Growth, *for good*

EMBEDDING SUSTAINABILITY INTO HOW
WE GOVERN, PROCURE, PARTNER AND GROW

LANDER & ROGERS

Acknowledgement of Country

Our firm's success has taken place on the land, near the waterways and under the sky of the traditional owners of Meanjin, Naarm, Ngambri and Warrane. We respectfully acknowledge past and present Elders of this Country and their custodianship, care, connection and leadership to lands, waters and communities as central to identity and culture. We also recognise the critical role that all indigenous people globally play in securing a sustainable future for all. We acknowledge and celebrate the unbroken cultural legacy of First Peoples in story, custom, lore, practice, and relationship to Country which is of such unique value to all Australians.

Artwork name: Yurruwi Table

Artist: Crafted by Indigenous furniture makers Manapan, with original concept by Manapan's Lead Yolngu Craftsman, Josiah Baker

Story: The centrepiece of Lander & Rogers' Melbourne boardroom, the Yurruwi Table tells the story of the locations of each community on Milingimbi Island, situated off the coast of Arnhem Land in the Northern Territory. Yurruwi is the traditional name of Milingimbi Island.

Introduction

Our 2030 sustainability strategy

How we operate

Location: Fremantle, Western Australia

As we celebrate 80 years of Lander & Rogers in 2026, I am proud to be leading our firm through a step change in how we grow and deliver value for our clients, people and communities.

Growth, for good is a strategy designed to inform action we are taking now to continue delivering excellence in our services to clients. As an integral part of our firmwide 2030 strategy, it sets out our commitment to operating a sustainable firm in every sense of the word, so we can respond with confidence to the challenges, opportunities and risks we face together.

Clients look to us as a trusted partner in changing times. For many, that partnership now includes a role in meeting their mandatory reporting obligations and supply chain due diligence. Our sustainability commitments to 2030 take compliance and standards seriously, but our focus is building resilience. We do this through robust governance, deliberate investment in our capability and using a reliable evidence-base to guide decisions that keep our operations and firm on track towards critical targets.

Our actions and pathway to growth over the next four years are informed by the highest standards in science, research and engagement on sustainability risks and opportunities. This gives us clarity on where our firm faces risks and where we can lead the sector on positive change. Taking this informed and intentional approach gives us a practical understanding of the sustainability challenges our clients are navigating, so we can anticipate their needs and deliver even greater value.

Integrity is inseparable from how we practise law. Together with our independence and innovative mindset, it is integrity that has enabled us to build an enviable reputation for our legal advice, community engagement and environmental responsibility. Our next steps on sustainability will see it further embedded across our firm. We are committing resources and expertise, and engaging with our people and value chain, to turn intent into action and positive change.

This phase in our growth holds exceptional promise for strengthening the systems we are part of and enhancing our network of relationships. We look forward to building our resilience and capability and working with our team, clients, suppliers and community partners to deliver improved outcomes.

DANIEL PROIETTO

Chief Executive Partner

A law sector leader *in sustainability*

In a dynamic, interconnected world, our action has real impact for our people, clients, community and environment.

Across 80 years, we have seen how our values and skills in practising law have changed lives and outcomes. While we have made progress to be proud of, the next 80 years demands deliberate investment in our resilience and capacity for positive impact.

Location: Eaglestone Rock, Nungarin, Western Australia

Our progress on *positive impact in FY25 for:*

*2025 AusLSA Annual Sustainability Update Report

People

Recognised by WGEA as an Employer of Choice for Gender Equality since 2020

One of 12% of member firms seeking independent assessment of modern slavery risks in our firm and value chain*

Our 3rd Innovate-level Reconciliation Action Plan (RAP) puts us in the top third (35%) of reporting members*. Our 4th RAP will be published in FY27 following approval and endorsement

Clients

ASX-listed and government entities represent a core segment of our client network
These clients are at the forefront of mandatory sustainability reporting and due diligence and require verified evidence of the environmental and social impacts of our firm

The Science Based Targets initiative (SBTi) has verified our net-zero science-based target by 2038

EcoVadis Bronze Rating: highest for an Australian legal and accounting services firm†

† Achieved April 2026

Communities

16,232.4 hours pro bono work delivered^
Equivalent to 42 hours per FTE lawyer per year, exceeding the recommended minimum of 35 hours

1,103.8 hours of community engagement^

^In FY25

Environment

1st Australian law firm to have a board endorsed Net Zero science-based target commitment

1 of 4 Climate Active Certified Australian law firms

Our carbon emissions are currently ~one third of the law sector average*

Paper consumption is less than half compared with industry peers*

Memberships and accreditations

Executive member and founding member of the AusLSA Legal Sector Consortia for Modern Slavery

Signatory to policies for Equitable Briefing and Advancement for Women

Delivering value *beyond compliance*

Over the next four years, we are moving from a position of leadership on environmental commitments, workforce equality and community engagement, towards maturing our sustainability capability across our entire firm.

