

KWM
COMMUNITY
IMPACT

Indigenous Attraction, Employment & Retention Strategy

2020 – 2023

Acknowledgements

KWM acknowledges the traditional owners of the lands across Australia. We pay our very deep respects to Elders past, present and emerging.

KWM acknowledges and thanks our external expert, Mr Dean Parkin, for his expertise, insights and guidance in the development of this strategy. KWM was honoured to welcome Mr Parkin to our Reconciliation & Empowerment Leadership Group in October 2019.

Cover



Jinamoom

Delany Griffiths
60x60cm/ natural pigment on canvas
Painting

Story

Delany is learning from Peggy Griffiths, her grandmother, and paints her traditional Country in a similar style. This painting represents Jinamoom, the Keep River as it is joined by small tributaries flowing through swamp-land during flood water times. On the right is a hill called Eagle Hawk Dreaming. The hill and billabong on the left is Goorrthark or Brolga Dreaming. This area is where the artist's family used to visit during holiday times to camp.

CONTENTS

Cover Artwork	02
Acknowledgements	03
Introduction	04
Our Vision	04
Our Context	04
Our Responsibility	04
Our Guiding Principles	05
Our Strategy's Aims	05
Strategy	07
Our Focus Areas	07
Our Strategy's Phases	08
People	17
Our Team	17

ACKNOWLEDGEMENTS

Artists in the Black

Artists in the Black

To continue expanding upon the success of its Artists in the Black program, Arts Law launched its pro bono initiative, "Adopt a Lawyer" in 2013. The program partners Aboriginal and Torres Strait Islander Community Art Centres with a single law firm for a three-year partnership. It is designed to streamline the existing Artists in the Black support of art centres by facilitating a strengthened relationship between an art centre and a single law firm. Arts Law envisages that the art centre can contact the pro bono lawyers at one firm directly for advice on issues and lawyers will develop a more detailed understanding of the art centre's operations which will position it to provide timely and relevant commercial advice.

KING & WOOD
MALLESONS
金杜律师事务所



KWM and Waringarri Aboriginal Arts Centre

In 2018, King & Wood Mallesons was proudly 'adopted' by Waringarri Aboriginal Arts.

Established in the late 1970's, in the heart of Miriwoong country at Kununurra in the Kimberley region of northern Australia, Waringarri artists share the importance of their Country and Culture. Waringarri is the first wholly Indigenous owned art centre established in the Kimberley region and one of the oldest continuously operating art centres in Australia supporting economic independence for artists and their community. The centre operates artists' studios and galleries and supports more than 100 artists as painters, printmakers, wood carvers, boab engravers, sculptors and textile artists. Cultural tours and performances compliment the visitor experience with a rich insight into Miriwoong culture. All proceeds from art sales, art commissions and cultural tourism is returned to the community to support their ongoing program of arts and cultural projects.

Refurbished in 2011, the distinctive quality about Waringarri is the sense of an authentically creative and collaborative environment. Artist studios extend into landscaped gardens areas. Verandas are supported with individually painted poles and pathways of sandblasted pavers present a range of artist designs. The Dawang Gallery is a unique cultural information space presenting selected works from the Waringarri collection complimented with multi-media presentations to share the richness of Miriwoong cultural identity with both community and visitors. The centre also includes artists from the remote Kira Kiro Art Centre in Kalumburu on the northern Kimberley coast. Artists are supported by a team of local Aboriginal arts-workers.

INTRODUCTION

Our Vision

KWM's vision for reconciliation is to create an Australia where all people, including all Aboriginal and Torres Strait Islander peoples and communities, are:

- deeply valued;
- treated equally;
- have access to the support they need; and
- are offered equal opportunity to flourish.

As a global law firm and an Australian market leader, we believe that KWM has a strong responsibility to actively demonstrate leadership in, and commitment to, achieving higher reconciliation goals with Aboriginal and Torres Strait Islander peoples and communities.

KWM is committed to reconciliation and will provide its resources, skills and experience (legal and non-legal) to assist in achieving this vision. KWM seeks to lead our sector in working towards a truly reconciled Australia.

KWM recognises that we significantly enhance our business through the different perspectives, experiences and knowledge of Indigenous partners, employees, contractors, sub-contractors, clients and community partners. These Indigenous Australians contribute to the development of cross-cultural awareness in our firm, which is vital in successfully communicating with, and learning from, our people and our clients from many diverse backgrounds.

