



KING&WOOD
MALLESONS
金杜律师事务所

INSIDE KWM'S

RESPONSIBLE BUSINESS FRAMEWORK



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We collaborate for impact.
[Contact us](#) to discuss how we can work together.



INTRODUCING OUR RESPONSIBLE BUSINESS FRAMEWORK

It gives me great pleasure to introduce you to our Responsible Business framework. Before I outline the dimensions of our framework, I thought it was important to share what we mean by 'responsible business,' and why we decided to introduce our joined-up approach at King & Wood Mallesons (KWM).

For KWM, being a responsible business means looking inwards and outwards, while being highly attuned to the needs of our people and the world. It also means we approach every relationship with empathy, compassion and intentionality – as our actions are as critical as our words.

So why a Responsible Business framework now?

Against a backdrop of increasing natural disasters, a global pandemic and global social movements, it's not just Millennials and Gen Zs demanding that companies and organisations significantly step up their efforts to create purpose. All stakeholders have their hands up. But these challenges are wicked, complex and multilayered. No single actor can achieve meaningful change on its own.

Collaboration is essential. Governments and businesses must come to the table with non-governmental organisations and community representatives to share expertise and ideas, and then drive joint programs. It's a movement that has come to be known as "collective impact" – the fusing together of different sectors to create better outcomes for all – better societal impact and better financial gain.

Our firm has a long and proud history of driving positive social and environmental outcomes. More recently, it became apparent that we needed to increase collaboration, expand and deepen our thinking, be more open about the challenges and opportunities we face, and look towards an approach that is more holistic and more joined-up.

This playbook shares details of our refreshed approach, including the divisions that form part of our Responsible Business framework, while showcasing just a handful of our work to date.

I invite you to join us, together, as we embark on embedding our framework to create even greater, even more meaningful collective impact. We look forward to sharing more of our thinking, our challenges, our opportunities and our work across the year.



DAN CREASEY

DIRECTOR OF RESPONSIBLE BUSINESS



DIVISIONS + FOCUS AREAS

DIVERSITY, INCLUSION & WELLBEING

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

ETHICS, RISK & INTEGRITY

- Code of Business Conduct
- Responsible Client Intake
- Governance, Compliance & Reporting
- Mastery of Climate & ESG and Human Rights Issues To Support Our Clients

CLIMATE CHANGE & ENVIRONMENT

- Science-Based Targets, Emissions Reduction & Net Zero
- Energy Efficiency & Renewable Electricity
- Environmental Impacts & Sustainable Consumption
- People Engagement & Education
- Market Engagement & Thought Leadership

FIRST NATIONS PEOPLES & COMMUNITIES

- Closing the Gap Program
- First Nations Leaders Circle
- Cultural Competency Program
- KWM Contemporary First Nations Art Prize
- First Nations Consulting

COMMUNITY & SOCIAL IMPACT

- Pro Bono Legal Services
- Fairer Futures Programs
- Philanthropy
- Partnerships
- Volunteering
- Advisory Services
- Global Community Impact

RESPONSIBLE PROCUREMENT

- Social, Sustainable & Innovative Procurement
- First Nations Business Procurement
- Modern Slavery & Supplier Code of Conduct
- Partnerships For Innovation, Environment & Sustainability



SHARPEN YOUR EDGE



TRUST IN OUR COLLECTIVE



DEBATE FREELY, MOVE AS ONE



BREAK NEW GROUND



MAKE THE COMPLEX SIMPLE



SHARE BY REFLEX



BE EMOTIONALLY MIGHTY



STRIVE FOR MASTERY





DIVERSITY, INCLUSION & WELLBEING

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

We strive to create an environment where our people feel safe to be their authentic selves and inspire our people to understand, explore and appreciate the critical role wellbeing plays in a diverse and inclusive workplace.

Having a diverse workforce is only one part of the equation. Inclusion is critical. Inclusion and inclusive leadership empower our people to feel valued, respected, and safe and unlock the value of their diverse perspectives and skills. This strengthens our business and enables us to help our clients solve their most complex business issues and realise their greatest opportunities.

We also recognise that inclusion and wellbeing are reliant on each other, and this is why wellbeing has now been combined with our diversity and inclusion initiatives.

We provide a range of initiatives to support our people at the individual level and continually examine our systems and processes to ensure they support a wellbeing culture.