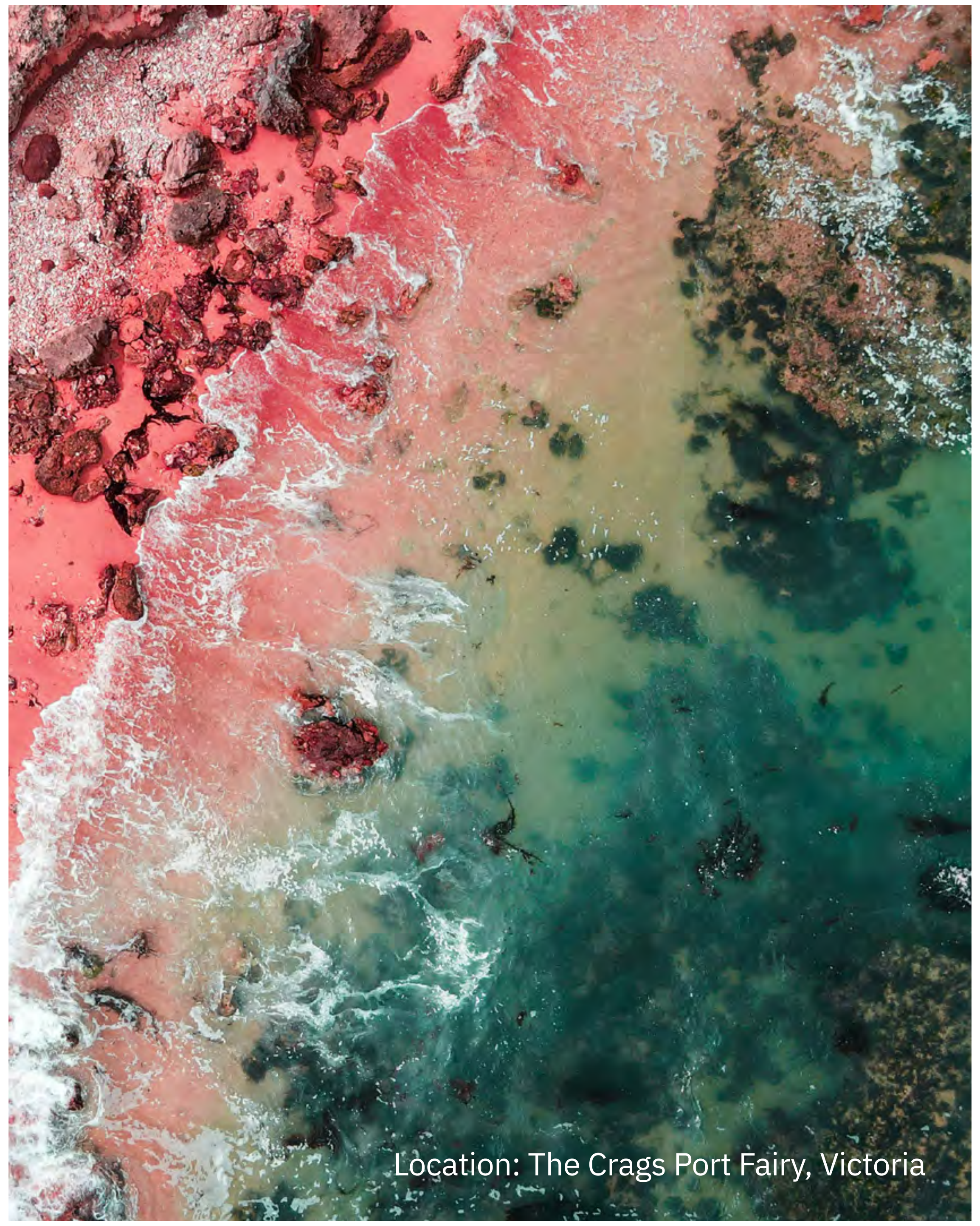
This enables us to do much more than deliver on our clients' compliance and reporting obligations. Our experience in delivering on our **Growth, for good** strategy will inform the insights and expert guidance we offer clients as they navigate their own decisions and actions on sustainability.

To make an authentic claim to being a sustainability leader for our sector, we will operate as:

- A trusted, low-risk partner to clients navigating climate, regulatory and technological transformation.
- A validated science-based target firm progressing credibly toward net zero.
- A firm that conducts meaningful human rights due diligence across our value chain.
- A workplace grounded in justice, equity, diversity and inclusion.
- A resilient and digitally secure enterprise underpinned by strong governance.
- A firm where our people are equipped and motivated to shape solutions for climate, social and technological challenges.

Location: Sydney, NSW

Backing our commitments with resources and evidence



Our sustainability vision and commitments for the firm are grounded in our strengths and a clear understanding of where risks and opportunities lie. Our 2025 double materiality assessment gives us evidence to inform these priorities and provides a baseline to set our ambition and establish goals and targets.

2025 Double Materiality Assessment

The firm's first fully integrated view of how environmental, social and governance risks and opportunities affect long-term financial value and societal impact.

— Establishes an evidence-based foundation for strategic decision-making, governance, and future reporting.

— Reveals deep insights into internal and external stakeholder views and perceptions across different ESG topics and issues.

— Confirms where the firm must focus to maintain trust, competitiveness, and operational excellence into the future.

Rewild.

The Lander & Rogers Double Materiality Assessment was completed by Rewild Agency in 2025, final report delivered in February 2026.

United action for shared value and positive impact

To be effective, we cannot practise sustainability in a silo. Our connected and holistic approach addresses priority impacts of our operations and supply chain on people and planet and demands firmwide action. We share responsibility for our initiatives, progress and success across our firm, leadership and people and value from our action on sustainability will flow to our team, clients, suppliers and communities.

Our 2030 sustainability strategy

Location: Rocky Coast in Albany, Western Australia

Committed to people and planet, *resilience and responsibility*

Taking a connected, evidence-based approach to sustainability is vital for responsible growth.

Location: Curtis Island, Queensland

*Our **Growth, for good** strategy and initiatives will advance innovation and accountability across our entire firm to accelerate progress on our commitments to people and planet, resilience and responsibility.*

By 2030, sustainability will be fully embedded into how we govern, procure, partner and grow. Empowering our executive and wider team with the responsibility and resources to deliver on priorities and targets turns our intent into action and measurable progress. Through this bold endeavour we will lead the legal sector in sustainable business practices and influence positive change through our network of relationships.