We also recognise that Aboriginal and Torres Strait Islander communities are fast growing and employing people from these groups clearly demonstrates that we are a business that seeks to represent the communities in which we live, work and operate.

Through enhanced Indigenous attraction, employment and retention, we will gain further insights into Indigenous communities, enabling our business to build its expertise and capabilities, while exploring new ways to support our Indigenous peoples and their communities.

Finally, our vision is to continually review and evaluate this strategy, listening openly and honestly to our people and our stakeholders (in particular, our Indigenous stakeholders) and making modifications as and when required to ensure that this strategy remains relevant and has the greatest chance of success.

Our Context

This Indigenous Attraction, Employment & Retention Strategy (**Strategy**) is designed to sit alongside our 'Stretch' Reconciliation Action Plan 2020-2023 (**RAP**), as well as our previous plans, to propel our vision of attracting, supporting, training, mentoring, engaging and continually learning from Indigenous peoples to ultimately increase their representation within our profession and our sector.

Importantly, our Strategy is not intended to be an exhaustive overview of all KWM's actions or work in this area and should be read together with documents such as our RAP and our 2022 Strategic Vision for KWM's Community Impact programme (**Strategic Vision**).

We are firmly committed to applying a holistic approach to this Strategy's implementation to ensure that our goals and efforts are integrated into the fibre of all KWM's operations.

Our Responsibility

We recognise the role and accept the responsibility KWM can and should have in advancing and respecting the rights of Aboriginal and Torres Strait Islander peoples (particularly with regard to the employment context) and accept them by:

- being guided by the experiences and perspectives of Aboriginal and Torres Strait Islander peoples to enhance the culture and capabilities of our business with these different perspectives, and to improve our engagement with Aboriginal and Torres Strait Islander communities;
- demonstrating and living reconciliation in our organisational culture, attitudes, structures, policies and activities;
- proactively undertaking and supporting advocacy and initiatives that promote and advance the rights of Aboriginal and Torres Strait Islander peoples and communities;
- strengthening and maintaining collaborative partnerships with Aboriginal and Torres Strait Islander community-controlled organisations; and
- supporting lawyers to provide Aboriginal and Torres Strait Islander people and organisations with access to culturally safe and appropriate legal services.

Our Guiding Principles

The following principles will guide KWM's actions. KWM:

- begins from a position of respect for Aboriginal and Torres Strait Islander peoples, organisations and communities;
- will be guided by the experiences and perspectives of Aboriginal and Torres Strait Islander peoples, including by demonstrating respect for Aboriginal and Torres Strait Islander forms of knowledge and ways of learning;
- is committed to demonstrating and living reconciliation in our organisational culture, attitudes, structures, policies and activities;
- recognises, values and respects the diversity of Aboriginal and Torres Strait Islander cultures, language, knowledge, experiences, histories and geographical locations; and
- recognises the unique skills and perspectives Aboriginal and Torres Strait Islander employees bring, particularly in enabling access to justice and access to opportunities for Aboriginal and Torres Strait Islander clients.

Our Strategy's Aims

Our Strategy outlines the commitments that KWM makes in order to achieve the vision set out above. The Strategy is also a collective set of new ideas, policies and procedures which delineate our operational standards and practices with regard to Indigenous training & employment.

Our strategy aims to achieve a range of interconnected objectives. KWM seeks to:

1. develop effective, long-term and deep engagement with Aboriginal and Torres Strait Islander peoples, communities and organisations.
2. attract, train and retain more Aboriginal and Torres Strait Islander peoples in:
 - a. our firm (at all levels and in all positions, be that legal and/or shared services/support functions);
 - b. our profession; and
 - c. our legal sector;thereby creating a 'community' of Indigenous professionals connected to KWM.
3. focus specifically on attracting, training and retaining Aboriginal and Torres Strait Islander peoples from lower socio-economic backgrounds and/or from communities where there is a limited history of family members completing university and working within the legal profession and/or corporate sector.
4. enhance our business through the different perspectives, experiences and knowledge of Aboriginal and

Torres Strait Islander partners, employees, graduates, clerks, students, contractors, sub-contractors, clients and community partners. We recognise that these Indigenous Australians contribute to the development of strong cross-cultural awareness.