Benefits to communities

We foster healthy communities where people are enabled to focus on their wellbeing, and where discrimination and disadvantage are eliminated. (Empathy)

Benefits to our clients

Our clients are working with happy, healthy and productive teams, and given opportunities to partner with us and partner on D&I initiatives. (Creativity)

Benefits to our business

Our business will realise productivity benefits including improved health and performance, confidence in a robust complaints system, improved engagement scores, and attraction and retention of talent. (Betterment)

Benefits to our people

Our people will enjoy a safe and healthy workplace – happy, healthy, productive teams. (Empathy)



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CASE STUDY | Partner Learning Labs

Introduced in February 2022, KWM's Partner Learning Labs are an innovative and experimental way to support the professional development of our Partners. Building leadership capability, learning how to create a supportive team climate where all people feel respected, included, and able to bring their whole selves to work, as well as the ability to have quality conversations, all ultimately impact our health and wellbeing.

These Labs provide an opportunity for Partners to focus on their own wellbeing and the part they play in role modelling, supporting, and promoting the mental health and wellbeing of their teams. Drawing on the latest insights from neuroscience and positive psychology, they are designed to facilitate personal introspection to achieve increased self-awareness and spark a desire for further growth.

The Labs are an original concept, developed in-house by our People & Development (P&D) Team, and were a direct response to the shift in Partner learning preferences observed during the pandemic. The sessions prompt our leaders to be reflective and challenge their underlying beliefs, assumptions, and emotions to bring about pivotal mindset changes required to adapt to a new way of working and leading.

In 2023, P&D curated the mix of topics ensuring alignment with the firm's People Strategy and using a wellbeing red thread, including:

- 'Partners as Thriving Humans'
- 'Leading with Realistic Optimism'
- 'Equitable Voice'
- 'Partners Leading Thriving Teams'
- 'Psychological Safety'
- 'Wise Compassionate Leadership'
- 'Essential Dialogue'

Partners can choose which topic(s) to register for, and each Lab is divided into two 90-minute sessions led by expert external facilitators with legal industry experience.

Participating Partners are also invited to share their learnings with their teams. As knowledge-sharing and emotionally 'opening-up' are qualities endorsed by the Labs, Partners are encouraged to experiment with these concepts during their day-to-day interactions with their teams.





ETHICS, RISK & INTEGRITY

We minimise risk to maximise opportunities.

All businesses must confront and overcome risks on their pathways to success. For over 200 years, we have been committed to helping our people and our clients manage these risks to enable their growth. Throughout this time we've always acknowledged that a culture of ethics and integrity is key to successful risk management, so it was important to us that our refreshed approach included those elements.

Risk management is often considered synonymous with obligations, box-ticking, loss, and the downside, rather than the upside, of reward. At KWM, we approach risk through the lens of opportunity.

Today, we have robust governance, risk and compliance strategies in place to ensure we can face the increasing speed with which strategic practice, and business risk can materialise.

Benefits to communities

Resource allocation for community work based on a risk management approach – maximising impact. (Creativity)

Benefits to our clients

Our clients have confidence in the firm's resilience and ability to support their regulatory compliance as it applies to the services we provide. (Trust)

Benefits to our business

Our business has supported decision making through a uniform approach to managing risk and resilience. Common process. (Clarity)

Benefits to our people

Our people have clear processes to apply to their day-to-day work, this will improve efficiency and manage risk to the firm. (Clarity)



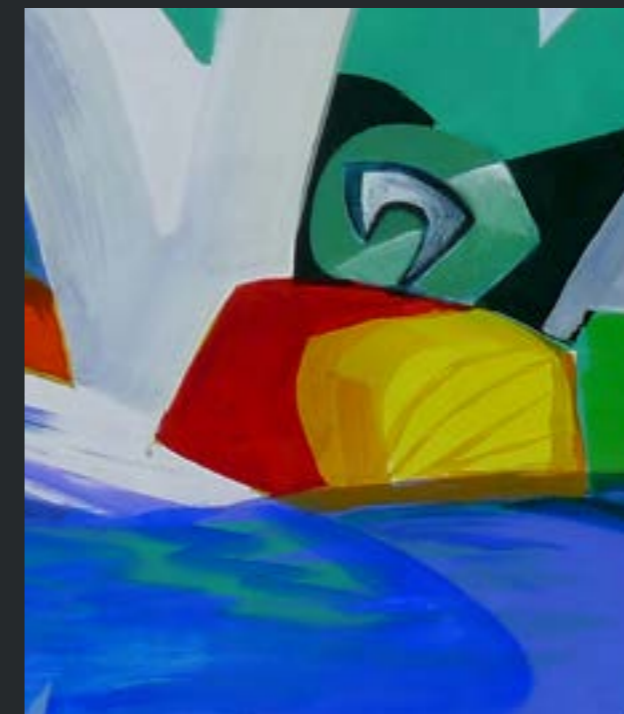
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CASE STUDY | Our holistic approach to Risk Management