Priority action on sustainability across our firm includes:

- Climate risks and impacts integrated across our firm for strategic planning and decision making.
- Strengthening our digital infrastructure, cyber security and privacy safeguards.
- Circular and low carbon procurement, supporting products and suppliers with lower whole-of-life impacts.
- Human rights and labour risk mitigation integrated into procurement, contracting and supplier management.
- Focused engagement with social enterprises and First Nations businesses.
- A diverse, inclusive and equitable workplace for our people.

At Lander & Rogers we support the United Nations Sustainable Development Goals (UNSDGs). Through our Growth, for good sustainability strategy we contribute, directly or indirectly, to the following goals:

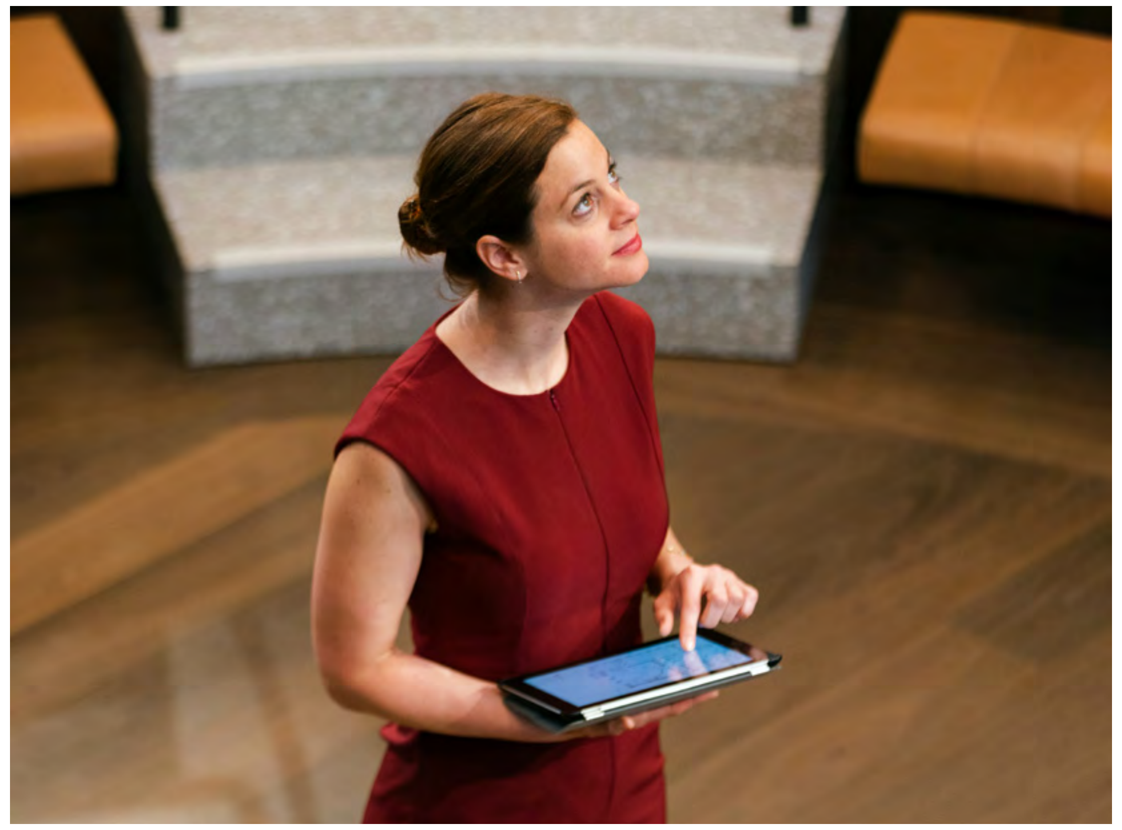
Goals for *positive impact*

Four goals will guide our action to embed sustainability in how we operate, to unlock even greater value for our firm, and the clients and communities we work with.

01

Embedding sustainability *in all we do*

Operating a resilient, digitally-secure and innovative law firm, equipped with the frameworks, capabilities and people to deliver with integrity and excellence in a rapidly changing world.



02

Thriving people *and communities*

Respecting human rights and supporting equitable and inclusive economic participation throughout our firm and supply chain.

03

Championing *climate and nature*

Taking action to reduce emissions, consumption and waste across our firm and value chain, to align with climate science and protect biodiversity.

