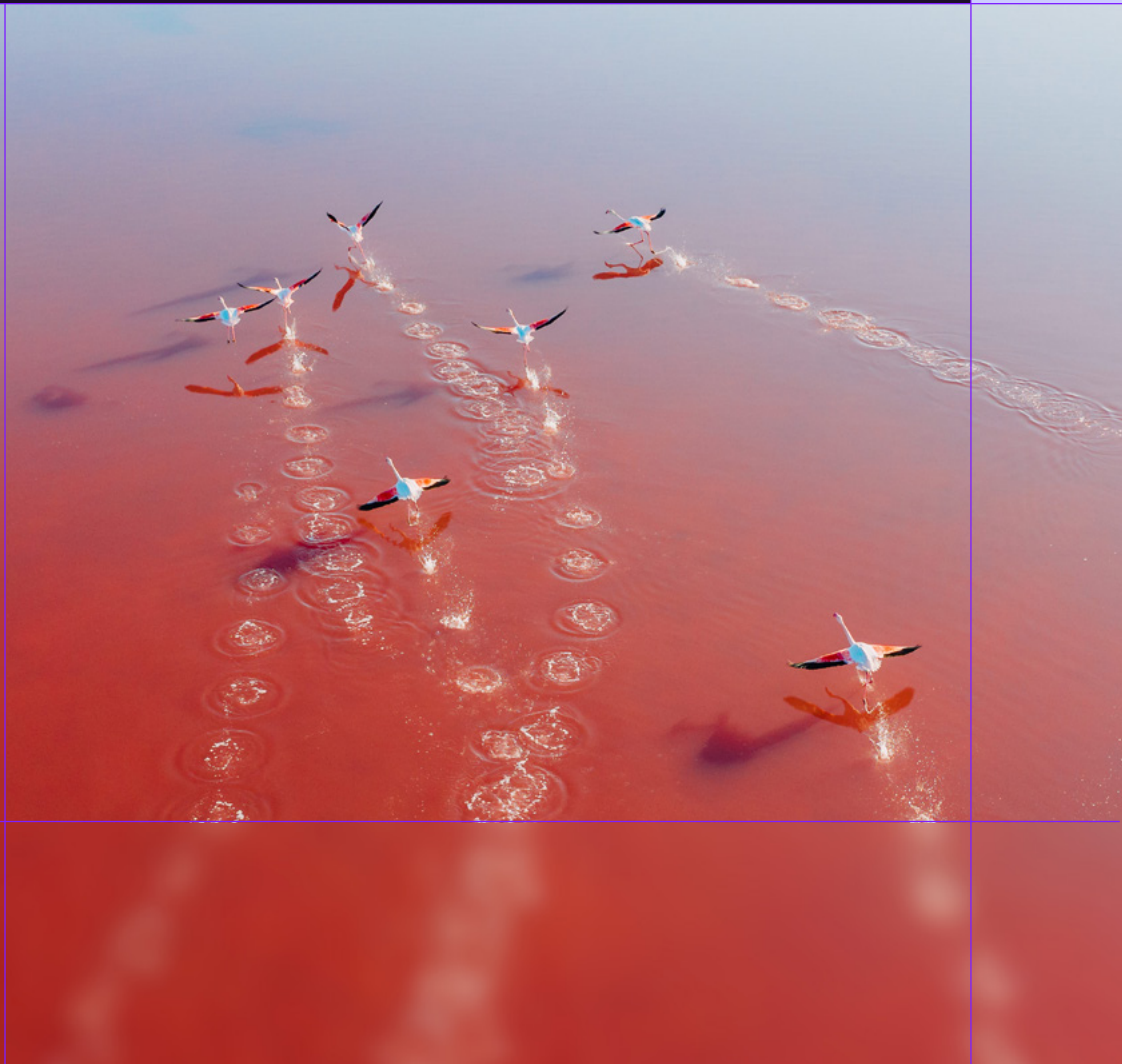


MALLESONS

Responsible Business

2026



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 |
Melbourne**



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 | Sydney



David Bell
Partner | Brisbane



Paul McBride
Partner | Brisbane



Jasmine Forde
Partner | Brisbane



Annabel Griffin
Partner | Canberra



Emma Lawrence
Partner | Canberra



Stephen Jagers
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



Emma Newnham
Special Counsel |
Melbourne



Felicity Badcock
CIO | Melbourne



Greg Protektor
Partner | Melbourne



Juliana Jorissen
Partner | Perth



Emma Vermey
Senior BD Manager |
Perth



Steph Puris
Special Counsel | Perth



Amanda Lees
Partner | Singapore



Michael Lawson
Partner | Singapore



Chris Mitchell
Partner | Sydney



Felicity Savage
Partner | Sydney



Nicole Hooker
Head of Resourcing and
Mobility | Sydney



Tim Finlayson
Chief Operating Officer |
Sydney



Rebecca Flynn
Deputy Chief Financial
Officer | Sydney



Ben Lyons
Head of Technology
