the issues underpinning our practice through The Web Priority Project and Communities of Practice.

FAIRER FUTURES

- Increase Reach and Impact:** Increase number of participants on Pathways Programs by 30%, including additional groups who face barriers to entry and continued opportunity in legal and professional services settings.
- Partner with University of Melbourne, SVA, clients and peers:** Work collaboratively with thought leaders to help define the challenge, raise awareness and create solutions together.

GRANTS & GIVING

- Enhance our Culture of Giving:** Enhance the firm's culture of giving through the promotion of DigDeep®, regular appeals and engagement activities for Local Community Partners. Aim to increase participation in DigDeep® to 50% of partners and employees.
- Learning Together:** Develop updates (newsletter, videos, Viva updates) to show the impact of our donations and connects our people to our Local Community and DigDeep® Partners.

VOLUNTEERING

- Facilitate Connection:** Develop 6 new partnerships or programs which offer our people the chance to use their experience and skills to make a positive impact in our local communities or environment.
- Two-way Learning:** Ensure volunteering creates mutual learning opportunities and a deeper commitment and connection to the Community of Practice work.

IMPACT IN ACTION

USING OUR MASTERY OF THE LAW

KWM filed proceedings to prevent Bathurst Regional Council from developing a go-kart track that, if approved, would destroy a sacred women's site at Wahluu (Mount Panorama). A 174-metre peak, Wahluu is a site of ceremony and a burial ground on Wiradyuri Country. There are many sacred sites at Wahluu for men and women, each one connected to cultural practices that have been continuously practiced on the land for millennia. Soon after the destruction of the Juukan Gorge, the prospect of another sacred Aboriginal site being destroyed was unthinkable.

The Traditional Owners of Wahluu had taken every step they could to apply for Native Title and approach the relevant Ministers to explain the significance of the site and halt the plans for its destruction ahead of KWM's involvement via the firm's Pro Bono team. Building on the immense work already undertaken by the Traditional Owners, the firm secured an interim protection order made by the Supreme Court of New South Wales, preventing the Council from commencing work on the track.

It should not take the help of a major law firm for Traditional Owners to have their voices heard, but for KWM's intervention, working with the trust and responsibility of the Traditional Owners, the sacred sites at Wahluu would no longer exist. If this were to happen again elsewhere in the country or with another group of Traditional Owners, it seems likely that the same intensive intervention of a major law firm would be required to effectively block development.

KWM EXPLORE – CONNECTING DIVERSE TALENT POOLS TO OPPORTUNITY

KWM Explore (formerly KWM School of Opportunity®) is a unique 10 – 30 day paid internship for tertiary students who come from backgrounds we know are under-represented in law and professional services, including young people from lower-socioeconomic backgrounds. Interns work with teams in our legal and shared services areas, as we aim to empower them to pursue their study and career goals, and to connect our firm to more diverse talent pools so that our organisation and profession can reflect the vibrant diversity of the communities in which we work.

Partnering with The Smith Family in Australia and Temasek Polytechnic in Singapore, KWM Explore offers real-world experience at our firm and with our commercial and pro bono clients, building confidence and practical skills a variety of organisations. The program includes mentoring, career development sessions, professional skills training, and access to a supportive professional network. These opportunities help interns clarify goals, make informed decisions about their future and develop essential skills for their chosen paths. One intern shared, *"I'm truly lucky to be working with my mentor, and I cannot say this enough, but I truly love coming into the office and being able to receive such exposure and experience from this program."*

KWM volunteers act as supervisors, buddies, and mentors. They help create an environment where interns can learn through doing and asking, while building lasting professional relationships. The aim of KWM Explore is for interns to leave not only with new skills and relationships, but also with valuable exposure to life in the professional world. Continued support via KWM's alumni network ensures that the impact of the program endures, helping participants continue to shape their careers and contribute to a more inclusive workforce.





BLUEPRINT PILLAR: COMMUNITY | PRO BONO & SOCIAL IMPACT

IMPACT IN ACTION

High impact programs & partnerships to reduce systemic inequality

KWM & SANE AUSTRALIA – A HOLISTIC PARTNERSHIP FOR MENTAL HEALTH IMPACT

KWM's collaboration with SANE Australia reflects a deep commitment to mental health advocacy and community wellbeing. Originating with SANE joining KWM's workplace giving program, DigDeep®, in 2004, the partnership has evolved to a multi-faceted relationship including pro bono advice, awareness raising, fundraising and thought leadership. The work we do together supports SANE to pursue their important work in providing innovative and practical support to people experiencing complex mental health issues and their loved ones. Together, we want to help de-stigmatise complex mental health and help ensure everyone can access quality care in times of crisis and recovery.

In 2025, KWM stepped up our participation in the Walk and Talk for Mental Health, an event that aims to create conversations with colleagues, friends and family about mental health and wellbeing. KWM teams across Australia and Singapore walked 26 million steps in one week for the cause, demonstrating our people's commitment to SANE's incredible work. We were privileged to hear from SANE CEO, Rachel Green, to deepen our understanding of the issues.

Holistic partnerships with organisations like SANE are at the centre of how Responsible Business works, amplifying what these great organisations do to address complex and pressing issues facing our communities.

THOUGHT LEADERSHIP: CONNECTING WITH THE ISSUES THAT MATTER

At KWM, Responsible Business is everyone's business, and good business. We work with incredible Community Partners who are tackling some of the most challenging issues of our time.

Part of our collaboration involves sharing their important work and impact across our firm and broader networks. Our NEXT podcast, publication and event series, as well as our spotlight videos, are designed to spark conversations, challenge assumptions, and create space for the issues at the intersection of business, community, and environment.

The NEXT series, together with our video collaborations with our community partners, our internal ambassadors, champions and other avenues for engagement ensure Responsible Business at KWM is not just an initiative. We invite our people, clients, and partners to join us in creating space for the ideas and actions that will contribute to a fairer, more sustainable future.