04

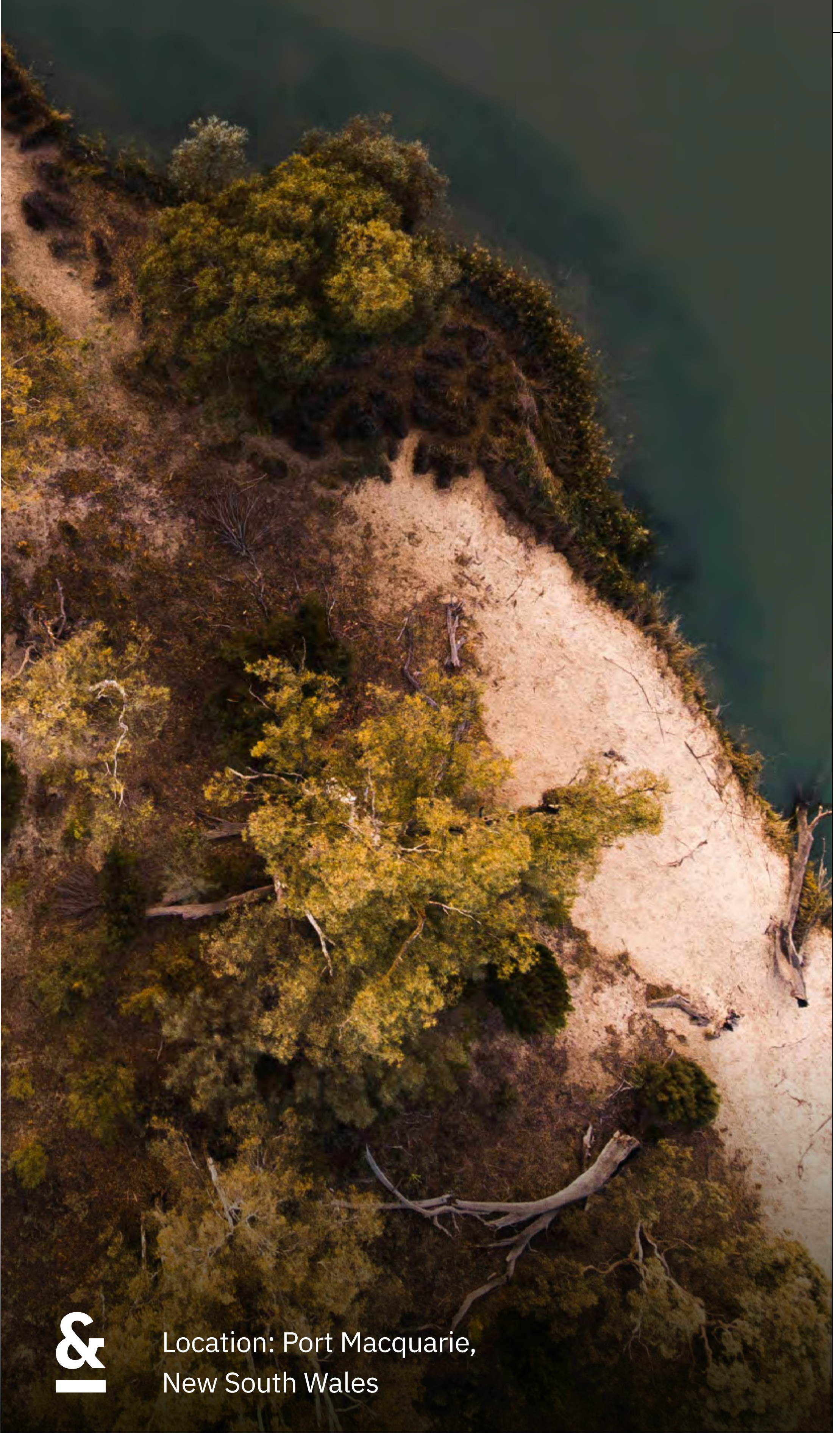
Accountable for our progress *and commitments*

Making sustainability fundamental in how we govern, manage risk and grow our firm.

Strengthening *systems*

Taking action now safeguards our collective future.

To better guide and counsel our clients through risk and uncertainty, it is our collective responsibility to strengthen our firm and the natural, social, digital and organisational systems we are part of.



Location: Port Macquarie, New South Wales

OUR VISION:

By 2030, sustainability will be fully embedded into how we govern, procure, partner and grow. We will lead the legal sector in sustainable business practices and influence positive change through our network of relationships.

GOAL #1:

Embedding sustainability *in all we do*

Equipping our firm to deliver excellence in a rapidly changing world.

Top 100 clients
sustainability requirements monitored

Climate risk integrated
into significant strategic decisions

Independent review
and oversight of AI governance

Meet or exceed best-practice standards
in digital resilience

GOAL #2:

Thriving people *and communities*

Respecting human rights and supporting equitable and inclusive economic participation.

Proportional human rights due diligence
across all suppliers

3.8% procurement spend with social enterprise and First Nations suppliers

Continuous monitoring for modern slavery risk

80% of employees
complete sustainability training relative to their role

GOAL #3:

Championing *climate and nature*

Taking action to reduce emissions and waste to align with climate science and protect biodiversity.

100% renewable electricity
maintained through FY30

68% reduction in carbon emissions
against our FY21 baseline

90% procurement spend screened
for sustainability criteria

80% priority suppliers reporting
useable emissions data

70% operational waste
diverted from landfill

GOAL #4:

Accountable for our *progress and commitments*

Making sustainability fundamental in how we govern, manage risk and grow.

100% of material ESG risks included in
enterprise risk management register by FY30

