

Putting you at the heart of everything we do

It's hard out there

More demands Shrinking budgets Less people and limited resources Keeping up with new technology Tight deadlines Competing priorities Increased scrutiny Geographic challenges White collar crime Bribery and corruption **Evolving risks** Local and global market conditions Currency fluctuations Tight finance Administrative burden Increasing regulation

We're here to help you

Thinking together to overcome problems
Talking things through
Sharing new perspectives
Sharing the pain
Finding new ways to solve problems
Adapting to meet your changing needs
Doing what we say we will
Identifying and mitigating risk
Being honest and ethical—always
Being friendly, approachable and easy
to work with

Quality and consistency through collaboration



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We've come a long way since our doors first opened in the Hunter in 1882. We've had an office in Sydney since the 1960s and opened our tenth office in Cairns in 2024.

We cover six key areas of law – Commercial Insurance, Corporate & Commercial, Government, Property Environment and Finance, Statutory Lines of Insurance and Workplace – with more than 30 specialised areas of expertise. We're a truly national, full service and proudly Australian firm and deliver consistency for our clients through collaboration.

Covering a big country needs a big team—we're more than 950 people now and still growing. And in true Australian spirit, we're friendly, approachable and easy to work with. And when you work with one of us, you get the expertise of all of us.

Market recognition

A selection of recognition awards and directory listings are below.

































































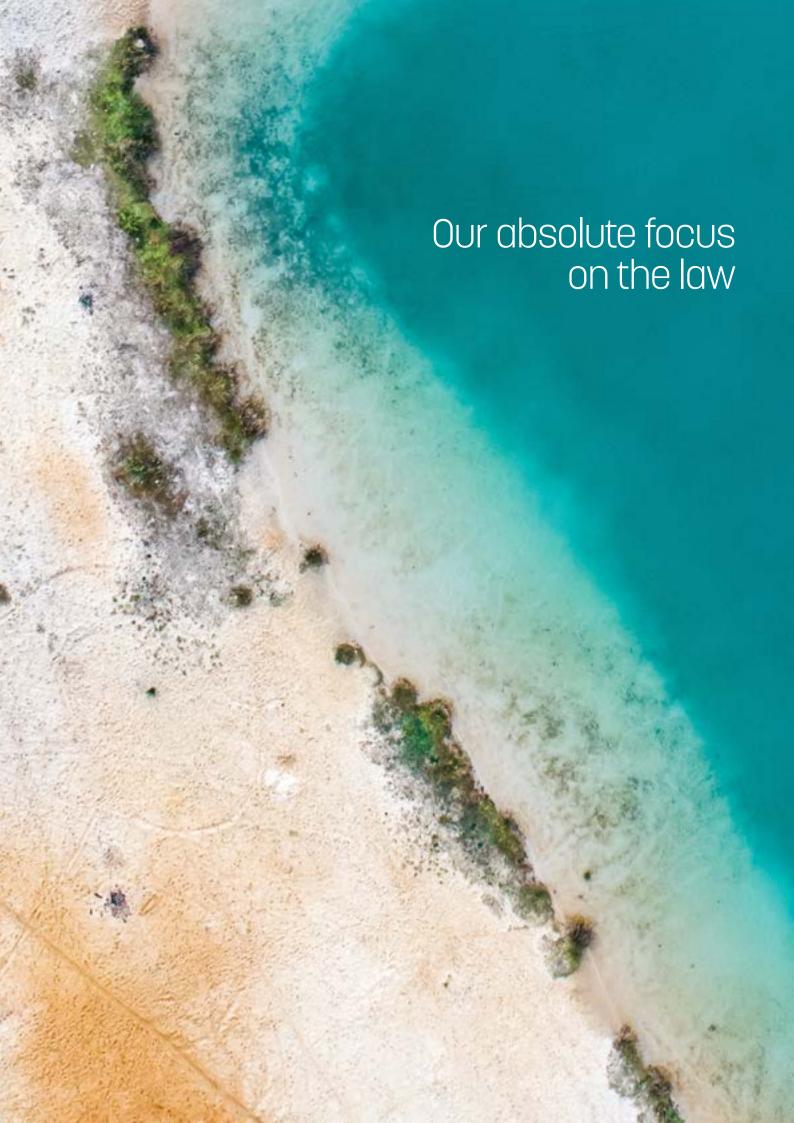












Commercial Insurance

Diverse and truly national

With global reach, a sizeable London practice and as the sole Australian representative of Global Insurance Law Connect, we've got you covered for all your insurance needs.