ENVIRONMENT



CLIMATE CHANGE & ENVIRONMENT FUNCTION

WHAT WE DO

Take meaningful action to address the climate crisis

ACTIVITIES

Net Zero | Renewable Energy | Environmental Impacts | Education

LEADS

Shruti Choudhary

BLUEPRINT PILLAR

Environment

CREATING A SUSTAINABLE FUTURE FOR ALL RELIES ON THE IMPACT WE MAKE TODAY

Our climate is changing rapidly, and we must adapt with it to protect the ecosystems that sustain our lives and economies. The transition to a low-carbon future will take time, but we are committed to acting today and invite others to join us.

As a firm, we are uniquely positioned to lead, advise, and collaborate with our people, clients, and communities, driving a just transition to a sustainable future.

WHY THIS IS IMPORTANT



Benefits to communities: Contribute to a safe and healthy environment through taking science-based climate action



Benefits to our clients: Be a trusted advisor that walks the walk and can collaborate to solve the wicked problems associated with Climate Change and other environmental impacts



Benefits to our business: Access opportunities to support our clients in the transition to a low-carbon economy and outperform our peers. Secure the best emerging talent in the industry. Anticipate and avoid the reputational, financial and physical risks associated with a slow or limited transition to the new economy



Benefits to our people: Enable and empower our people to take climate action at work and in their live

OUTCOMES (WHAT WILL BE ACHIEVED)

01 Reduce greenhouse gas emissions in line with our Science-Based Target

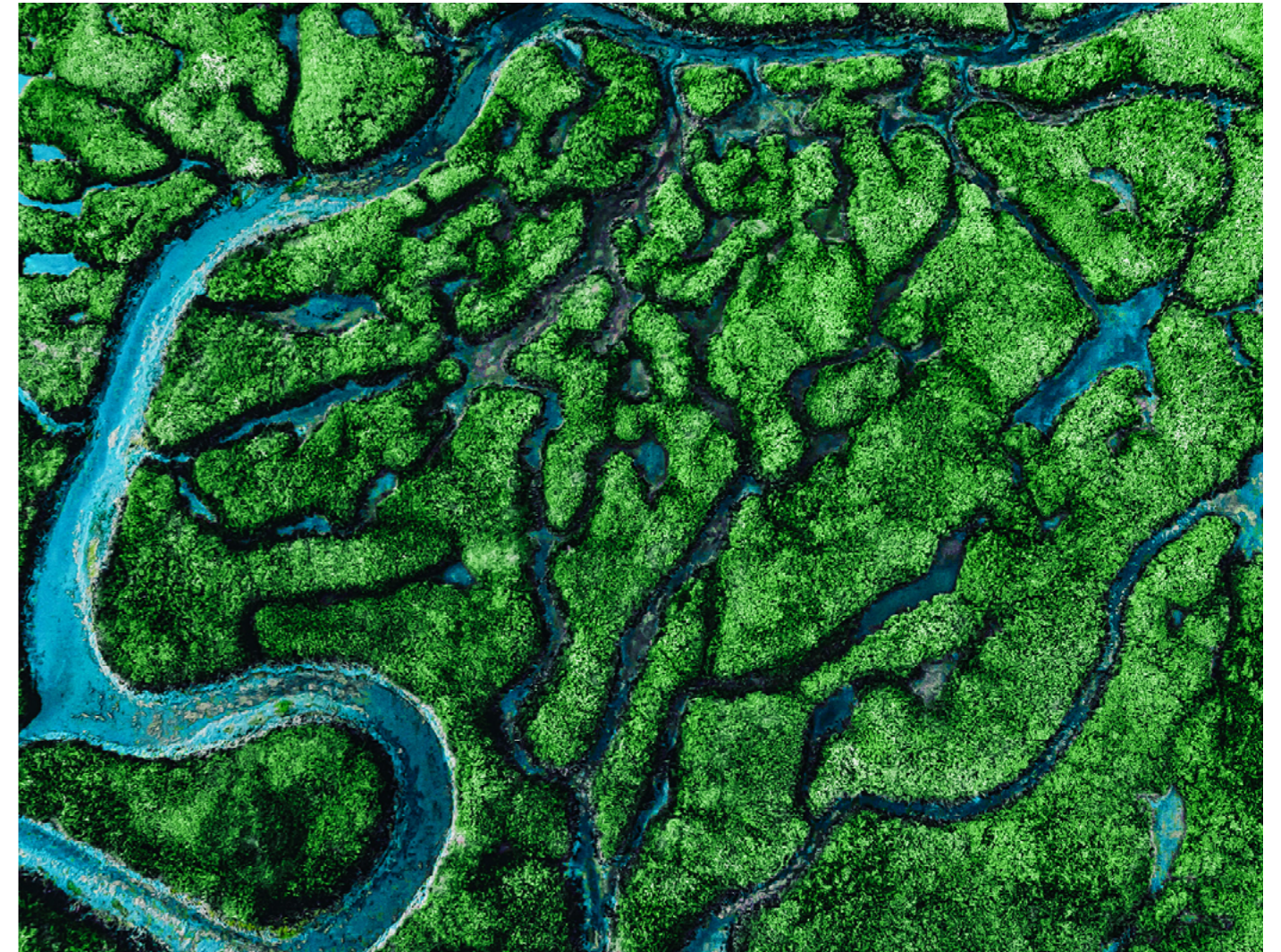
02 Improve resource conservation

03 Increase climate capability and knowledge within our firm

04 Streamline data governance and reporting processes



OUR GOAL IS TO MITIGATE OUR IMPACT ON CLIMATE CHANGE AND PROTECT THE ENVIRONMENT



POLICIES | PLANS | PEOPLE

POLICIES

Current: Environment Policy

Under Development: Procurement policy

PLANS

Climate Change & Environment Plan

RB Program of Works

RGB Work Plans

PEOPLE

Shruti Choudhary



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BLUEPRINT PILLAR: ENVIRONMENT | CLIMATE CHANGE & ENVIRONMENT

PROGRESS

Take meaningful action to address the climate crisis



We take science-based action to mitigate climate change, reduce our impact on the environment and build climate capability within our firm

UN SDGS WE FOCUS ON

13 CLIMATE ACTION

7 AFFORDABLE AND CLEAN ENERGY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

PROGRAM/WORK STREAM

NET ZERO

KWM is one of only a small group of law firms in Australia to have its emissions reductions targets endorsed by UN-backed Science Based Targets Initiative, aligned with Paris Agreement's goal of limiting climate change to 1.5C.