Quarterly board reporting
on sustainability performance

Reasonable independent assurance over climate, carbon and human rights metrics

Auditable ESG data architecture

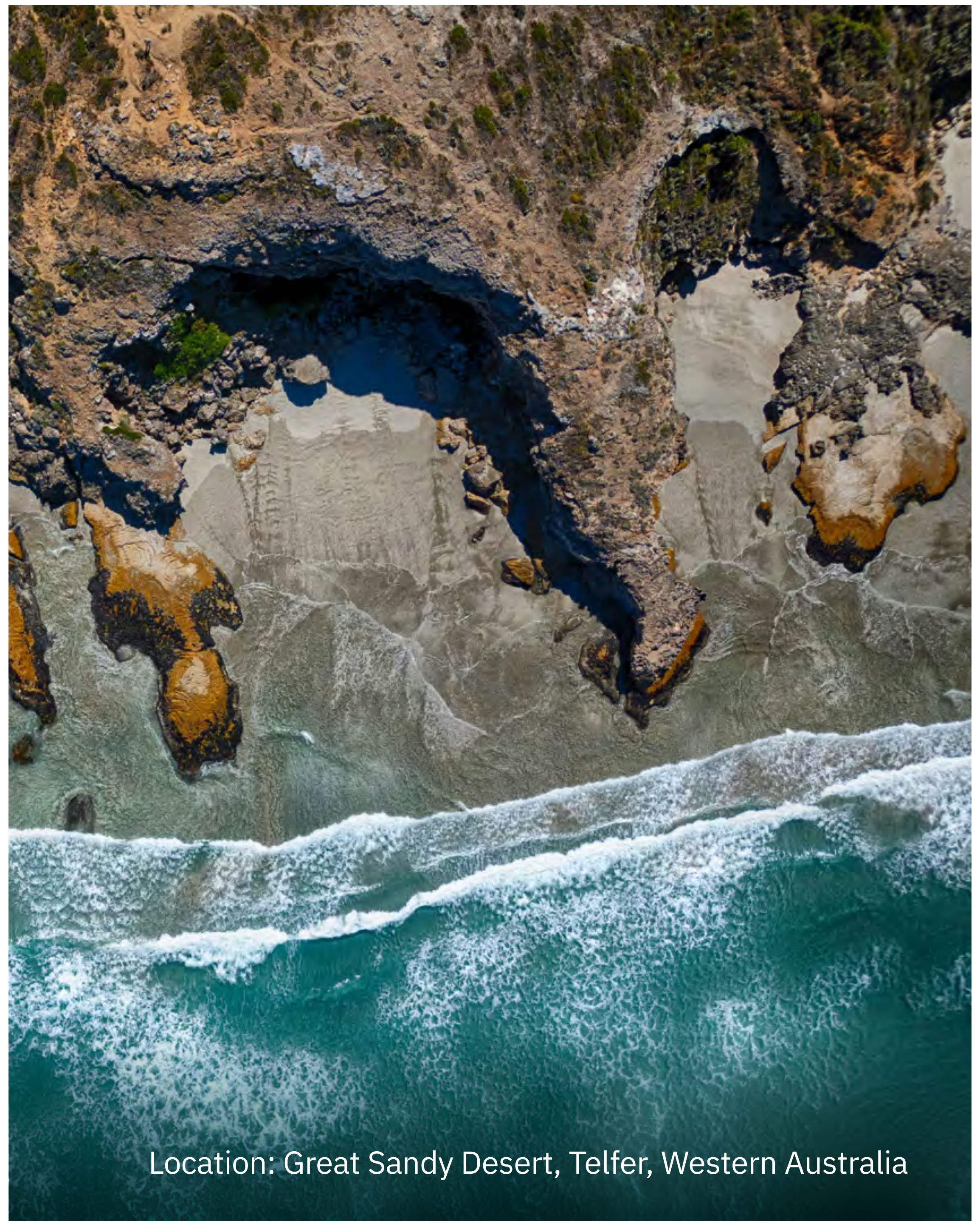
Voluntary annual sustainability report
aligned to AASB S1 for FY27

Continuous improvement and independent testing for cyber resilience

Embed role-based sustainability capability
into performance and leadership

Driving and *measuring progress*

Delivering on our commitments and targets takes changes in our systems and processes, governance and policies.



Location: Great Sandy Desert, Telfer, Western Australia

It will also require united leadership and action across our executive and wider team, making sustainability a shared responsibility. Over the next 12 months we will engage with leaders and their teams across our firm to co-design and commence initiatives to achieve our priority sustainability outcomes.

TARGETS TO 2030 AND BEYOND

Through ongoing consultation and engagement, we will provide independently verified reporting on targets including:

Voluntary sustainability reporting

Ongoing annual reporting aligned to Australian Sustainability Reporting Standards from FY27

Progress credibly

Toward net-zero greenhouse gas emissions across our value chain by FY38

Independent assurance

Over climate, carbon and human rights actions and outcomes

100%

100% renewable electricity maintained through FY30

Due diligence

Proportional human rights and environmental due diligence across all suppliers

90%

Procurement spend screened for sustainability criteria

Climate risk integrated

Climate risk integrated into significant strategic decisions

68%

Reduction in carbon emissions against our FY21 baseline, from Purchased Goods & Services, Capital Goods and Operational Waste