As one of the preeminent and largest insurance team in Australia, more than half of our lawyers across the firm specialise in insurance. You will experience enhanced claims outcomes as a result of collaboration between our insurance lawyers and other specialist practice groups within the firm, who know and understand your specific needs.

Our team can help you defend claims and interpret policies across all product lines—including liability, financial lines, professional indemnity, accident & health, life, property and construction, motor, health law, cyber, recoveries and marine law.

We advise more than 550 domestic and international clients including trusted partnerships with most major Australian insurers and offshore insurers that have a local presence in Australia. This exposure allows us to share insights and lessons learned to mitigate future risk and improve claims management processes. Our expertise also provides us with many unique datadriven takeaways and key insights, which can be harnessed to transform your business.

We are proud to be a member of Global Insurance Law Connect as the sole Australian representative firm. A formal network of leading insurance law experts with its formation inspired by client demand, GILC is comprised of like-minded and high-performing independent firms from around the world.



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Malcolm Cameron
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Specialty expertise

Aviation

Team Leader: John Coorey

Class Actions

Team Leader: Malcolm Cameron

Construction

Team Leader: Kiley Hodges

Contract Works, ISR & Agricultural Risk

Team Leader: Kiley Hodges

CTP

Team Leader: Matthew Seisun

Cyber Insurance

Team Leader: Jehan Mata

Directors & Officers

Team Leader: Janette McLennan

EPL/Workplace Risks

Team Leader: Roland Hassall

Financial Institutions

Team Leader: Janette McLennan

Health

Team Leader: Marie-Clare Elder

Liability

Team Leader: Belinda Michalk

Life Insurance & Superannuation

Team Leader: Matt Ellis

Marine Insurance

Team Leader: Michelle Taylor

Maritime & Transport

Team Leader: Michelle Taylor

Professional indemnity

Team Leader: Malcolm Cameron

Recoveries

Team Leader: Larissa Mepstead

Regulatory Advisory, Investigations,

Inquiries and Disputes

Team Leader: Janette McLennan

Reinsurance

Team Leader: Mark Doepel

Warranty & Indemnity Team Leader: Jon Tyne

Corporate & Commercial

Dynamic, driven and energetic

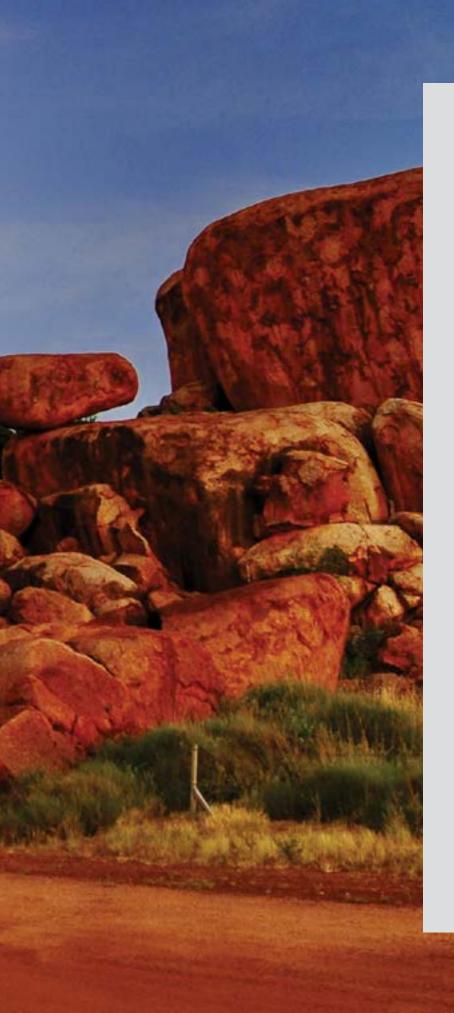
Commercial acumen is what we're all about. Our corporate lawyers have worked in top tier Australian and global firms, as well as in industry, and have advised on many iconic corporate deals.

Our national Corporate & Commercial team advises blue-chip companies, government departments and enterprises, SMEs and start-ups across Australia and internationally on the full spectrum of commercial law issues. The group works across corporate advisory, M&A, commercial litigation, dispute resolution, intellectual property and technology.

We are tenacious, practical, dedicated and our focus is on you from day one. And you can expect a frank and transparent conversation about how we'll best work together; our door is always open and we never stop looking for ways to do things better, including leveraging the latest digital solutions.