Solutions | Sydney



Jerome Tse
Partner | Sydney



Cilla Robinson
Partner | Sydney

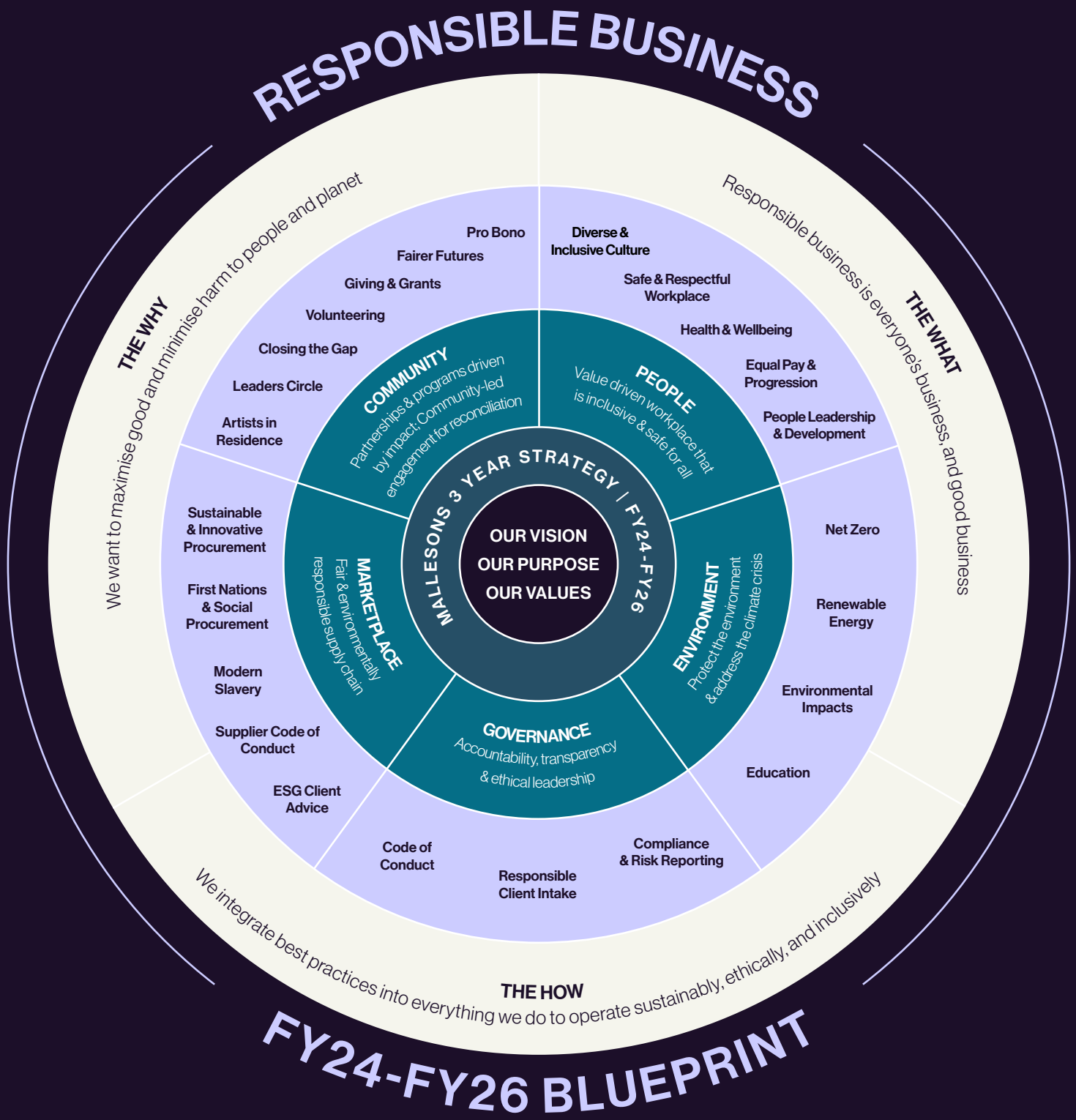


Sam Mattock
Head of Business Services
& Premises | Brisbane



Sati Nagra
Senior Associate |
Sydney

Responsible Business Blueprint



Responsible Business Operational Framework

PILLAR	FUNCTION	STREAM/PROGRAM OF WORK
	RB Overarching	(A) Governance (A1) Responsible Business Leadership Team (A2) Responsible Business Group (A3) Inclusion Council (A4) Executive Sponsorship
	RB Overarching	(B) Shared Value (B1) Engagement Series (B2) Stakeholders (B3) Ambassador Program (B4) Strategy & Evaluation (B5) Conferences (B6) Communities of Practice (B7) Fairer Futures
	RB Overarching	(C) Administration (C1) Pro Bono Matter Management (C2) Travel & Expenses (C3) Risk Management (C4) Historical
	RB Overarching	(D) Data (D1) Reporting (D2) RB Annual Report
	RB Overarching	(E) Priority Projects (E1) Towards Tomorrow (E2) The Web
	Community	(1) Pro Bono & Social Impact (1A) Pro Bono (1B) Future Connect (1C) Giving & Grants (1D) Volunteering
		(2) First Nations Peoples & Communities (2A) Closing the Gap Program
	Environment	(3) Climate Change & Environment (3A) Net Zero (3B) Renewable Energy (3C) Environmental Impacts (3D) Education
	People	(4) Diversity, Inclusion & Wellbeing (4A) Diverse & Inclusive Culture (4B) Safe & Respectful Workplace (4C) Health & Wellbeing (4D) Equal Pay & Progression (4E) People Leadership Development
	Governance	(5) Ethics, Risk & Integrity (5A) Code of Conduct (5B) Responsible Client Intake (5C) Compliance & Risk Reporting
	Marketplace	(6) Responsible Procurement (6A) Sustainable & Innovative Procurement (6B) First Nations & Social Procurement (6C) Modern Slavery (6D) Supplier Code of Conduct (6E) ESG Client Advice

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



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



Clementine Johnson

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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 lives

OUTCOMES

(WHAT WILL BE ACHIEVED)