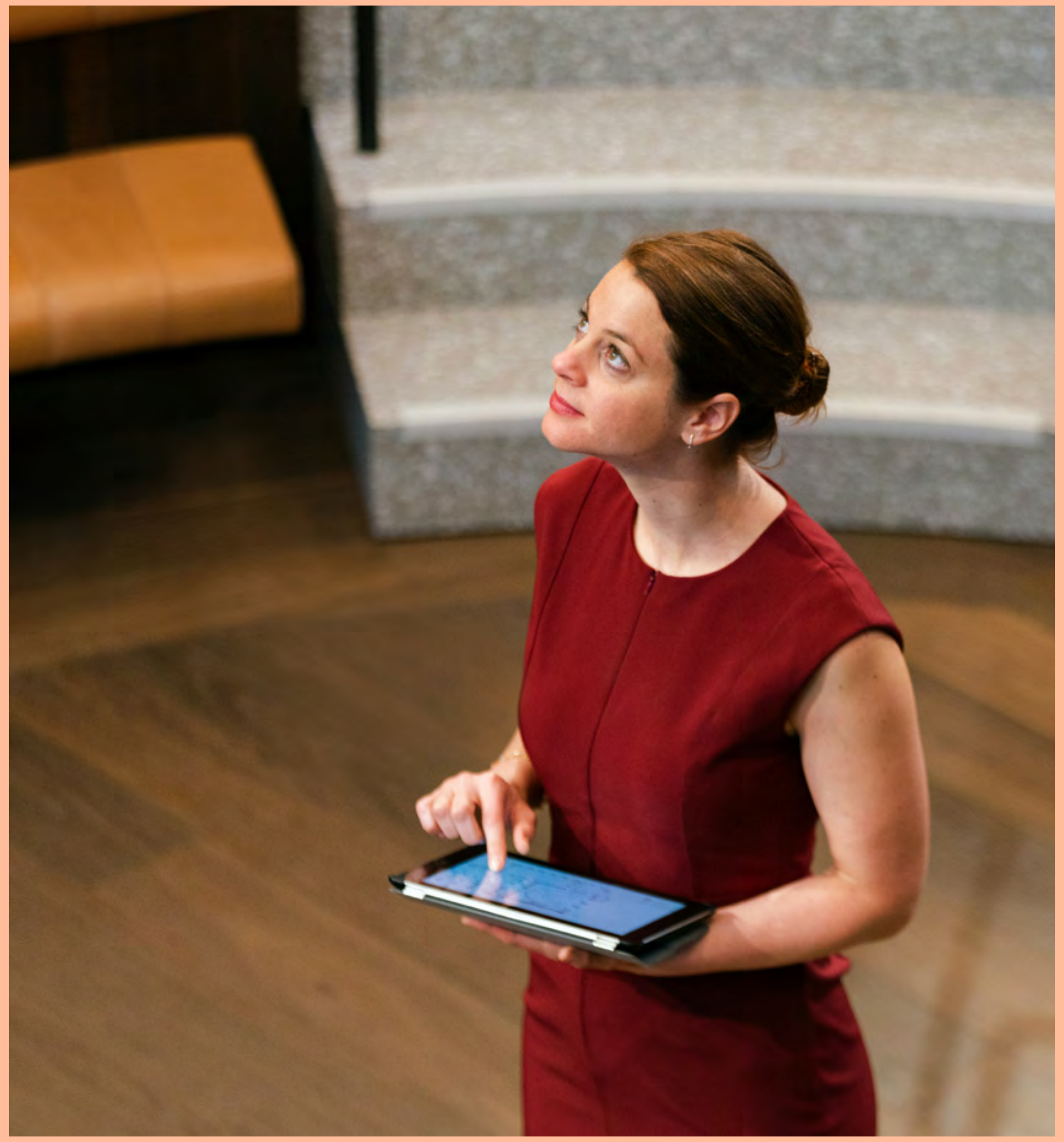
How we operate

Location: Portland, Victoria

GOAL 1:

Embedding sustainability *in all we do*

We are operating a more resilient, innovative law firm, equipped with the frameworks, capabilities and people to deliver legal advice with integrity and excellence in a rapidly changing world. Investing in secure digital systems and enterprise-wide monitoring and management to include climate-related risk, positions our firm to adapt at speed and continue earning the trust of our people, clients and community.

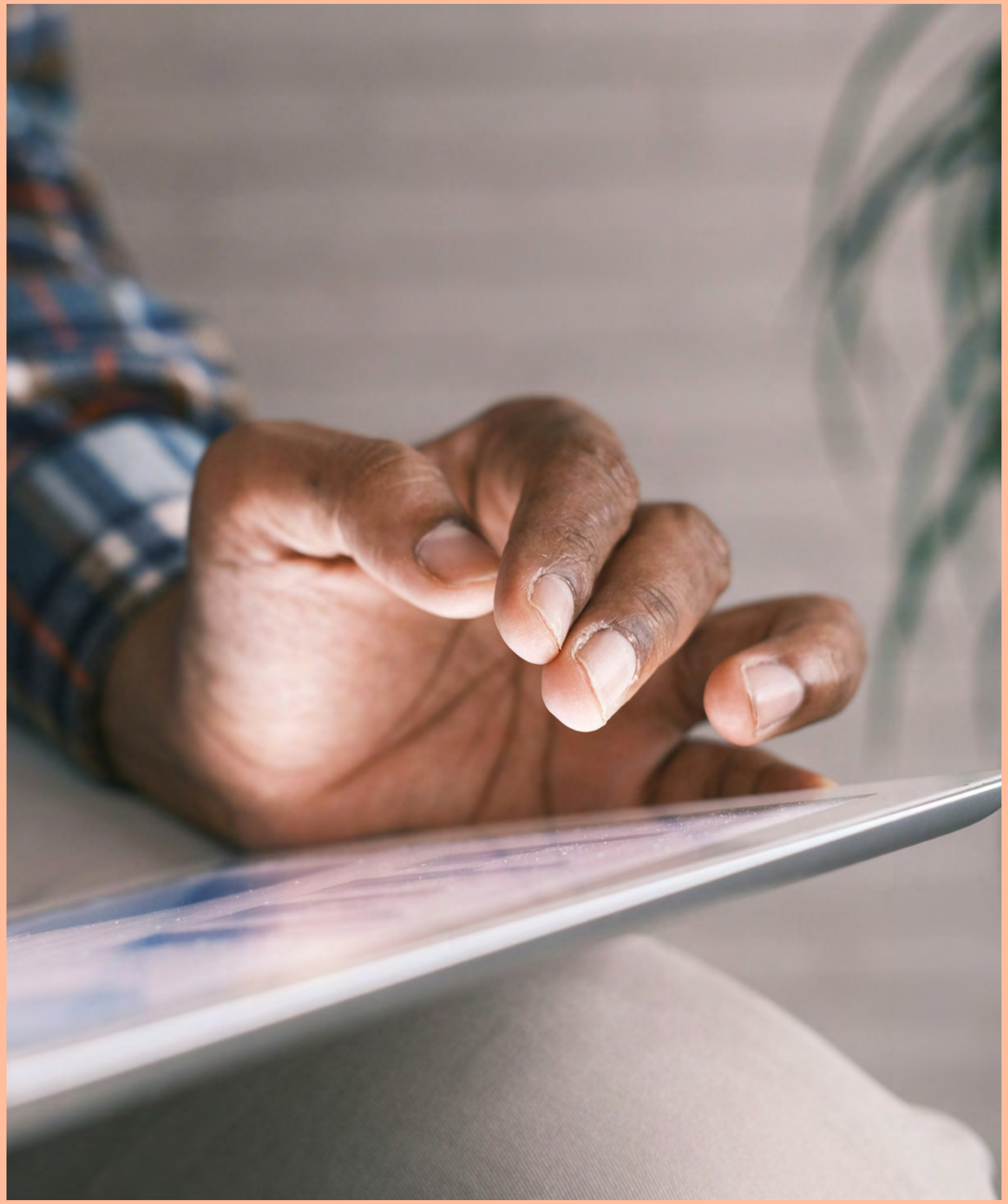


PRIORITY ACTIONS

- Treating climate-related physical and transition risks as key strategic considerations.
- Operating with digital systems and data governance to maintain client trust and meet best-practice security standards.
- Embedding sustainability risks in strategic and financial decision-making.
- Enhancing our capability for an innovative and confident response to regulatory, technological and environmental change.