Julien Castaldi
Corporate & Commercial
National Practice Group Leader
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Specialty expertise

Agribusiness

Team Leader: Kylie Wilson

Dispute Resolution & Commercial Litigation

Team Leader: Shane Williamson

Company Secretarial

Team Leader: Sally Weatherstone

Corporate, M&A and Capital Markets

Team Leader: Sally Weatherstone

Franchising

Team Leader: Nick Christiansen

Funds & Financial Services

Team Leader: Peter Charteris

and Stephen Putnins

Insolvency & Restructuring Team Leader: Shane Williamson

Intellectual Property

Team Leader: Shannon Platt

Non-profits, Charities & Social Enterprises

Team Leader: Sally Weatherstone

Private clients

Team Leader: Kylie Wilson

Regulatory & Investigations

Team Leader: Nick Christiansen

Superannuation

Team Leader: Stephen Putnins

Technology, Cyber and Privacy

Team Leader: Hamish Fraser

Government

Quality and consistency

Economic, demographic and social changes mean the business of government has never been more challenging. Our national team is proud to support the important work of public servants as they shape the policies that change people's lives.

We understand government work—the time pressures, policy priorities and legislative constraints. It's why we're one of the three largest private legal services providers to the Commonwealth Government. We bring commercial, administrative law and dispute resolution expertise to help with complex, sensitive and high profile programs.

Our advice provides policy makers with commercial and practical solutions for improving program management and policy outcomes. We foster teamwork and develop respectful relationships. Some of these relationships are more than 20 years old; we form trusted partnerships with other government agencies, consumers and stakeholders involved in service delivery, finding opportunities to share data and get better results.

In highly scrutinised projects and issues, we stand beside you; we place government's interests first. We don't exaggerate our abilities and we're honest about timeframes, outcomes and fees. Our electronic and physical security arrangements respect and protect sensitive information.

We use technology to be collaborative and transparent as well as to reduce costs and risk—integrating seamlessly with your billing and reporting systems so you can direct your time and resources where it counts.



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Statutory Lines Insurance

Broad experience. Leading national practice.

When our already complex State and Commonwealth statutory regimes keep changing, it's a perpetual compliance challenge for insurers and employers; we have a deep appreciation for the differences in, and implications of, each jurisdiction's scheme.

When our clients are entangled in intricacies across multiple jurisdictions, we can assist as we cover every Australian jurisdiction, defending statutory and common law actions across countless industries.

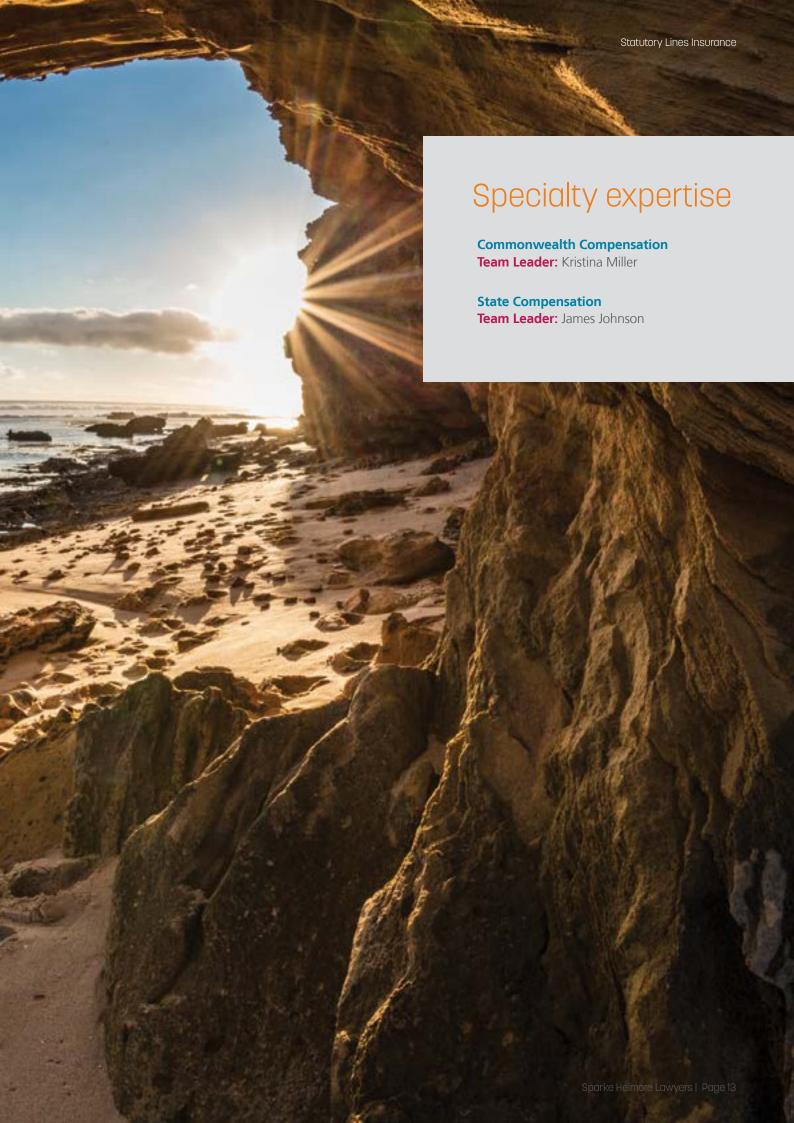
We advise on claims resulting from stress, psychiatric illness, dust/asbestos disease, chemical toxicity and acoustic injury, fatal accident and dependency claims, and claims involving catastrophic injury. Early resolution is our tried and tested formula