01

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

02

Improve resource conservation

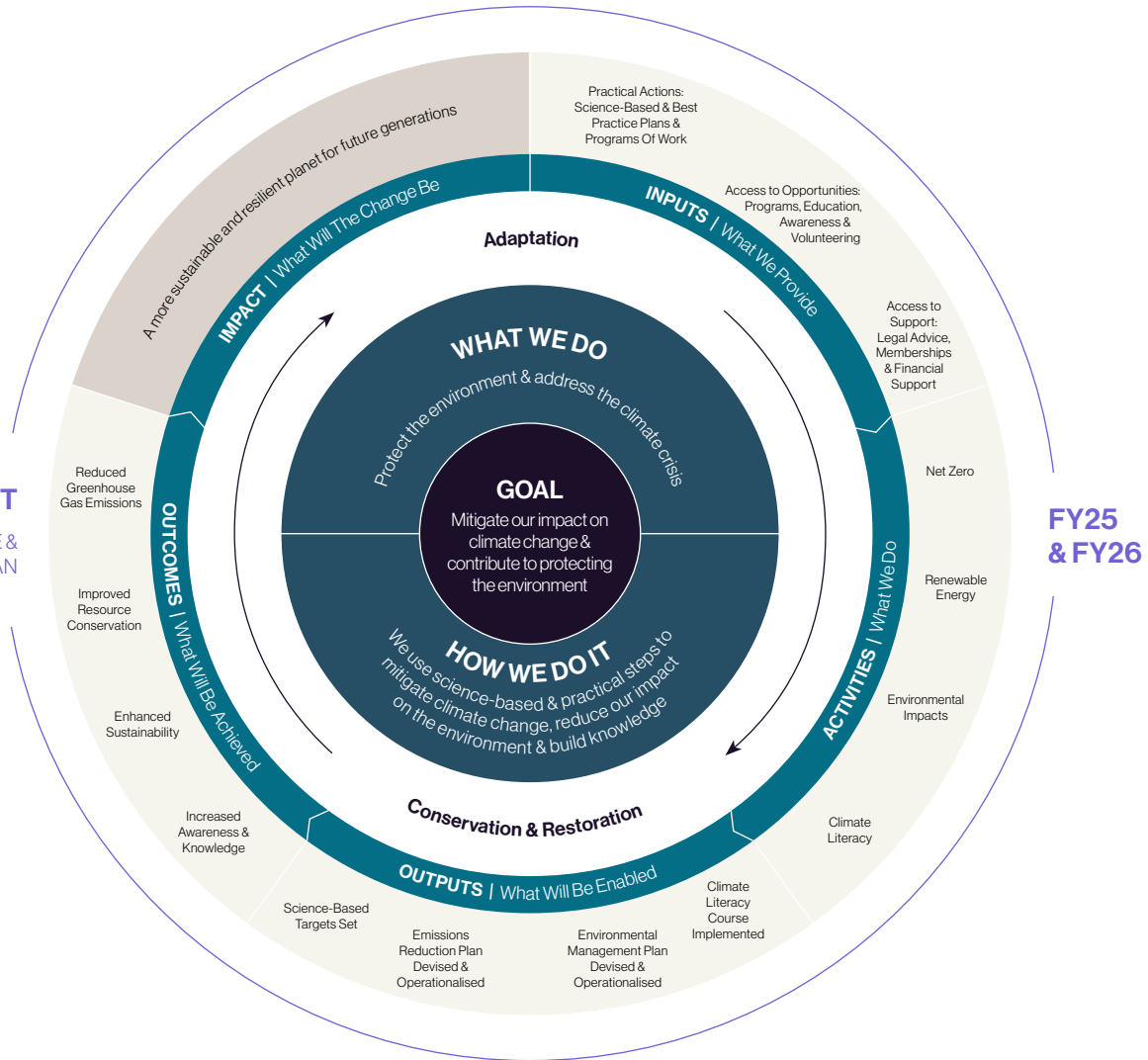
03

Increase climate capability and knowledge within our firm

04

Streamline data governance and reporting processes

ENVIRONMENT
CLIMATE CHANGE & ENVIRONMENT PLAN



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



Shruti Choudhary

**Climate Change & Environment
Lead | Sydney**

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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

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 Mallesons' 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.

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, reputation risks and compliance risks are prevented, identified and eliminated

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 at Mallesons Program
Psychosocial Safety Management Plan
Disability Action Plan
Anti-Racism Framework

PEOPLE

Kathryn Bellion
Corinne West



Kathryn Bellion

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Governance



Ethics, Risk & Integrity Function

WHAT WE DO

Accountability, transparency & ethical leadership

ACTIVITIES

Code of Conduct | Responsible Client Intake | Compliance & Reporting

LEADS

Emma McVeigh

BLUEPRINT PILLAR

Governance

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

WE MINIMISE RISK TO MAXIMISE OPPORTUNITIES

At Mallesons, 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.