5. work more closely with Aboriginal and Torres Strait Islander young people, both pre-tertiary and tertiary level, in line with our Strategic Vision and our social mobility objectives. To do so, we want to enhance or develop relationships with key academic institutions and the Indigenous units within those settings.
6. achieve increased levels of satisfaction and support as reported by Aboriginal and Torres Strait Islander peoples engaged with KWM.
7. develop a reputation as a leading supporter, attracter, trainer and retainer of Aboriginal and Torres Strait Islander professionals within the KWM 'community' by learning from Indigenous leaders, creating a culturally safe and appropriate work environment, offering wide-ranging and meaningful opportunities, and enhancing or developing relationships with leading organisations.

**Note, the term 'employee' is used broadly throughout this Strategy. Many of the items could also apply to contractors and sub-contractors, consultants, work experience students and similar.



STRATEGY

Our Focus Areas

The 4 focus areas of our Strategy are:

Laying the Foundations + Learning

Establishing a solid foundation which will enable the development and implementation of a successful plan through the creation of a culturally safe and appropriate work environment and work practices.

Attracting + Engaging

Providing effective, long-term and deep engagement with Aboriginal and Torres Strait Islander peoples, communities and organisations so as to increase the recruitment of Aboriginal and Torres Strait Islander employees for KWM, our clients, our profession and our sector.

Supporting + Retaining

Supporting, developing and retaining Aboriginal and Torres Strait Islander employees at KWM, by ensuring workplace practices provide a supportive and flexible environment which enables Indigenous partners and employees to meet professional and cultural obligations.

Continual Evaluation + Modification

Reviewing and adapting the focus areas and actions of this Strategy to ensure they remain relevant, targeted, responsive and most importantly, effective.

STRATEGY PHASES

PHASE 1: LAYING THE FOUNDATIONS + LEARNING (Q3/4 2020)

As a starting point, we are very firmly committed to the success of our Strategy. It is therefore essential to establish a solid foundation which will enable the development and implementation of a successful plan. Prior to initiating any procedural changes, we must have a thorough understanding of the driving force and rationale behind our Strategy, as well as clarity about the impact we are trying to achieve. As part of Phase 1, we must set in place the appropriate resources (human, financial and educational) to ensure that every partner, manager and employee of KWM has the opportunity to be informed about Indigenous cultures, language, knowledge, experiences, histories and geographical locations. This will ensure that our foundations spread across every facet of KWM's operations.

Objectives	Initiatives & Actions	Leads
Compile An Inventory 1.1 KWM will review and analyse all of our previous initiatives in connection with our Strategy	A. We will conduct a wide-ranging review of all KWM's previous initiatives concerning our engagement with, and employment of, Indigenous partners and staff, including a review of previous programs, practices, partnerships and policies. The review will identify key successes, gaps and areas for improvement.	DC + SA
Creating A Conducive Work Environment 1.2 KWM will create an environment which embeds cultural inclusiveness within our firm because we recognise that this is fundamental to the cultural wellbeing of Indigenous people working at KWM.	A. KWM, our partners and our employees will use culturally safe and inclusive language in all KWM communications, and KWM encourages respectful, voluntary, two-way conversations between all partners and employees about all cultural backgrounds and expectations. B. KWM's office space represents and in part, symbolises, KWM's appreciation and respect for Aboriginal and Torres Strait Islander cultures by physically placing art, posters and maps which celebrate its appreciation of cultures and our commitment to social justice issues. KWM will actively consider other ways in which it can ensure that its office spaces are culturally safe and appropriate. C. We will appoint an Indigenous Liaison Officer (ILO) (from within the People & Development Team) to help drive this Strategy and in view of the key actions set out below.	DC DC + LH KW
Ensure Appropriate Policies & Procedures Are In Place 1.3 KWM will review, revise and/or implement all relevant policies to ensure we achieve a culturally appropriate workplace.	A. We will review and update all KWM policies, procedures and materials to ensure they are culturally safe and appropriate, in consultation with Aboriginal and Torres Strait Islander stakeholders and specifically review employment contracts to ensure that they promote the use of flexible work practices to all employees to balance work, cultural issues and commitments, including in relation to flexible work arrangements, cultural/ceremonial leave, and community leave.	KW + ILO

Cultural Consciousness & Safety Program

1.4 KWM will implement a leading cross-cultural competency program across all Australian centres because we recognise that it is paramount to develop a cultural safety framework that defines safety, incorporates a cultural learning spectrum and includes unconscious bias components to the training.