As a firm, we are in the process of refreshing our 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.





COMMUNITY & SOCIAL IMPACT

We stand together with our communities to create lasting solutions.

We understand that building real and sustained generational change starts with our local communities. It is only by bringing our collective voices together, listening to and learning from community, that we can have open conversations about the issues that matter.

We believe how we work is as important as the work itself, so we're committed to building and sustaining deep, genuine, long-term, and trusted partnerships with community-led organisations, emerging leaders, and respected advocates.

Developing stronger partnerships with community enables us to focus more holistically on the outcomes, needs, opportunities, and challenges as defined by communities. We recognise as a firm that we're on a journey of continuous learning and that we don't always know what is best, so we listen to the voices of community to guide us to the answers.

Our refreshed five-year strategy, Standing Strong & Tall Together, focuses on strengthening communities, creating generational change, and elevating young people so that they stand strong and tall.

Our work closely aligns with the Uluru Statement from the Heart, the National Agreement on Closing the Gap, the UN Sustainable Development Goals, and other significant frameworks. Through our trusted partnerships, we seek to strengthen communities via strategic legal, justice, and advisory projects, holistic pathways programs, and targeted philanthropy and grants.

Benefits to communities

Our work seeks to strengthen communities where young people thrive. (Generosity)

Benefits to our clients

Our clients have an opportunity to work with and alongside us, thereby creating shared value. (Creativity)

Benefits to our business

Our business is enhanced by our people and our clients having an opportunity to deeply understand the opportunities and challenges faced by community. Further, the reputation and standing of our business is greatly enhanced by our work. (Betterment)

Benefits to our people

Our people have an opportunity to dedicate their expertise, knowledge and skills towards creating meaningful and impactful projects. (Generosity)



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CASE STUDY

Using Our Mastery of the Law

In 2020, 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 Wiradjuri 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.

Website:

[Community Impact](#)

Community Impact Strategy:

[Community Impact Strategy](#)

Reports:

[Impact Reports](#)





FIRST NATIONS PEOPLES & COMMUNITIES

Communities know best and lead us.

For too long Aboriginal and Torres Strait Islander people have been excluded from Australian legal systems. This exclusion has contributed to the harm that legal systems have caused and is a factor in the underrepresentation of First Nations people across the legal profession.

We seek to be a respectful facilitator, acknowledging that trust isn't transferable and must be earned.

To do this, we look to build and sustain long-term relationships with community that are deeply embedded with respect, mutual trust, and safety. Only through these relationships are we able to enter community spaces acknowledging the innate and pervasive power imbalance that exists within our society, and the over 60,000 years of deep expertise of First Nations peoples.

Benefits to our business

Our business is enhanced by our people and our clients having an opportunity to deeply understand the opportunities and challenges faced by community. Further, the reputation and standing of our business is greatly enhanced by our work. (Betterment)

Benefits to our people

Our people have an opportunity to dedicate their expertise, knowledge and skills towards creating meaningful and impactful projects. (Generosity)

Community knows best, so our approach is intentionally focused on co-designing solutions with First Nations people by listening to and learning from them. They are the architects of tomorrow's solutions.

Our focus on deep listening, from a place of privilege, has resulted in integrating governance structures such as our **First Nations Leaders Circle** within our firm so that we can continually listen to their voices, lived experiences and learn from them.

Only by working collaboratively with community, through respectful and sustained partnerships, will we be able to redress the injustices of the past and work towards a better future, together, for our nation.