WHY THIS IS IMPORTANT



Benefits to communities: Mallesons' 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 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 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 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

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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 & Michael Lawson

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

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.

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

MARKETPLACE
RESPONSIBLE
PROCUREMENT
PLAN



**FY25
& FY26**

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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Bec Burrows



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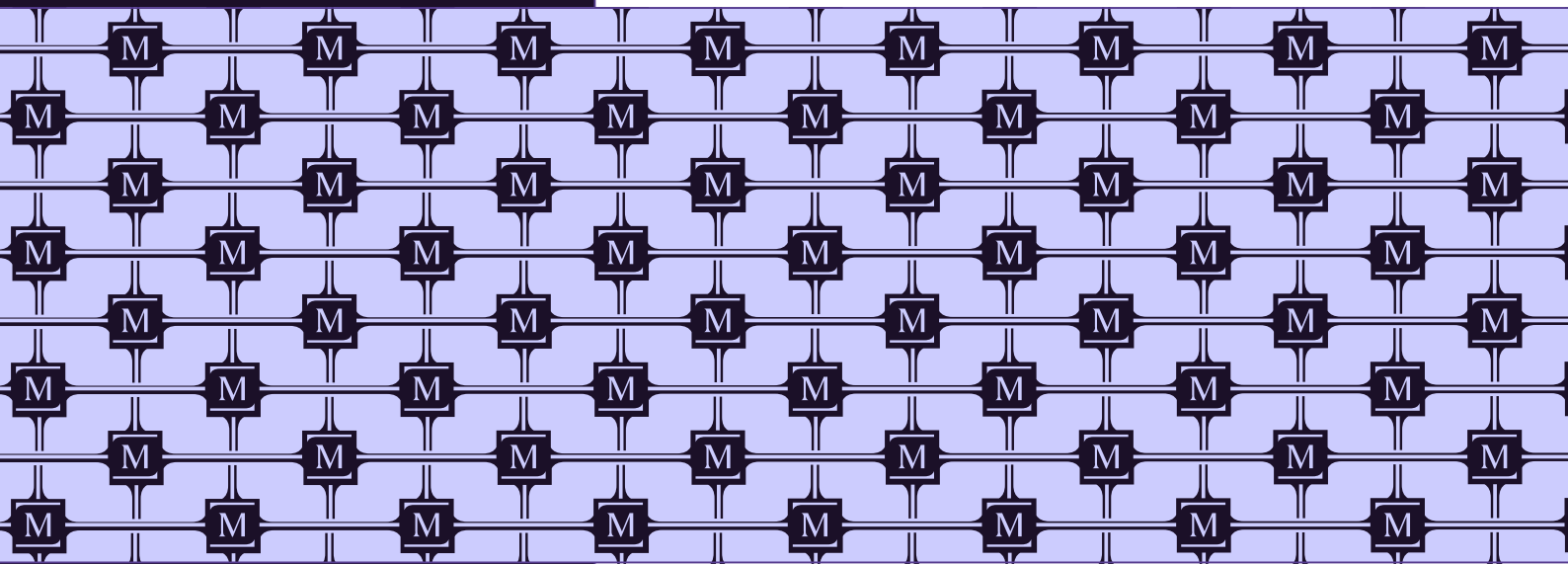
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About Mallesons

We are Mallesons. The top-tier independent law firm from Australia, a full-service firm trusted on the most complex and consequential matters across our region and around the world.

Our independence gives us the flexibility to combine our top tier full-service capability with the best advisers in every market.

We have 200 partners and over 1,500 lawyers who are locally qualified and globally experienced.

We're here to be the firm clients and communities trust most with their future in a world that never stands still. To have an outsized impact. To lead the market. To make a difference to be proud of. To create careers that can go everywhere.

mallesons.com

Join the conversation



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