We also participate in the Australian Government's Climate Active program to voluntarily measure, reduce and offset carbon emissions. We submit annual disclosures to the voluntary CDP reporting standard, with topics including environmental governance, business strategy and our activity on climate change and plastic waste reduction.

RENEWABLE ENERGY

KWM's electricity use made up 12% of our total Greenhouse Gas emissions in FY24 and represents an area where we can have a significant positive impact.

ENVIRONMENTAL IMPACTS

As a legal firm, KWM's environmental impacts stem from our centres' operational impact and from the services we provide.

EDUCATION

We cannot achieve our climate change and environment commitments alone and require the participation of people across the firm, from junior lawyers to Partners to our Shared Services team to achieve them. Building our firm's internal capability on climate change and our people's understanding of the topic's relevance to KWM, and their roles will enable us to have a greater impact.

OUR COMMITMENTS & OBLIGATIONS

King & Wood Mallesons Australia & Singapore commit to reach net zero by FY2040:

- Near-term targets: reducing absolute scope 1, 2 and 3 GHG emissions 42% by FY2030 from a FY2023 base year. KWM AU & SG also commits to increase annual sourcing of renewable electricity from 0% in FY2023 to 90% by FY2025.
- Long-term targets: reducing absolute scope 1, 2 and 3 GHG emissions 90% by FY2040 from a FY2023 base year.

KWM will reduce the emissions generated from its electricity use by purchasing renewable energy generated from sources such as solar, wind and hydropower. This will be purchased directly through a GreenPower agreement, or where KWM has limited control over energy contracts, through the purchase of Large-scale Generation Certificates (LGCs) that invest in renewable energy generation in Australia.

Reducing KWM's environmental impact requires us to use resources efficiently to avoid waste generation and to maximise reuse and recycling outcomes for unavoidable waste.

We will develop and launch an internal climate literacy program to engage our people on climate change and the action they can take at work, at home and in their communities. We will also deepen our engagement with key internal stakeholders driving the achievement of our RB commitments and provide them with the tools and support they need to thrive.

FY23-25 COMMENTARY

- In FY24, we scored a 'B-' on CDP and understand actions required to improve
- In FY25, KWM maintained its carbon neutral status through measuring our emissions in line with Climate Active's methodology and through purchasing carbon credits equivalent to our total emissions. Offset projects were selected based on their credibility, additionality, social, environmental and economic sustainability and regional spread. In FY26, we are reviewing our commitment to Climate Active and carbon offsets given the requirement of our SBT to take a reduction-first approach to GHG emissions.

- In FY25 KWM measured emissions in alignment with the Greenhouse Gas Protocol, a globally recognised framework, capturing full scope 1, 2 and 3 emissions.
- 100% renewable electricity in all Australian tenancies since January 2024, supporting our SBTi commitment to increase annual sourcing of renewable electricity.
- In FY25, through purchasing renewable energy for our Australian tenancies we reduced the impact of our energy use to 1% of our total FY25 emissions

- KWM AU has an Environmental Management System (EMS) in place (certified until June 2025) and we are currently updating the EMS to renew our certification in FY26.
- Separate recycling bins available in all Australian centres.
- 99% of single use items have been eliminated from all centres' cafes, saving 180k (approx.) disposable cups each year.
- Stationery reuse & recycling options are now in all centres.
- Energy efficiency and water efficiency measures are in place at all Australian centres, with many of our base buildings rated as '5 Star' under NABERS
- Our cleaning providers for our Australian centres all use GECA-certified cleaning solutions and have programs in place to reduce the environmental impacts of their cleaning chemicals and processes

- Climate literacy program development content is underway and due to launch by December 2025.

OUR PROGRESS



ONGOING



ACHIEVED



ONGOING



ONGOING



BLUEPRINT PILLAR: ENVIRONMENT | CLIMATE CHANGE & ENVIRONMENT

FUTURE FOCUS

Take meaningful action & address the climate crisis

OUR FUTURE FOCUS

NET ZERO

- Implement our Emissions Reduction plan in partnership with our firm, focussing on the actions that deliver the highest impact and starting with the activation of 'quick win' emissions reduction opportunities.
- Continue to integrate environmental and climate considerations into our procurement systems and decisions and our supplier engagement.
- Streamline and improve our data governance and reporting processes, including the exploration and onboarding of an environmental data and reporting tool.

RENEWABLE ENERGY

- Extend renewable energy procurement to our Singapore Centre.
- Encourage our landlords to electrify our tenancies (gas phase-out).
- Explore the business case for purchasing renewable energy through a Power Purchase Agreement.

ENVIRONMENTAL IMPACTS

In partnership with our Shared Services team, implement our Environmental Management Plan, including actions such as:

- Implementation of our updated business travel policy, reducing emissions from business travel.
- Working with our cleaning contractors to ensure cleaning chemicals used are as environmentally friendly as possible.
- Implement energy and water efficiency upgrades in our centres.
- Reduce food waste and introduce more vegetarian and vegan options on our café menus.
- Improve recycling rates in all centres.
- Upgrade the refrigerants used across centres to lower GWP alternatives.

EDUCATION

- Roll out our internal climate training to our employees and use it to drive engagement around our Emissions reduction plan and Environmental Management Plan.
- Work with industry associations and other groups to improve our sector's collaboration on shared climate and environmental challenges.