- A. We will develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our partners and employees (and invite our clients to participate) which defines the cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops and/or cultural immersion). Our cross-cultural awareness training will explain Indigenous kinship and social structures, and implications for the workplace. Cross-cultural training will also be integrated into our induction process for new partners and employees. DC
- B. We will work to ensure KWM partners and employees understand the significance of, and observe, cultural protocols that recognise Aboriginal and Torres Strait Islander people as the traditional custodians of the lands on which KWM operates (including Welcome to Country and Acknowledgement of Country). DC
- C. We will encourage partners and employees to attend and be actively involved in important Aboriginal and Torres Strait Islander events and days of significance (including, but not limited to, NRW and NAIDOC Week). DC



PHASE 2: ATTRACTING + RETAINING (Q1 2021)

Once the foundations have been set, we can begin with the process of ensuring that we build meaningful and sustainable employment opportunities for Aboriginal and Torres Strait Islander people across all areas of our firm so as to attract and engage further members of Indigenous communities in employment and training opportunities. An instrumental member during this stage will be our ILO who will provide guidance, support and mentorship throughout all stages of the process, from generating interest at information sessions & recruitment fairs, all the way to providing mentorship and continual support across our Australian centres. All training and on-boarding procedures will be re-evaluated in order to account for, and encourage, Indigenous engagement. We will continually review our approach over time.

Objectives	Initiatives & Actions	Leads
Attract More Indigenous Partners, Employees & Students to Our Profession and Our Sector 2.1 KWM wants to attract and engage further members of Indigenous communities through building and offering meaningful and sustainable employment and training opportunities across all our Australian centres.	A. We will continue to develop strong partnerships with the Indigenous business and community sectors to position KWM as an Indigenous opportunity employer.	DC + KW
	B. We will develop Indigenous employment resources and promote employment and training opportunities at community events, gatherings and expos.	KW
	C. We will establish personal support structures for new candidates, such as our ILO, who will assist Indigenous individuals in every step of the recruitment process. We will ensure that our ILO is listed as the contact person on job postings targeted at members of the Indigenous community.	KW
	D. We will ensure job descriptions are designed to attract a wide pool of suitable applicants and do not disadvantage Aboriginal and Torres Strait Islander people. We will advertise and promote job opportunities through Indigenous media, communities, education and other institutions and services. We will ensure all job advertisements include the statement "We are committed to achieving a diverse workforce and strongly encourage applications from Aboriginal and Torres Strait Islander people."	KW
	E. We will promote KWM as employers of choice for Aboriginal and Torres Strait Islander people, including by engaging existing Indigenous employees in promoting the benefits of a career at KWM. As part of this, we will actively promote KWM's RAP and this Strategy during recruitment, as well as on KWM's website, intranet and other communications channels.	KW + DC
	F. We will investigate opportunities for Aboriginal and Torres Strait Islander students and volunteer engagement with KWM, including by: <ul style="list-style-type: none"> ■ scaling Waiwa Mudena, our uniquely flexible paid work experience program designed with and specifically for Aboriginal and Torres Strait Islander law students, to all KWM centres by Q3/4 2020. ■ in partnership with leading Indigenous community organisations, pilot a bespoke initiative to enable Year 9 and Year 10 students from remote communities to experience an immersive learning/shadow-a-lawyer experience at KWM and with our clients. If the pilot is successful, we may expand the program to all KWM centres by 2021. ■ investigate and implement other work experience opportunities for Aboriginal and Torres Strait Islander peoples in all of KWM's Australian centres. 	DC

Ensure Best Practice On-Boarding

2.2 KWM wants to ensure that our processes for screening, selecting and placing of new recruits enhances our ability to attract Aboriginal and Torres Strait Islander employees.

