

MALLESONS

# Responsible Business

2026



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# 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**  
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**Emma Lawrence**  
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Partner | Canberra



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Centre Manager |  
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**Diana Nicholson**  
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**Felicity Badcock**  
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**Juliana Jorissen**  
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**Emma Vermey**  
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**Steph Puris**  
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**Amanda Lees**  
Partner | Singapore



**Michael Lawson**  
Partner | Singapore



**Chris Mitchell**  
Partner | Sydney



**Felicity Savage**  
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**Nicole Hooker**  
Head of Resourcing and  
Mobility | Sydney



**Tim Finlayson**  
Chief Operating Officer |  
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**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

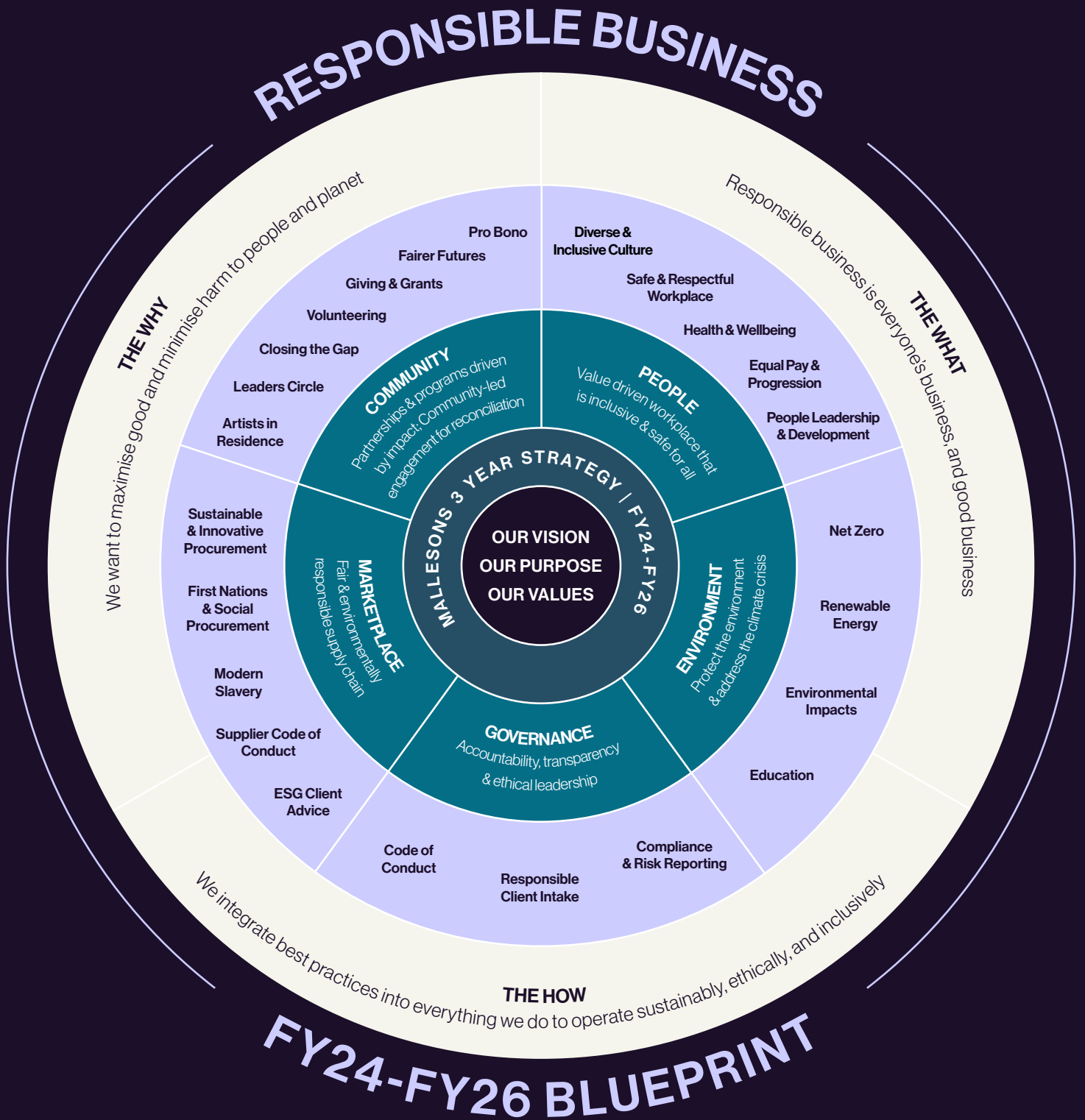


**Sam Mattock**  
Head of Business Services  
& Premises | Brisbane



**Sati Nagra**  
Senior Associate |  
Sydney

# 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
	(B) Shared Value	(B1) Engagement Series (B2) Stakeholders (B3) Ambassador Program (B4) Strategy & Evaluation (B5) Conferences (B6) Communities of Practice (B7) Fairer Futures
	(C) Administration	(C1) Pro Bono Matter Management (C2) Travel & Expenses (C3) Risk Management (C4) Historical
	(D) Data	(D1) Reporting (D2) RB Annual Report
	(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