IMPACT IN ACTION

SETTING OUR SCIENCE-BASED TARGET

In 2024 KWM set a Science-Based Target (SBT) in line with the requirements of the Science-Based Targets Initiative (SBTi), an organisation driving ambitious climate action in the private sector. Our emissions reduction target supports the aims of the Paris agreement to limit global temperature increases to 1.5 degrees or 'well below' 2 degrees C above pre-industrial temperatures. By setting and achieving this target KWM will play its part in a global movement to avoid the worst impacts of climate change and to ensure a safe environment for people, communities and organisations.

First, we applied to SBTi to signal our intent to set an SBT. Next, we calculated our Greenhouse Gas (GHG) emissions, focussing on the emissions categories that are most relevant to our firm's operations and services and represent the areas where we can make a meaningful impact. After a lengthy internal consultation and review process, we submitted our science-based target for review and validation by SBTi. Our target was approved by SBTi in December, and we have committed to net zero by FY2040.

Achieving our ambitious target will require collaboration across our firm and industry. As a services-based business, our largest emissions reduction opportunities lie in our supply chain, the movement of our people (via business travel and employee commuting) and in the electricity we consume. These will be key focus areas over the next year, along with streamlining and improving the quality of our data collection and reporting processes and finding joint impact opportunities with our clients and partners. We invite others to join our efforts.



INCLUSION AND WELLBEING PEOPLE



INCLUSION AND WELLBEING FUNCTION

WHAT WE DO

Value driven workplace that is inclusive & safer for all

ACTIVITIES

Diverse & Inclusive Culture | Safe & Respectful Workplace | Health & Wellbeing | Equal Pay & Progression | People Leadership & Development

LEADS

Corinne West

BLUEPRINT PILLAR

People

OUTCOMES

(WHAT WILL BE ACHIEVED)

- 01 A preventative and proactive approach to safety and wellbeing from an individual, team and firm perspective
- 02 Greater consistency in people's workplace experiences
- 03 Compliance with increasing regulatory obligations
- 04 Continuous embedding and improvement of the inclusion and wellbeing work implemented to date
- 05 A healthier and more sustainable environment where our people and partners are enabled to perform to their best
- 06 Health risks, reputational risks and compliance risks are prevented, identified and eliminated

OUR BUSINESS IS BUILT ON DIVERSITY AND THE LIVED AND LIVING EXPERIENCES OF OUR PEOPLE

We are a leader in inclusion and wellbeing. We consistently demonstrate genuine commitment and action to engaging, respecting and valuing diverse people within and external to the firm. We recognise that this is key to business performance, client satisfaction and building stronger communities.

We are proud of our significant investment and advocacy related to inclusion and wellbeing. As a leading Australian law firm, we are privileged to be able to improve legal and justice systems to build more respectful and stronger workplaces and communities, where diversity is valued and celebrated. To ensure this is a strategic focus, we have embedded the provision of a safe and inclusive culture for our people, and learning, leading and developing others, in KWM's 3 Year Plan.

We provide a range of initiatives to enable and support our people at the individual level and deliver systems reform to ensure that equality is core to our business practice.



WHY THIS IS IMPORTANT



Benefits to communities: We foster healthy communities where people are enabled to focus on their wellbeing, and where discrimination and disadvantage are eliminated



Benefits to our business: Our business will realise productivity benefits including reduced sick leave, reduced turnover, reduced performance issues, reduction in formal complaints, improved engagement scores and attraction of talent



Benefits to our clients: Our clients are working with happy, healthy and productive teams, and given opportunities to partner with us on inclusion and wellbeing initiatives



Benefits to our people: Our people will enjoy a safe and healthy workplace

POLICIES | PLANS | PEOPLE

POLICIES	Emergency Childcare Policy	XDM Program
	Flexible Working Policy	Meeting Times Policy
	Recruitment Policy	Total Rewards Policy
	Diversity and Inclusion Policy	Time Back Policy
	Workplace Harassment, Sexual Harassment, Discrimination & Bullying Policy	Workers Compensation Policy
	Speaking Up Policy	Equitable Briefing Policy
	Flexibility Supporting Carer Responsibilities Policy	Parental Leave Policy
		Swap Pay for Leave Policy
PLANS	Inclusion Strategy	
	Partner Health, Wellbeing and Safety Scorecard	
	Respect @ KWM Program	
	Workload Wellbeing @ KWM Program	
	Psychosocial Safety Plan	
PEOPLE	Kathryn Bellion	
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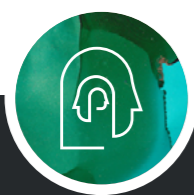
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BLUEPRINT PILLAR: PEOPLE | INCLUSION & WELLBEING

PROGRESS

Values driven workplace that is inclusive and safer for all



Our business is built on diversity and the lived and living experiences of our people