A. In recruitment for all targeted or identified roles, and where there is an Aboriginal and/or Torres Strait Islander candidate, we will attempt to have the ILO on the selection panel. If the ILO is not available, we will endeavour to have an Aboriginal and/or Torres Strait Islander person or a person who has recently completed cultural competency training.	KW
B. We will be flexible about application periods and recruitment practices and be prepared to allow for appropriate adjustments to be provided to Aboriginal and Torres Strait Islander applicants during the recruitment process.	KW
C. The ILO: <ul style="list-style-type: none"> ■ will arrange special 'Meet & Greet' sessions and events where the ILO can interact with interested parties and explain the position(s) available. This can also form part of an informal pre-screening process. ■ will provide candidates with all possible information related to the position and may also include skills-based training and mentorship throughout the process, as well as assistance in submitting applications. ■ can liaise with interested parties and provide clear and relatable explanations of what the job entails, offering support for the preparation of the employment application and coaching for follow-up interviews. 	KW + ILO

Goorrdim and Woorribem

Delany Griffiths
45 x 45cm / Natural ochre and pigment
Painting

Story

This painting shows an area of the artist's grandmother's traditional Country in the east Kimberley region of northern Australia. The hill at the top is Goorrdim. The smaller hills represent ant pit country - good bush medicine. The billabongs indicated where the river splits in two is a place called Woorribem.



PHASE 3: SUPPORTING + RETAINING (Q2/3/4 2021)

Once new partners, employees and students have joined KWM, we will ensure that they are immersed in a work environment that is culturally inclusive, supportive and conducive to success and personal development. Our ILO will play a key role in ensuring that appropriate support and guidance is provided to new starters. We will endeavour to provide all the necessary tools for success and address any barriers and conflicts that our Indigenous employees face in relation to their new job. We will develop enhanced career pathways for existing Aboriginal and Torres Strait Islander employees through targeted professional development and training programs.

Objectives	Initiatives & Actions	Leads
Ensure Best Practice Induction 3.1 KWM recognises that inductions and orientation play an important part in the retention of employees and we want to ensure that this process is as supportive and informative for Aboriginal and Torres Strait Islander employees as is possible.	A. We will review our induction process and materials for new partners and employees to ensure that they consider the perspectives of Aboriginal and Torres Strait Islander people and ensure inclusion of information in relation to our RAP, this Strategy, our relevant networks and people within the sector.	KW
	B. The ILO will either be present on-site when new Indigenous team members commence with KWM or connect with them via videoconference or telephone within their first week at the firm. The ILO will also organise regular meetings with new Indigenous employees to ensure that any concerns or problems the new employee may be experiencing do not go unnoticed. The ILO will be responsible for ensuring that the new employee's partner/manager: <ul style="list-style-type: none"> ■ discusses the work environment; ■ explains expected quality of work outcomes; and, ■ how s/he fits within the team. 	KW + ILO
Mentor New Partners & Employees 3.2 We want to ensure that new Aboriginal and Torres Strait Islander partners, employees and students are engaged in a mentorship process immediately after their commencement with KWM to ensure they are supported by partners and employees who have completed cross-cultural training.	A. Once new Indigenous recruits have joined KWM, the ILO will be the key point of contact and mentor throughout all their interactions with KWM. Indigenous employees will know that the ILO is available to provide support and advice with regard to any workplace issues, questions and concerns. Mentoring will be formal and informal and will be equally available to Indigenous and non-Indigenous staff who seek out support. The ILO will work alongside all Indigenous team members to ensure that appropriate mentors and other points of contact are put in place, with selections to be made from those who have undertaken cross-cultural training.	KW + ILO
	B. KWM will also consider alternative and/or additional supervisory arrangements and processes for Aboriginal and Torres Strait Islander employees, including for example peer reciprocal supervision among colleagues and external supervision. Additional support should be provided for workers in identified and targeted roles or roles with high community contact, such as recognising that fulfilling workload responsibilities that involve Aboriginal and Torres Strait Islander clients may be time and resource intensive.	KW + ILO
	C. We will encourage Aboriginal and Torres Strait Islander employees to become part of relevant Aboriginal and Torres Strait Islander networks. We will also consider creating an internal networking and support group for those partners and employees.	KW + ILO

Provide Range of Development & Training Opportunities

3.3 We want to provide a wide range of training and development opportunities for Aboriginal and Torres Strait Islander employees to assist their career development at KWM.