That could be during conciliation at the Accident Compensation Conciliation Service, Work Health Court, Workers Rehabilitation & Compensation Tribunal or The Conciliation and Arbitration Service or in contested matters in the Magistrates' Court, County Court, AAT, Federal Court, Workers Compensation Commission, District Court or Supreme Court. We're regulars in the Dust Diseases Tribunal and appellate jurisdictions.

Beyond individual claims, we look at the broader portfolio and claims management issues, including long tail claims. Insurers talk to us about maintaining their self-insurance licenses as well. We've got the answers to our clients' questions on the statutory requirements of being a self-insurer, or what the best State or Commonwealth schemes to participate in are.



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Statutory Lines Insurance
National Practice Group Leader
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Property, Environment and Finance

Cornerstones of the economy

Stronger regulation and sustainability standards are creating a competitive and ever-changing marketplace including across the fast-paced sectors of property, environment, and finance.

In such a dynamic environment, there is a great deal for these three sectors to contend with and challenges to overcome.

In this practice area we cover:

Property and Construction—We provide expert advice across all areas of property, including conveyancing and easements, leases and licences, native title, compulsory acquisition, construction contracts and disputes, property damage claims, planning and environmental advice, and compliance with privacy, competition, and GIPA requirements.

Construction and infrastructure projects are complex and intricate. These projects require careful strategic risk management, and an ability to translate this into simple language, so as to reduce the risk associated with contract administration and dispute resolution.

Wayne Kaplan
Property Environment and Finance
National Practice Group Leader
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Environment—Our environment work includes both legislative compliance and advice on planning, environmental, heritage and national parks issues. We advise clients on the requirements under environment and planning legislation for a wide range of activities. We have expertise in water quality, biodiversity, and air quality.

Finance—Our Banking and Finance team combines a mix of highly experienced lawyers with diverse skill sets and backgrounds who service our institutional and non-institutional client base. We assist financiers and borrowers in the property sector in development finance, construction finance, non-recourse lending and orthodox investment finance.



Workplace

Combined expertise and teamwork

Employment conflicts and safety issues can hugely impact time and resources, not to mention productivity and morale. Our team is highly regarded and respected for being the safe pair of hands organisations need to resolve workplace issues as quickly and seamlessly as possible.

More than just lawyers, our employment and safety experts advise executives, managers, government decision-makers and their organisations on small matters before they become big ones, and big matters before they become headlines.

We provide common sense advice that deals with the root of the problem and deliver workable solutions. Collectively, our experience spans multiple industries and includes work with federal, state and local government and leading corporates. We support risk management strategies, helping preserve and enhance personal and corporate reputations, and ensure workplaces are as productive, flexible and safe as possible (or reasonably practicable).

We regularly collaborate with our counterparts in Commercial Insurance and Statutory Lines teams to protect our clients' interests across the broad range of legislative issues that arise from employee problems involving workers' rights, safety and employment.



Catherine Wilkinson
Workplace
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Technology, Cyber and Privacy

Navigating security and data protection

Our technology team has extensive experience advising clients in the rapidly evolving technology, data protection including privacy space. Whether in the course of largescale digital transformation or uplift projects, or business as usual, we work collaboratively with clients to navigate the requirements of security and data protection including privacy compliance within the complex regulatory landscape of these ever-changing areas of law.

Transactional

We regularly advise clients across Commonwealth, State and local governments, large corporates and SMEs looking to procure and leverage technology within their businesses. This includes advising on cloud software agreements, software development, licensing, integration and support, hardware procurement, managed services and IT consultancy and professional services arrangements.

Critical to any technology transaction, we assist clients in understanding security and data impacts and advise on security protections, data sharing, data governance and data commercialisation arrangements (including GDPR issues).