UN SDGS WE FOCUS ON



PROGRAM / WORK STREAM	OUR COMMITMENTS & OBLIGATIONS	FY23-25 COMMENTARY	OUR PROGRESS
DIVERSE & INCLUSIVE CULTURE	<ul style="list-style-type: none"> Embed gender equity in our systems and processes: required for Workplace Gender Equality Agency compliance. Achieve Family Inclusive Workplace certification. Australian Workplace Equality Index: ensure we maintain accreditation relating to LGBTIQ+ workplace inclusion. Build a more disability inclusive and accessible workplace. Enhance cultural awareness and capability. Undertake a review of the firm's people networks. 	<ul style="list-style-type: none"> Superannuation payments extended to cover the full 24-months of paid and unpaid parental leave. Introduced new programs and services to support caregivers of older persons. Family Inclusive Workplace certification received in 2024, with renewal on a biennial basis. Introduced a Disability Action Plan (2025). Introduced an Anti-Racism Framework (2025). Achieved Gold accreditation for AWEI (2025). 11% of our people identify as LGBTIQ+. 45% of our people identify as having multicultural backgrounds. 40% of our people are caring for at least one dependent. 27% of our people live with a long-term health condition. 5% of our people identify as a person with disability. 100% of our employees completed our mandatory workplace behaviours training Respect@KWM. Who are we survey? In 2024 achieved response rate of 60% (4% increase on previous survey run in 2021). 	 ACHIEVED
SAFE & RESPECTFUL WORKPLACE	<ul style="list-style-type: none"> Our people are safe and thriving at work through their actions, decisions, and communication styles. 	<ul style="list-style-type: none"> Launched Words Can, an innovative and groundbreaking campaign to eliminate psychosocial hazards in the workplace. Delivered a Psychosocial Safety Management Plan (2025). Delivered Psychosocial Safety sessions to partners and senior leaders across the firm (2025). 	 ONGOING
HEALTH & WELLBEING	<ul style="list-style-type: none"> Provide supports and services to enable our people to manage their work and personal commitments. Track and monitor workload and hours. 	<ul style="list-style-type: none"> Examined our risk related to psychosocial hazards and introduced new controls including the Automatic Hours Alert System. Introduced Life Talks series to address key health and wellbeing issues identified by our people. 	 ONGOING
EQUAL PAY & PROGRESSION	Our targets include: <ul style="list-style-type: none"> 40% women in partnership. 	<ul style="list-style-type: none"> 35% women in partnership as at June 2025 45% of Executive Team are women In FY24: <ul style="list-style-type: none"> 50% women partner promotes 57% women Special Counsel promotes 59% women Senior Associate promotes In FY25: <ul style="list-style-type: none"> 25% women partner promotes 56% women Special Council promotes 62% women Senior Associate promotes 	 ONGOING
PEOPLE LEADERSHIP & DEVELOPMENT	<ul style="list-style-type: none"> Building a leadership curriculum based on transferable skills that people can take anywhere in their career. 	<ul style="list-style-type: none"> Evolved our leadership programs to include wellbeing as an integral part of leadership – leading self and leading others. Introduced our People Value Proposition – ‘Learn.Master.Lead’ (2024). 	 ONGOING



BLUEPRINT PILLAR: PEOPLE | INCLUSION & WELLBEING

FUTURE FOCUS

Values driven workplace that is inclusive and safer for all

OUR FUTURE FOCUS

DIVERSE & INCLUSIVE CULTURE

- Partner Gender Target – progressing women into partnership.
- Anti-racism and cultural capability building.
- Disability and accessibility.
- Intersectionality and systems reform to achieve equality.
- Enhance people network effectiveness and impact.

SAFE & RESPECTFUL WORKPLACE

- Creating awareness of the impact of power on workplace experience and culture.
- Eliminating microaggressions in the workplace.
- Awareness raising on respectful language and actions in the workplace.

HEALTH & WELLBEING

- Life Talks series.
- Assessing the positive impact of health and wellbeing services for our people.

EQUAL PAY & PROGRESSION

- Partner Gender Target – progressing women into partnership.
- Embedding WGEA gender equality indicators.

PEOPLE LEADERSHIP & DEVELOPMENT

- Build the capability of People Champions.
- Review leadership and development program offerings and content.

IMPACT IN ACTION

WORDS CAN SERIES – BRINGING PSYCHOSOCIAL SAFETY TO LIFE (2023-2025)

In 2023, KWM’s Inclusion and wellbeing team consulted with people across the firm. Consultation insights revealed the significant impact that words had on people’s everyday sense of personal safety, health and wellbeing, inside and outside the firm. People were keen to address this issue in a meaningful way, which resulted in the production of an animation series centred on language called **Words Can**.

Using a strengths-based approach, the series showcases the lived and living experiences of KWM people. It includes first-person testimony as examples to maximise impact and drive behaviour and culture change. Animations were designed to be viewed individually or as a series that builds a narrative from harm to empowerment. They were co-developed with our people to ensure they centred on and reflected people’s lived and living experience.

The series covers three themes, and each animation was released to coincide with a day/month of significance:

1. Words Can Harm (Mental Health Month, October 2023)

The first animation highlights the impact of harmful words on people’s sense of safety and wellbeing. It shares examples of words that harm and the contexts in which they can be said. It introduces the idea of personal responsibility and choice in the words that we use in our daily interactions.

2. Words Can Heal (Human Rights Day, 10 December 2023)

The second focuses on the power of words to provide support, safety, and belonging. It highlights scenarios where harmful words have been said and offers potential responses that are assertive, respectful, and promote healing and inclusivity. It emphasises the concept of allyship and encourages individuals to speak up and show support.

3. Words Can Empower (International Day for the Elimination of Racist Discrimination, 21 March 2024)

The third explores how words can empower us all to speak up, educate, and advocate, individually and collectively. It emphasises the power of connection in creating safe, dynamic and inclusive workplaces.

The series was highly successful and between 2023-2025 we have seen continued uptake with clients and other stakeholders requesting use within their organisations for communications campaigns, learning and development resources and programs, leadership programs and diversity and inclusion initiatives. We have also run client workshops using the series to talk about psychosocial safety and employer obligations.

The series has also been embedded into KWM’s induction, learning and development programs, leadership programs and psychosocial safety resources and programs.

ETHICS, RISK & INTEGRITY

GOVERNANCE



ETHICS, RISK & INTEGRITY FUNCTION

WHAT WE DO

Accountability, transparency & ethical leadership

ACTIVITIES

Code of Conduct | Responsible Client Intake | Compliance & Reporting

LEAD

Emma McVeigh

BLUEPRINT PILLAR

Governance

WE MINIMISE RISK TO MAXIMISE OPPORTUNITIES

At KWM, we value accountability, transparency, and ethical leadership. We view risk management as a strategic advantage rather than just a compliance necessity. Our approach centres on identifying opportunities within risks, enabling both our people and our clients to thrive in a dynamic environment.

We believe that a strong culture of ethics and integrity is essential for successful risk management. This foundation allows us to build trust with our people and clients and ensures that we act responsibly in all our dealings. By prioritising ethical practices, we create an environment where risks are managed proactively and transparently.