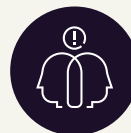
# 03

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



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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

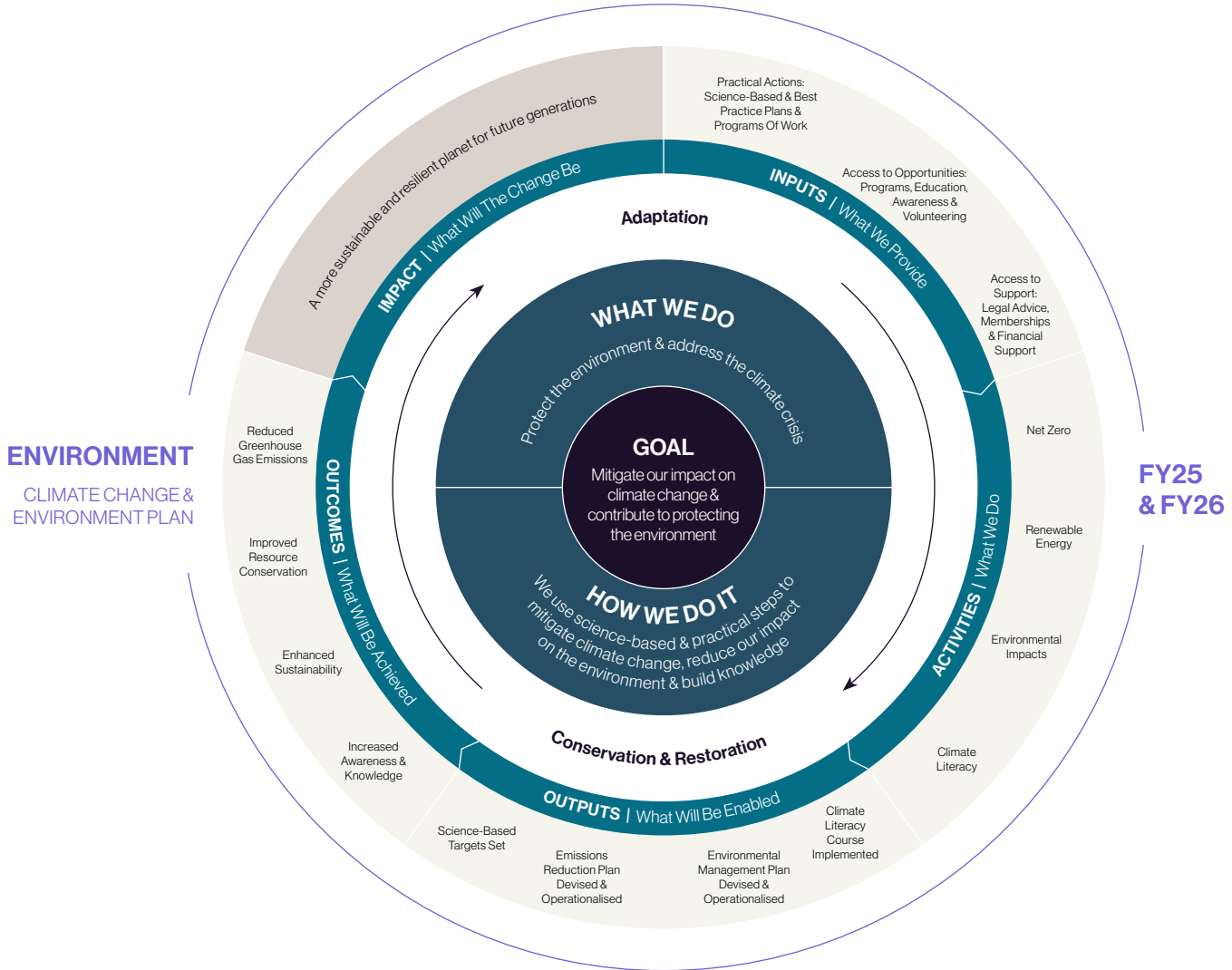
(WHAT WILL BE ACHIEVED)