GOAL 1: EMBEDDING SUSTAINABILITY IN ALL WE DO

How we will deliver



TARGETS TO 2030 AND BEYOND

Top 100 clients' sustainability requirements monitored

Climate risk integrated into significant strategic decisions

Independent review and oversight of AI governance

Meet or exceed best-practice standards in digital resilience and continuous improvement in risk posture

ACTION

Decision-making

Formal frameworks to bring sustainability considerations into decisions across business planning and operations, client services, supplier engagement and more.

Embedding tools, prompts and defaults in our workflows to make sustainable criteria clear and guide choices and changes that support positive impact.

Across our value chain

Deliver support, tools and education to build a firmwide capability to address our clients' sustainability requirements with expertise and confidence.

Vet suppliers on the basis of climate, human rights, data, cyber, privacy and governance risks and make standards for conduct clear in contracts.

Data and controls

Develop, connect and share sustainability data from across our firm to identify risks and gaps early and support informed decisions and action towards our targets.

Assess technology and digital suppliers for secure and responsible practices including privacy, cyber security, data quality, bias, intellectual property and energy use.

GOAL 2:

Thriving people *and communities*

We respect human rights and support equitable and inclusive economic participation across our firm and supply chain. Our commitment to a fairer society and positive social impact makes it our responsibility to contribute to better outcomes for our workforce, our suppliers' workforce and communities where we operate.

Our Diversity & Inclusion strategy 2026-2028, People strategy, Pro Bono strategy and First Nations strategy set out a number of the priorities and actions that support our firm to achieve this goal.

PRIORITY ACTIONS

- Championing and embedding stronger protections for workers in our supply chain and acting on identified risks.
- Increasing engagement with social enterprises, First Nations businesses and inclusive suppliers.
- Incorporating rights-holder voices across workers, communities, First Nations peoples and individuals with lived experience.
- Investing in a diverse, skilled, high-performing and engaged workforce capable of shaping future solutions.

GOAL 2: THRIVING PEOPLE AND COMMUNITIES

How we will deliver

TARGETS TO 2030 AND BEYOND

Proportional human rights due diligence across all suppliers

3.8% procurement spend with social enterprise and First Nations suppliers

Continuous monitoring for modern slavery risk

80% of employees complete sustainability training relative to their role

ACTION

Better visibility

Initial supplier screening and regular assessments to determine where modern slavery and labour risks may occur, with follow-up review for high risk suppliers and categories.

Better engagement

Introduce an engagement process that goes beyond questionnaires to support clear actions and pathways to improve supplier risk performance or escalate as needed.

Improve practical and accessible pathways for safely reporting and addressing workplace safety and human rights issues, in our firm and supply chain.

Take action for positive impact

Increase opportunities to buy from social enterprises and First Nations and inclusive businesses across categories such as professional services, catering and more.

Take a strategic, collective approach to social impact across our pro bono and client work, community and supplier engagement and reconciliation action.

GOAL 3:

Championing *climate and nature*

We are reducing emissions, consumption and waste across our value chain. We do this to limit our demands on the finite resources we all rely on, take action to protect our world from climate and biodiversity impacts and reduce costs for our firm.

PRIORITY ACTIONS

- Measurable progress on our emissions-reduction pathway to meet SBTi targets.
- Integrating circular procurement and waste reduction to minimise environmental impact and strengthen supply chain resilience.
- Maturing our internal data systems for accurate, assurance-ready climate reporting.
- Supporting our clients' Scope 3 reporting obligations through credible, transparent disclosure.

GOAL 3: CHAMPIONING CLIMATE AND NATURE

How we will deliver

TARGETS TO 2030 AND BEYOND

100% renewable electricity maintained through FY30

68% reduction in carbon emissions against our FY21 baseline

90% procurement spend screened for sustainability criteria

80% priority suppliers reporting useable emissions data

70% operational waste diverted from landfill

ACTION

Low-impact choices

Make low-carbon options easy to identify and choose, with guidance on managing impacts where high-emission choices cannot be avoided.

Create climate literacy learning opportunities, enabling our people to make choices in purchasing, client engagement and leadership and more to achieve our commitments.

Buying power

Engage with suppliers that make a greater contribution to our environmental footprint and agree practical and effective solutions to reduce impact.

Assess total value for purchases across whole-of-life to achieve better outcomes for total cost and environmental impact.

Prioritise assets and products that keep materials in use for longer through reuse, repair, refurbishment, recycled content and take-back schemes.