By effectively managing risks, we help our people and clients navigate uncertainties and seize opportunities that can lead to growth and innovation. Our commitment to robust internal risk management processes not only safeguards our firm but also enhances the value we provide to our clients.



OUTCOMES

(WHAT WILL BE ACHIEVED)

01

Establish a clear and practical framework that guides our people in making ethical decisions and behaving professionally

02

Improve our client onboarding process to ensure that new clients align with our ethical standards and values, fostering trust and long-term relationships right from the start

03

Identify and manage risks effectively, ensuring informed decision-making that protects our people, assets, and reputation while supporting our strategic goals

WHY THIS IS IMPORTANT



Benefits to communities: KWM's commitment to ethical practices and responsible client intake fosters trust and integrity, enhancing our reputation as a reliable partner that positively impacts the broader community



Benefits to our clients: By prioritising ethical decision-making and transparent risk management, we empower our clients to navigate uncertainties confidently, leading to stronger relationships and increased satisfaction



Benefits to our business: Our robust risk management framework transforms potential threats into strategic opportunities, enhancing our operational resilience and ultimately driving growth and innovation within the firm



Benefits to our people: A clear Code of Conduct and structured risk management processes empower our people to make informed decisions, fostering a positive workplace culture built on accountability and shared values

POLICIES | PLANS | PEOPLE

POLICIES

Code of Conduct

Matter Management Policy

Risk Management Policy

PLANS

Governance, Risk & Compliance Framework

Policy & Procedure Refresh (All)

PEOPLE

Emma McVeigh



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BLUEPRINT PILLAR: GOVERNANCE | ETHICS, RISK & INTEGRITY

PROGRESS

Accountability, transparency & ethical leadership



We minimise risk to maximise opportunities

UN SDGS WE FOCUS ON



PROGRAM/WORK STREAM	OUR COMMITMENTS & OBLIGATIONS	FY23-25 COMMENTARY	OUR PROGRESS
<p>CODE OF CONDUCT Our Code of Conduct is aimed at guiding our work, behaviour, and interactions within the firm and with our clients. This Code serves as a vital tool to ensure that all of our people understand the expectations placed upon them and how these align with our shared purpose. The Code reinforces our commitment to our clients, our people, and the communities we serve, while maintaining the trust that clients and the public place in KWM.</p>	<p>A refreshed Code of Conduct that establishes a clear and practical framework that guides our people in making ethical decisions and behaving professionally. It articulates the principles that guide our actions and assists us in navigating complex situations with integrity.</p>	<ul style="list-style-type: none"> New Code of Conduct was released on 1 July 2024 and there is further training planned in early FY26. 	 ONGOING
<p>RESPONSIBLE CLIENT INTAKE A framework designed to enhance our approach to onboarding new clients. This framework aims to foster a shared understanding of the key considerations during the client onboarding process. By incorporating analytical processes, we aim to ensure that each new client aligns with our values and priorities, ultimately supporting our commitment to ethical business practices.</p>	<p>Improve our client onboarding process to ensure that new clients align with our ethical standards and values, fostering trust and long-term relationships right from the start.</p>	<ul style="list-style-type: none"> Progress on the Responsible Client Intake Framework was limited during FY23-25, as focus shifted to broader system improvements and AML compliance; however, the importance of aligning client onboarding with our ethical values remains recognised. 	 ONGOING
<p>COMPLIANCE RISK & REPORTING Compliance & Risk Reporting strengthens how we manage risk and compliance across KWM. Through updated frameworks, systems, and tools, we've improved visibility of emerging risks, enhanced policy consistency, and supported better decision-making, all contributing to our commitment to responsible and ethical business practices.</p>	<p>Identify and manage risks effectively, ensuring informed decision-making that protects our people, assets, and reputation while supporting our strategic goals. Activity areas include:</p> <ul style="list-style-type: none"> Implementing a refreshed Risk Management Framework and Governance, Risk & Compliance platform to guide decision-making and safeguard our people, assets, reputation and strategy Enhanced Client Survey Tracker to capture data and insights from client compliance surveys that help to identify emerging risks & trends Policies & Procedures Framework to ensure consistency in policy making 	<ul style="list-style-type: none"> Implemented refreshed policies and procedures framework Policy uplift project is in progress (approx. 50% complete) to refresh and uplift all existing policies in line with framework Implemented refreshed Risk Management Framework, including Risk Appetite Statement. Implemented new GRC platform for managing risk, compliance and incident management. Onboarded Risk Champions to new GRC system and have commenced workshops and regular communications to embed the Risk Management Framework in everything we do. Implemented enhanced Client Survey Tracker to monitor emerging risks and trends. 	 ONGOING



BLUEPRINT PILLAR: GOVERNANCE | ETHICS, RISK & INTEGRITY

IMPACT IN ACTION

Accountability, Transparency and Ethical Leadership

HOLISTIC APPROACH TO RISK

As a firm, we are implementing our refreshed Risk Management and Policy Framework to support agile decision-making and empower our people to mitigate risks so they can maximise opportunities. Our new approach is all about integration - we're weaving risk processes seamlessly into the fabric of our firm's rhythm and operations across every level, from whole-of-firm to practice, operations, and project-specific levels. This means that communication, monitoring, and measurement of risk will be ongoing and consistent.

Our refreshed Policy Framework seeks to provide a simple, structured, and mandatory process that enables our people:

- To develop, review, and maintain our policy documents effectively and consistently to further embed their understanding of our obligations.
- To define and establish responsibilities and accountabilities for approving, implementing, enforcing and reviewing our policies and procedures, ensuring these comply with Acts, Bylaws, Rules, and relevant Commonwealth and State Government legislation, including adherence to industry guidelines and our client obligations.
- To establish a standard format and content for firm's policies, procedures, and other instruments.

Our whole-of-firm approach means that everyone will be on the same page, with clear parameters and guidance on daily conduct, as well as triggers for discussion and escalation where risks or opportunities arise that could impact our strategic priorities or projects.