Benefits to communities

Our work seeks to strengthen communities where young people thrive. (Generosity)

Benefits to our clients

Our clients have an opportunity to work with and alongside us, thereby creating shared value. (Creativity)



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CASE STUDY | Waiwa Mudena¹

Waiwa Mudena is KWM's uniquely flexible, immersive work placement and professional skills development program, co-designed with and for Aboriginal and Torres Strait Islander law students, that seeks to redress the underrepresentation and historical exclusion of First Nations peoples within the legal profession.

Under the program, KWM welcomed ten First Nations cadets across all five of the firm's Australian centres in 2022. In addition to working with the firm, these students had the opportunity to participate in secondment and shadowing experiences with community legal centres, government-related justice agencies and KWM's clients' in-house legal teams.

The program aims to connect First Nations law students with examples of the various pathways available within the legal profession, help prepare aspiring lawyers for work in the profession, and contribute towards the increased representation of First Nations people across the wider legal sector.

1. KWM acknowledges Waiwa Mudena is a phrase in the language of the grandmother of the artist whose artwork is reflected in the program logo, Robby Wirramanda. Robby uses the phrase to mean "to rise up and go after." He suggested and has given KWM permission to use this to name the firm's program.

Reconciliation: [Stretch RAP](#)

Employment: [First Nations Employment Strategy](#)

Fairer Futures:

[Waiwa Mudena](#)

CASE STUDY | Coalition of Peaks

Since late 2021, KWM has supported the Coalition of Peaks, an organisation of over 80 Aboriginal and Torres Strait Islander community-controlled peak and member organisations across Australia, through an ongoing secondment to the Peaks' Secretariat and its supporting projects.

The Coalition of Peaks came together as an act of self-determination to work with Australian governments to implement the National Agreement on Closing the Gap out of recognition that community-controlled organisations achieve better outcomes. The Coalition of Peaks members have their own unique histories, needs, and priorities and share a commitment to the legitimate community-controlled representation of their communities on matters affecting Aboriginal and Torres Strait Islander communities.

The National Agreement on Closing the Gap is built around four Priority Reforms to change the way governments work with Aboriginal and Torres Strait Islander communities, organisations, and people across the country to accelerate improvements in Closing the Gap. The Coalition of Peaks have been clear from the outset that governments need to do more to improve the lives of Aboriginal and Torres Strait Islander people, but importantly, governments also must do things differently than in the past. The Priority Reforms are based on what Aboriginal and Torres Strait Islander people believe and have been advocating for to improve the lives of our people.

Through this secondment and associated project work, KWM has supported the Secretariat team and the Peaks to develop policies and strategies aimed at implementing the objectives of the National Agreement. This work is ongoing.





CLIMATE CHANGE & ENVIRONMENT

Creating a sustainable future for all relies on the impact we make today.

Our environment is rapidly changing, and we are responsible for changing with it.

Climate change is the single greatest existential threat of our time, affecting all aspects of human life and economic activity. It has a measurable impact on our food systems, physical assets, infrastructure, and way of life.

Our strategy comprises Six Climate Commitments and we're dedicated to achieving them. These Commitments focus on reducing our impact as well as encouraging our people to learn and understand the science of climate change so that they take an active role in reducing our emissions and lead on climate matters that support our clients and community partners to move towards a greener future.

We are taking the necessary steps, but sustainability is an ongoing journey, and we have a long way to go in protecting and restoring our planet and invite others to join us on our journey.

We all have a role to play.

Responding to the issues surrounding climate change presents our firm with a unique opportunity to play a meaningful role as a leader, advisor, and community partner for our people, our clients, and our future.

Meeting our current needs without damaging the needs of our future is central to our strategy. Underpinning this is our belief in doing what we can do to reduce our impacts, collaborating with our people, clients and community partners to accelerate a just transition to a low-carbon future.

Benefits to communities

Help ensure a safe climate and healthy environment, which is vital to the survival of communities in Australia and internationally.

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 to opportunities for business in the new renewable economy that will be unavailable to firms that are not committed. Avoid risks associated with not transitioning fast or credibly enough – reputational, financial and physical. Outperform unsustainable peers in times of economic downturn. Continue to secure the best graduate talent, who increasingly demand employers are taking action.

Benefits to our people

Align to our people's values and allow them do something to influence climate action.