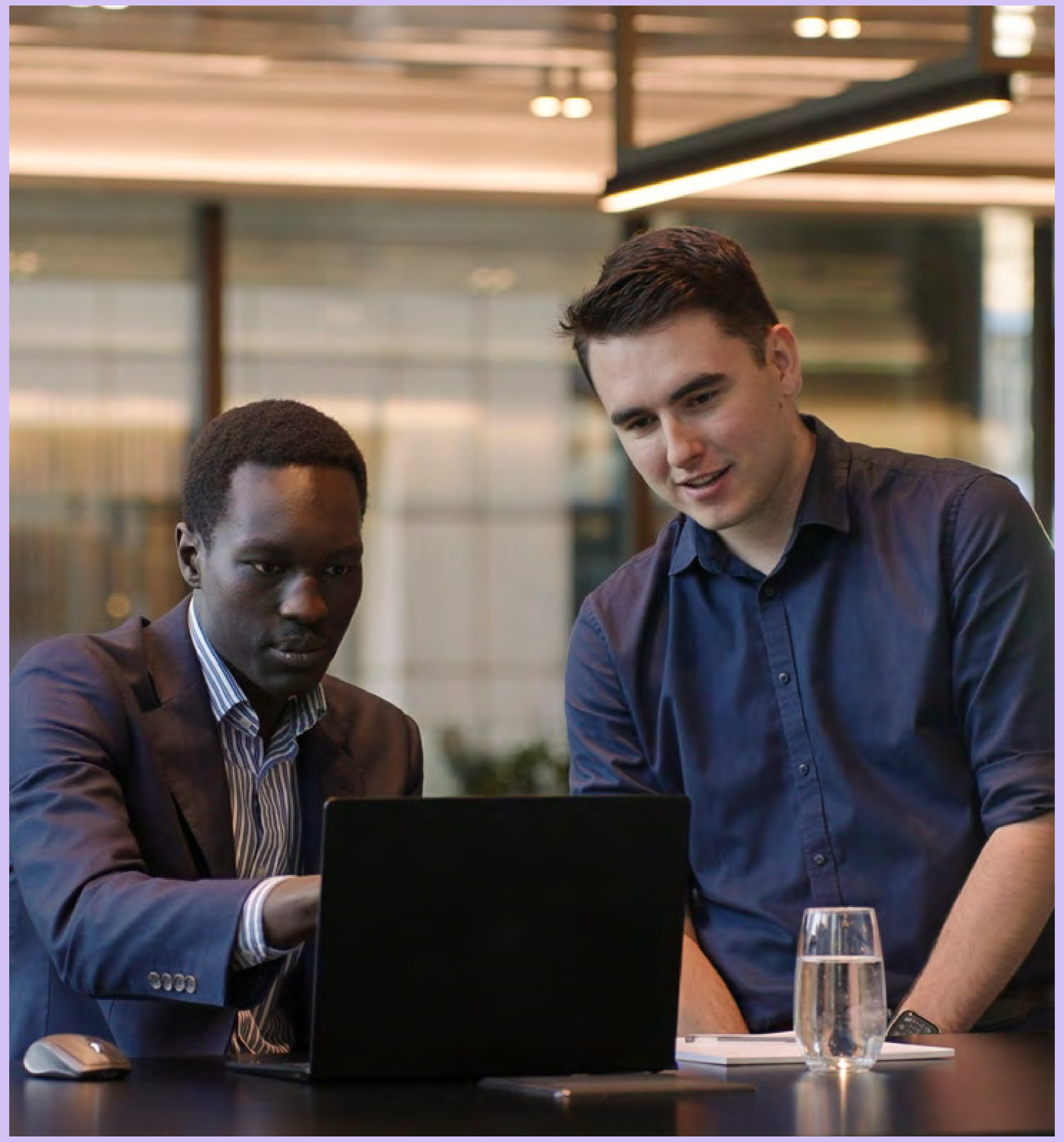
Data and transparency

Improve quality and visibility across all our carbon emissions data to support accurate reporting for our firm and our clients and better decision making.

GOAL 4:

Accountable for our *progress and commitments*

We are making sustainability fundamental in how we govern and grow our firm. Our board and executive guide our progress and maturity through oversight, risk controls and assurance, leadership accountability and reporting to global standards.



PRIORITY ACTIONS

- Publishing transparent annual progress against our targets.
- Embedding sustainability considerations into board and executive decision frameworks.
- Integrating climate, human rights and digital risks into the enterprise risk register.
- Maintaining strong privacy, cyber and information governance systems.
- Aligning incentives and leadership accountability with sustainability performance.

GOAL 4: ACCOUNTABLE FOR OUR PROGRESS AND COMMITMENTS

How we will deliver

TARGETS TO 2030 AND BEYOND

100% of material ESG risks included in the enterprise risk management register by FY30

Quarterly Board reporting on sustainability performance

Reasonable independent assurance over climate, carbon and human rights actions and outcomes

Fully auditable ESG data architecture

Voluntary annual sustainability report aligned to AASB S1 for FY27

Continuous improvement and independent testing for cyber resilience

Role-based sustainability capability embedded into performance and leadership expectations

ACTION

Clear accountability

Document ownership of sustainability responsibilities for leadership expectations, business planning, budget decisions and performance conversations.

Ensure all sustainability claims are backed by approved evidence and data that meets recognised standards.

Update procurement and finance controls to include sustainability requirements so that our internal systems support progress and provide data for reporting.

Provide regular reporting to Board, executive and committees, making clear where sustainability performance and progress is at risk and critical to leadership decisions.

Mature our sustainability reporting capability over time to meet the highest standards, taking a practical approach to improving quality as reporting requirements change.

Monitor and respond

Review and adapt our strategy in response to our sustainability data and operating environment to refresh initiatives and maintain progress towards targets.

ABOUT
LANDER & ROGERS

Lander & Rogers is a leading and proudly independent Australian law firm, with offices in Melbourne, Sydney, Brisbane and Canberra. We work with private and public sector organisations and individuals across Australia and internationally, delivering practical, commercial legal advice grounded in a deep understanding of our clients' needs.

We advise across a broad range of practices and sectors, including M&A / Corporate (incl. Competition and Finance), Digital Economy, Workplace Relations & Safety, Real Estate, Construction and Infrastructure, Government, Insurance and Financial Services, and Family & Relationship Law.

For more than 80 years we have been working alongside our clients through change. Over that time, we have continuously evolved, helping clients navigate complexity, manage risk and respond to shifting legal, regulatory, commercial, and societal landscapes. We combine commercial insight, accessibility, innovation and an outstanding client experience with exceptional technical excellence.

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