Our new Framework is designed to be simple, easy to apply, and agile, ensuring that it evolves alongside our firm's changing needs.



RESPONSIBLE PROCUREMENT MARKETPLACE



RESPONSIBLE PROCUREMENT FUNCTION

WHAT WE DO

Fair & Environmentally Responsible Supply Chain

ACTIVITIES

Sustainable & Innovative Procurement | First Nations & Social Procurement | Modern Slavery | Supplier Code of Conduct | ESG Client Advice

LEADS

Simon Perry & Claire Rogers

BLUEPRINT PILLAR

Marketplace

OUTCOMES

(WHAT WILL BE ACHIEVED)

01 Cultivated and sustained partnerships with First Nations & social suppliers for mutual benefit

02 Contributed meaningfully to positive social impact

03 Embedded firm-wide ethical procurement understanding

04 Driven environmental goals

05 Mitigated risk & fully satisfied compliance obligations

WHY THIS IS IMPORTANT



Benefits to communities: Unlock opportunities for Social Enterprises to share in our Procurement activities



Benefits to our clients: Demonstrate understanding and commitment via actions. Walk the walk and talk the talk



Benefits to our business: Matching our goals with activities undertaken to enrich and diversify our purchasing



Benefits to our people: Provide opportunities to undertake positive changes around key social framework/settings

OUR CHOICES TODAY SHAPE TOMORROW

We are committed to creating shared value through responsible operations and partnerships that reflect our values and aspirations.

By ensuring our supply chain supports positive social and environmental impacts, we use our buying power to create value beyond cost. Recognising the risks of modern slavery in global trade, we take action to assess, minimise, and address these impacts, publishing an annual Modern Slavery Statement, ensuring firm-wide understanding about modern slavery, and collaborating with clients to manage risks in their operations.

Strong partnerships drive opportunities for broader positive impacts. Through shared learning and a commitment to sustainability, diversity, and ethical behaviour, we work with suppliers who align with our Supplier Code of Conduct to achieve lasting change.



OUR GOAL IS TO MITIGATE OUR IMPACT ON CLIMATE CHANGE AND PROTECT THE ENVIRONMENT



POLICIES | PLANS | PEOPLE

POLICIES

Under Development: Responsible Procurement Policy	Travel Policy
Indigenous Procurement Policy	Supplier Code of Conduct
Modern Slavery Policy	Procurement Policy

PLANS

Responsible Procurement Plan

PEOPLE

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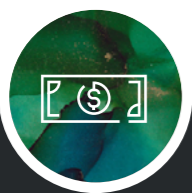
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BLUEPRINT PILLAR: MARKETPLACE | RESPONSIBLE PROCUREMENT

PROGRESS

Fair & environmentally responsible supply chain



A sourcing framework that prioritises fairness, sustainability, quality & compliance

UN SDGS WE FOCUS ON

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

PROGRAM/WORK STREAM

SUSTAINABLE & INNOVATIVE PROCUREMENT

We prioritise sourcing goods and services that support our sustainability goals, foster positive social outcomes, and reduce environmental footprints.

FIRST NATIONS & SOCIAL PROCUREMENT

Our law firm is dedicated to supporting First Nations communities and social enterprises through our procurement practices. We actively seek opportunities to engage with suppliers that are Indigenous-owned or led by social enterprises, ensuring that our purchasing decisions contribute to economic empowerment, cultural respect, and community development. By prioritizing these partnerships, we aim to make a positive social impact, align with our values of inclusivity and fairness, and promote sustainable business practices that benefit both the firm and the broader community.

MODERN SLAVERY

Our modern slavery program focuses on identifying, assessing, and addressing the risks of modern slavery across our operations and supply chains. Our approach reflects our commitment to protecting human rights and driving meaningful change.

SUPPLIER CODE OF CONDUCT

Our Supplier Code of Conduct sets clear expectations for ethical behavior, sustainability, and social responsibility across our supply chain. By adhering to the Code, suppliers contribute to ethical practices and help us drive positive environmental and social outcomes while maintaining the highest standards of integrity in our operations.

ESG CLIENT ADVICE

Our ESG commercial practice supports clients in navigating the complexities of environmental, social, and governance (ESG) considerations within their businesses.

OUR COMMITMENTS & OBLIGATIONS

Our law firm is committed to driving sustainable and innovative procurement practices that align with our values of environmental stewardship, social responsibility, and long-term impact. By working with like-minded suppliers and leveraging innovative approaches, we aim to create value both for our clients and the communities we serve, while advancing the firm's broader Responsible Business agenda. Our Responsible Business Blueprint for FY25 and FY26 targets 75%+ budget owners trained in/aware of the Responsible Procurement Framework

In our Reconciliation Action Plan, KWM has set a spend target of \$100K annually to First Nations owned businesses. Our Responsible Business Blueprint targets \$250K+ annual spend for First Nations businesses and \$250K annual spend for social enterprises

We are committed to upholding ethical standards by conducting thorough due diligence, fostering transparency, and working collaboratively with suppliers to mitigate potential risks. Through education, engagement, and our annual Modern Slavery Statement, we ensure compliance with legal requirements and continuously improve our practices to combat modern slavery.

Our Supplier Code of Conduct outlines standards for human rights, environmental stewardship, diversity and inclusion, and confidentiality, ensuring our suppliers align with the values and commitments of our firm. Our Responsible Business Blueprint targets stronger collaboration with suppliers and clients on Scope 3 emissions, and 5% annual reduction in emissions

We provide strategic legal advice on issues such as sustainability initiatives, climate risk management, responsible investment, corporate governance, and human rights. By integrating ESG factors into commercial decision-making, we help clients manage risks, seize opportunities, and drive long-term value creation in a rapidly evolving regulatory and stakeholder environment.

FY23-25 COMMENTARY

• Responsible Procurement Action Plan is in development and anticipated to launch n 2025.