A. We will develop employment and career pathways for Aboriginal and Torres Strait Islander employees through training and professional learning and development. We will provide additional mentoring and further support for Aboriginal and Torres Strait Islander employees applying for promotion.	KW + ILO
B. We will empower Aboriginal and Torres Strait Islander employees in KWM organisational decision-making processes, where possible and appropriate.	KW + ILO
C. We will identify, jointly with partners and employees, capacity development opportunities for Aboriginal and Torres Strait Islander partners and employees to participate in the delivery of cultural awareness and related training.	KW + ILO
D. We will promote stories of successful Aboriginal and Torres Strait Islander people who have held long term or multiple roles in our profession and our legal sector.	DC + KW



Larrgen

Delany Griffiths
45 x 45cm / natural pigment on canvas
Painting

Story

Delany paints her grandmother's Country, Larrgen in the area of Keep River as it flows through gorge country. During the wet seasons it is joined by little flood water creeks and the open country become marshy. There are lots of new grasses and spinifex growing and you can see the spirit of Country as it moves across the land with the wind in the grasses.

PHASE 4: EVALUATING + MODIFYING (Q4 2021 + Q1/2 2022)

Monitoring and Evaluation

KWM recognises the importance of reviewing and adapting the focus areas and actions of this Strategy to ensure they remain relevant, targeted, responsive and most importantly, effective. In consultation with all key stakeholders, in particular, our Aboriginal and Torres Strait Islander partners, and employees, we will continually reassess, and where necessary, revise, this Strategy to ensure maximum success.

Evaluation

Across Q3 and Q4 of 2020, KWM will develop a specific theory of change methodology (and corresponding outcomes framework) to ensure our Strategy is targeted and impactful. The theory of change will align with the methodology applied to our broader KWM Community Impact programme.

In conducting our evaluation, we will:

- monitor levels of cultural awareness training being undertaken by KWM partners and employees;
- consider an annual survey or similar of Aboriginal and Torres Strait Islander partners and employees in centres to inform work under this Strategy;
- review data pertaining to Indigenous attraction, recruitment and retention;
- request exiting Aboriginal and Torres Strait Islander KWM employees to complete an exit questionnaire or undertake an exit interview about job satisfaction;
- build on learnings from the experience and advice of our Aboriginal and Torres Strait Islander employees to inform employment strategies and professional learning opportunities, including striving to understand reasons for Indigenous partners and employees leaving and remaining at KWM.

Evaluation reports on KWM's performance under this Strategy will be submitted annually to the R&E Leadership Group and KWM's Australian Executive Group. The Strategy will also be reviewed annually to take into account feedback, suggestions and observations.

Monitoring

Dan Creasey and Kellie Wade will be primarily responsible for regularly discussing the principles, practical implementation, and effectiveness of this Strategy with partners and employees, in particular with Aboriginal and/or Torres Strait Islander partners and employees and at regular intervals during their employment.