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CASE STUDY | Climate Active Carbon Neutral Certification

We all have a role to play in protecting our unique and fragile environment, to protect our climate now and for the future. As part of the firm's Climate Change and Sustainability Strategy, KWM is committed to carbon neutrality and dramatically reducing emissions production to ensure the firm is doing its part to limit global warming to 1.5°C.

KWM has been officially certified by the Australian Government as Climate Active Carbon Neutral from FY22. This certification is awarded to organisations that have credibly reached a state of carbon neutrality based on an agreed emissions boundary for a specific certification type. All of the firm's emissions, created as a result of its Australian operations, are fully offset to reduce the impacts of climate change. This includes all emissions sources and identifies high emissions activities, allowing the firm to focus on key impacts first, and to make absolute emissions reductions and the establishment of science-based targets more straightforward.

The offsets purchased additionally deliver co-benefits such as sanitation, human health, social and economic wellbeing. In alignment with the firm's Community Impact focus, a controlled burning project in the Kimberley was selected. This project facilitates access and connection to country for Traditional Owners, allowing for the transfer of traditional knowledge and skills to the next generation and providing economic opportunities through training and employment.

KWM's carbon neutrality also enables the firm to connect with clients, people and other stakeholders whose commitments align and provides opportunities for further collaboration.

The next phase of the firm's Climate Change and Sustainability Strategy will be establishing science-based targets to achieve net zero emissions by 2050, with an interim target set to halve the firm's emissions.



Policy:

[Environmental Policy](#)

Net Zero:

- [Climate Active Carbon Neutral certification](#)
- [Our public disclosure statements](#)





RESPONSIBLE PROCUREMENT

We are committed to creating shared value.

How we operate and who we partner with reflects who we are, what we stand for, and where we aspire to be.

We are responsible for ensuring that our commitment to making a positive social and environmental impact reverberates throughout our supply chain.

We believe in creating shared value for our people, clients and communities, so we're dedicated to using our buying power as a firm to generate value above and beyond the dollar value of the goods and services we purchase.

Our supply chains are complex, and the global nature of trade means we are at increased risk of exposure to modern slavery.

We're committed to taking action to assess, minimise and address the impacts of modern slavery on our business operations and supply chains. We publish our annual Modern Slavery Statement, in accordance with the requirements of the Modern Slavery Act 2018, outlining the steps we've taken to eliminate modern slavery. We also work with our clients so they can understand the potential risks of modern slavery within their own operations.

Benefits to communities

Help ensure a safe climate and healthy environment, which is vital to the survival of communities in Australia and internationally.

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 to opportunities for business in the new renewable economy that will be unavailable to firms that are not committed. Avoid risks associated with not transitioning fast or credibly enough – reputational, financial and physical. Outperform unsustainable peers in times of economic downturn. Continue to secure the best graduate talent, who increasingly demand employers are taking action.

Benefits to our people

Align to our people's values and allow them do something to influence climate action, modern slavery, First Nations procurement and other areas.



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Strong partnerships are central to our commitment to creating shared value.

For our firm, shared value means creating new opportunities and positive impacts for more people.

Through continuous learning and shared knowledge, we can have a positive ripple effect throughout our supply network. Every supplier we engage with has their own suppliers. By partnering with organisations that share our goals as outlined in our policies and procedures, we can work together to deliver and achieve sustainable outcomes.

Our **Supplier Code of Conduct** sets out what we expect from our suppliers regarding responsible procurement, ethical behaviour, sustainability, diversity and inclusion, confidentiality and privacy matters. In turn, we expect our suppliers to have their own internal policies and procedures that align with and support our Supplier Code of Conduct.

Our choices matter. The purchasing decisions we make as a firm today have far-reaching impacts on tomorrow.



CASE STUDY | 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.

Resources

View our [Supplier Code of Conduct](#) and our [Modern Slavery Statement for FY22/FY23](#) for more information on our Responsible Procurement strategy.





ABOUT KING & WOOD MALLESONS

A firm born in Asia, underpinned by world class capability. With over 3000 lawyers in 30 global locations, we draw from our Western and Eastern perspectives to deliver incisive counsel.

With 30 offices across Asia, Europe, North America and the Middle East we are strategically positioned on the ground in the world's growth markets and financial centres.

We help our clients manage their risk and enable their growth. Our full-service offering combines unmatched 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.

Disclaimer

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