• In FY24, our spend to First Nations owned businesses was \$227,000. In FY25, our spend to First Nations owned businesses was \$650,000

• We are working closely with a number of Indigenous suppliers on new initiatives for FY26

• We are continuing to work with our platform provider to enhance our interaction with vendors and streamline reporting

OUR PROGRESS



ONGOING



ACHIEVED



ONGOING



ONGOING



ONGOING



BLUEPRINT PILLAR: MARKETPLACE | RESPONSIBLE PROCUREMENT

IMPACT IN ACTION

Fair & environmentally responsible supply chain

RAISING AWARENESS OF MODERN SLAVERY

KWM is committed to raising awareness of the potential serious risks of modern slavery existing in every company's supply chain.

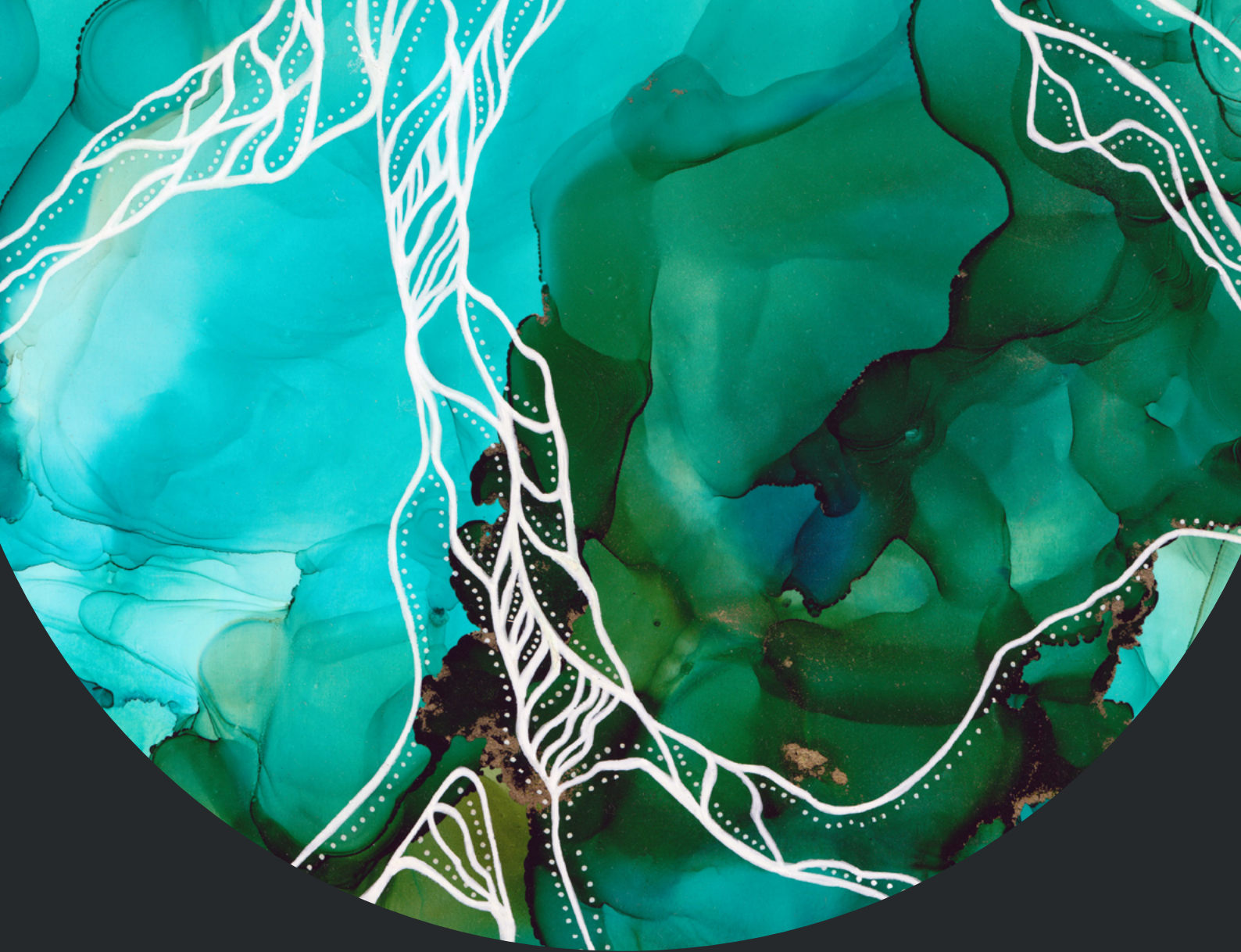
To increase our people's understanding of modern slavery and equip them with the knowledge they need to identify, assess, and reduce modern slavery risks throughout our supply chain and business operations, KWM provides online e-training modules to staff which have been available since last year.

This interactive training module, developed by the Modern Slavery Working Group, was designed to educate, engage, and test the partner and employee knowledge of the various aspects of Modern Slavery and its prevalence within global supply chains. The module also sought to raise awareness of modern slavery risks by prompting internal discussions and investigations into the causes and mitigations available to combat this global issue.

Empowering our people with a greater understanding of the complexities of our supply chains and our focus on creating shared value enables them to, in turn, identify and report on occurrences they may encounter. As over 25% of the firm have currently completed this training, including more than 50% of our Shared Services teams, we are well progressed to heighten the diligence of our people on this issue.

We will continue to annually update this module and prompt all of our people to participate to ensure they are up-to-date on developments and are aligned with our ongoing commitments, goals, and policies as we procure goods and services for our internal needs and those of our clients





ABOUT KING & WOOD MALLESONS

A firm born in Asia, underpinned by world class capability. With over 3000 lawyers in 29 global locations, we draw from our Western and Eastern perspectives to deliver incisive counsel.

We help our clients manage their risk and enable their growth. Our full-service offering combines un-matched top tier local capability complemented with an international platform. We work with our clients to cut through the cultural, regulatory and technical barriers and get deals done in new markets.

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