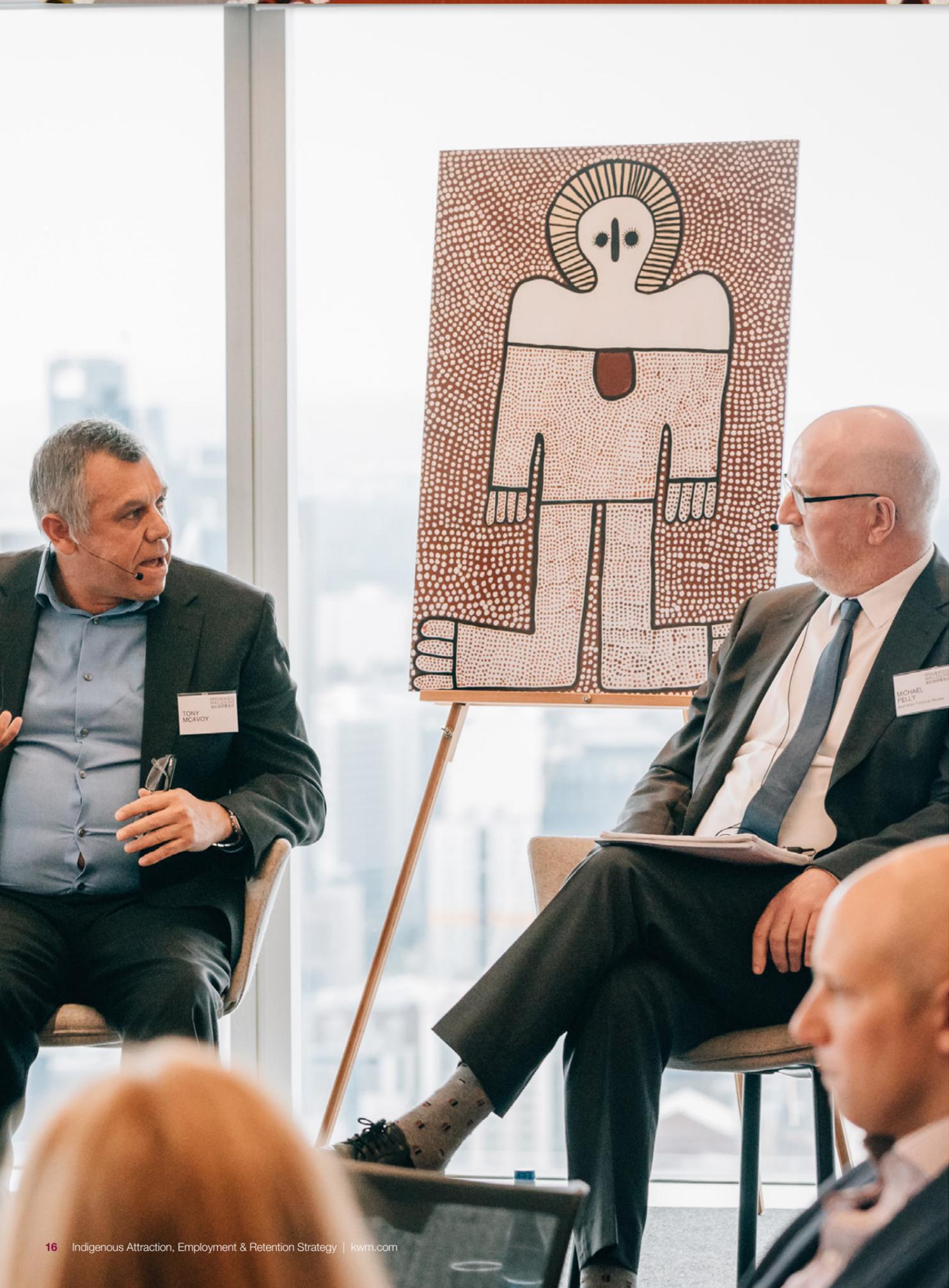
Feedback will be openly accepted, welcomed by KWM and discussed, with a view to upholding the Strategy principles and focus areas.

The implementation of the Strategy will be included on the agenda for R&E Leadership Group meetings for discussion and monitoring.

Review

This Strategy will be reviewed annually by the R&E Leadership Group.





PEOPLE

OUR TEAM

Reconciliation & Empowerment Leadership Group



Dean Parkin
Expert Consultant



Berkeley Cox
Chief Executive
Partner and Chair,
R&E Leadership Group



Dan Creasey
Head of Pro Bono &
Community Impact,
Lead Pro Bono Counsel



Sharron Anderson
Head of Strategy



Kellie Wade
National Diversity,
Inclusion & Wellbeing
Manager

About King & Wood Mallesons

Recognised as one of the world's most innovative law firms, King & Wood Mallesons offers a different perspective to commercial thinking and the client experience. With access to a global platform, a team of over 3000 lawyers in 28 locations around the world works with clients to help them understand local challenges, navigate through regional complexity, and find commercial solutions that deliver a competitive advantage for our clients.

As a leading international law firm headquartered in Asia, we help clients to open doors and unlock opportunities as they look to Asian markets to unleash their full potential. Combining an unrivalled depth of expertise and breadth of relationships in our core markets, we are connecting Asia to the world, and the world to Asia.

We take a partnership approach in working with clients, focusing not just on what they want, but how they want it. Always pushing the boundaries of what can be achieved, we are reshaping the legal market and challenging our clients to think differently about what a law firm can be.

Contacts



Dan Creasey
Head of Pro Bono & Community Impact
T +61 3 9643 5339
M +61 406 477 618
dan.creasey@au.kwm.com



Kellie Wade
National Diversity, Inclusion & Wellbeing Manager
T +61 2 9296 3332
M +61 413 307 390
kellie.wade@au.kwm.com

www.kwm.com

Asia Pacific | Europe | North America | Middle East

King & Wood Mallesons refers to the network of firms which are members of the King & Wood Mallesons network. See kwm.com for more information.

© 2020 King & Wood Mallesons