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

**02** Improve resource conservation

**03** Increase climate capability and knowledge within

**04** Streamline data governance and



**POLICIES | PLANS | PEOPLE**

- POLICIES**
- PLANS**
- PEOPLE**

Current: Environment Policy

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Under Development: Procurement policy

Climate Change & Environment Plan

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RB Program of Works

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RGB Work Plans

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 Malleasons' 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
- Flexible Working Policy
- Recruitment Policy
- Diversity and Inclusion Policy
- Workplace Harassment, Sexual Harassment, Discrimination & Bullying Policy
- Speaking Up Policy
- Flexibility Supporting Carer Responsibilities Policy
- XDM Program
- Meeting Times Policy
- Total Rewards Policy
- Time Back Policy
- Workers Compensation Policy
- Equitable Briefing 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

### 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.

### 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:** 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

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- Matter Management Policy

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- Risk Management Policy

**PLANS**

- Governance, Risk & Compliance Framework

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- Policy & Procedure Refresh (All)

**PEOPLE**

Emma McVeigh



**Emma McVeigh**

**Manager Operational Risk and Compliance | Canberra**

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# 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

### 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.

### 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

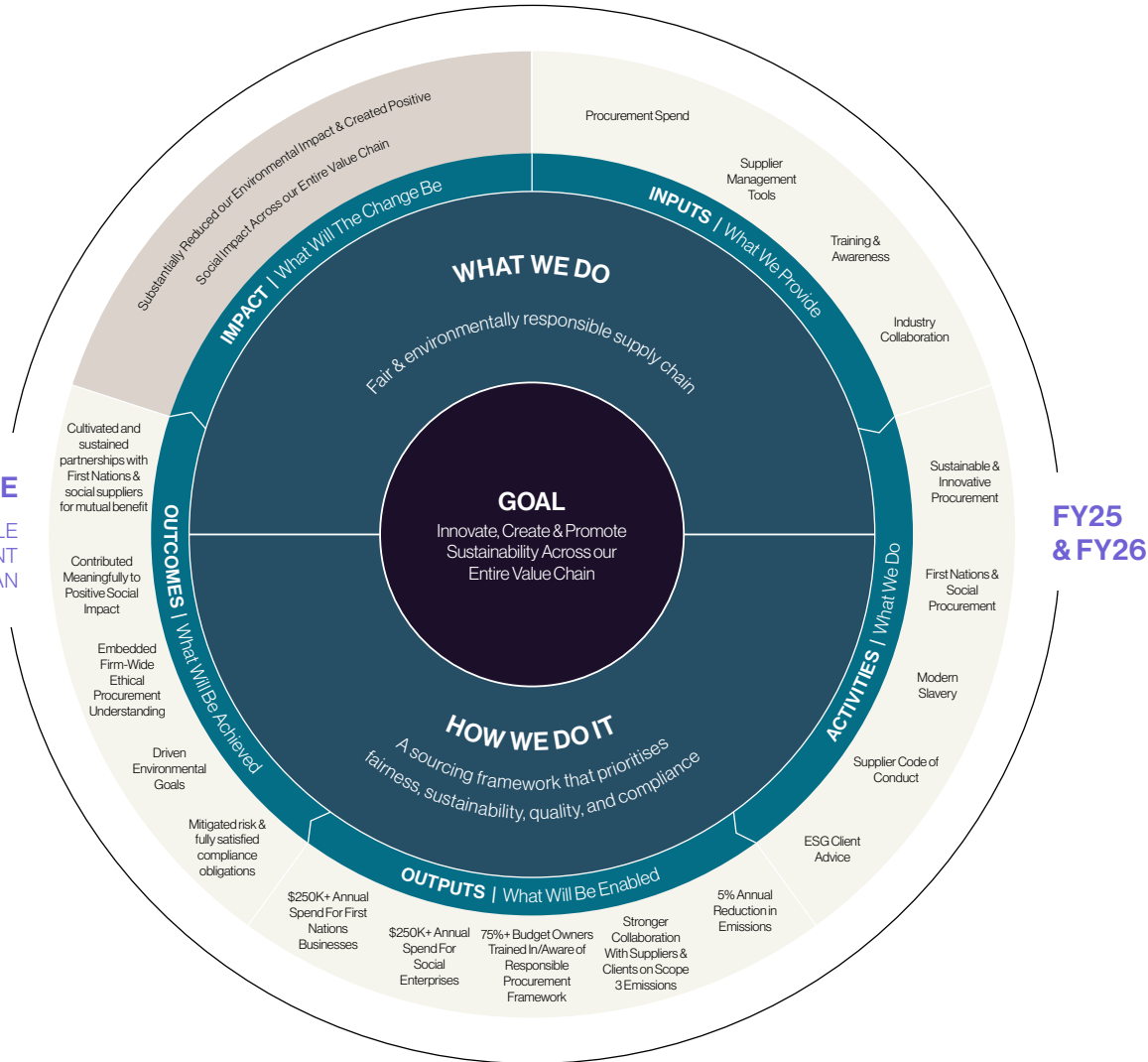


**Benefits to our business:** Matching our goals with activities undertaken to enrich and diversify our purchasing



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

**MARKETPLACE**  
RESPONSIBLE  
PROCUREMENT  
PLAN



**FY25  
& FY26**

**POLICIES | PLANS | PEOPLE**

<b>POLICIES</b>	Under Development: Responsible Procurement Policy	Travel Policy
	Indigenous Procurement Policy	Supplier Code of Conduct
	Modern Slavery Policy	Procurement Policy
<b>PLANS</b>	Responsible Procurement Plan	
<b>PEOPLE</b>	Michael Lawson	Shruti Choudhary
	Simon Perry	Clementine Johnson
	Bec Burrows	



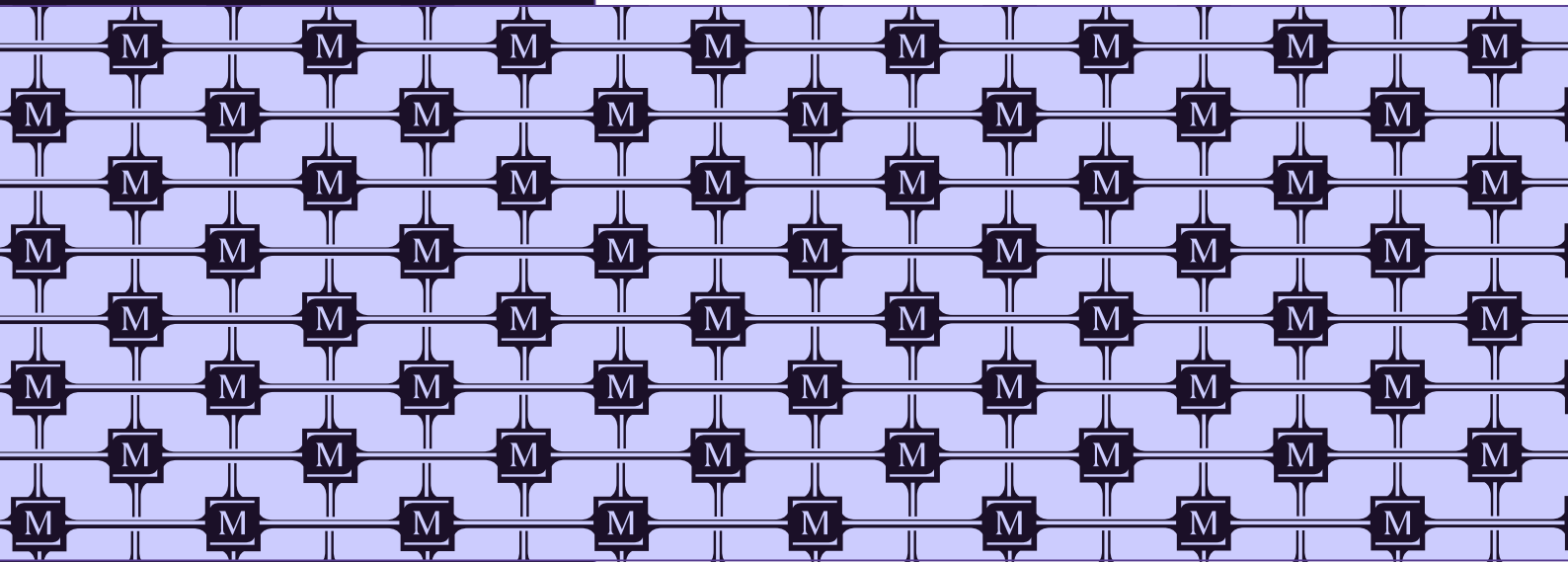
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# About Mallesons

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](https://www.mallesons.com)

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