We are increasingly being asked to advise clients on the procurement of software that include generative AI, the risks that arise from the procurement and use of such AI and specific guardrails and governance frameworks that entities should consider implementing in order to help manage and mitigate key risks.

We also work across the telecommunications and digital infrastructure space and have advised clients on the build and rollout of telecommunications infrastructure, supply of telecommunications services, the rollout out of electric vehicle infrastructure and the distribution of data centre modules.

Advisory

Our specialist team routinely advise entities on compliance with privacy legislation, undertaking privacy threshold assessments, privacy impact assessments, privacy audits and data breach response plans. We also engage in privacy by design and work collaboratively with project teams to identify privacy risks and mitigation steps that can be taken to implement technical and organisational controls to manage those risks.

Given the significance of the Privacy Act reform agenda, we regularly advise clients on what those reforms will mean for their organisation, help identify areas for uplift, develop and deliver organisation-wide training on privacy to embed a privacy positive culture. We have a suite of bespoke privacy artefacts (such as privacy policies, collection notices and privacy management plans) which can be tailored to meet the needs of the entity.

We help clients understand and comply with the laws relating to spam and advertising. We also act for suppliers of technology, from some of the largest globe's largest tech businesses to start ups, disrupting the status quo and juggling the old laws and new regulations trying to keep up who are looking to supply their technology offerings in the Australian market in a compliant manner.

Response

When incidents occur, we are trusted by clients to provide practical and responsive advice including eligible data breach assessment and notification requirements. Our team are also experienced in assessing privacy complaints, undertaking APP compliance assessments and assisting decision makers and delegates resolve complaints.

In our work we are experienced in engaging with the Office of the Australian Information Commissioner (OAIC), including in response to OAIC investigations, conciliations and determinations. Where complaints do result in litigation, our team are experienced advocates and provide specialist advocacy services in the Tribunals and federal Courts on appeal.



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Environmental, Social and Governance

Responsible. Sustainable. Diverse.

The concept of "ESG" is rapidly gaining momentum across Australia, and more broadly, the world – placing greater expectation on organisations and leaders to reframe their role in society, as well as the ways social and environmental challenges are addressed alongside existing commercial considerations.

ESG refers to a set of standards for a company's behaviour used by socially conscious investors to screen potential investments. It impacts almost every way we do business and challenges us to step up and do "the right thing" by our planet and our people.

As a full-service national firm, we bring together a team of experts from across our specialty areas to help our clients not just meet but exceed their ESG best practice standards. We are a national onestop shop for all your ESG needs. Below are the speciality areas where we can support you and your business with ESG policies and processes.

Environmental

How a company safeguards the environment, including corporate policies addressing climate change. We support:

- Aboriginal Cultural Heritage and Native Title
- Civil and regulator prosecutions
- Climate resilience and transition
- Environmental
- "Greenwashing"
- Renewable energy
- Sustainable "green" financing
- Transportation
- Waste management

Social

How a company manages relationships with employees, suppliers, customers, and the communities where it operates. We support:

- Diversity and Inclusion
- Discrimination
- Modern slavery and human rights
- Privacy and data protection
- Pro Bono
- Responsible lending
- Supply chain management
- Workplace culture and worker wellbeing
- Workplace health and safety

Governance

Addressing themes surrounding company's leadership, executive pay, audits, internal controls, and shareholder rights. We support:

- Business ethics
- Business protection
- Crisis management
- Cybersecurity
- Governance best practice
- Leadership (including C-suite remuneration)
- Procurement
- Regulation and investigations
- Stakeholder governance
- Whistleblowing
- WHS officer due diligence



Maxine Feletti
Environmental, Social and Governance

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Secondments

The best of both worlds

Secondments are a big part of how we work with our clients and is one way we seek to maximise the value we add.

To provide service excellent to our clients, we need to fully understand their needs, their culture, and the context in which they operate every day. We do this in a number of ways, one of which is embedding our lawyers with a client directly in their working environment.

If you're a client looking for an experienced legal resource to work onsite with your team or you're a lawyer looking for new opportunities in the legal world of secondments, please contact Stuart Marris.



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Secondments
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Pro Bono

We recognise and act on our ethical obligation through our dedicated Pro Bono Practice. We see our obligation as two-fold—to enhance access to justice for disadvantaged individuals and to support our charitable clients with their legal needs so the income they generate can be directed to advance the valuable services they provide to the community. Our Practice includes providing specialist legal advice and services to charities and individuals on a substantially discounted or no fee basis.



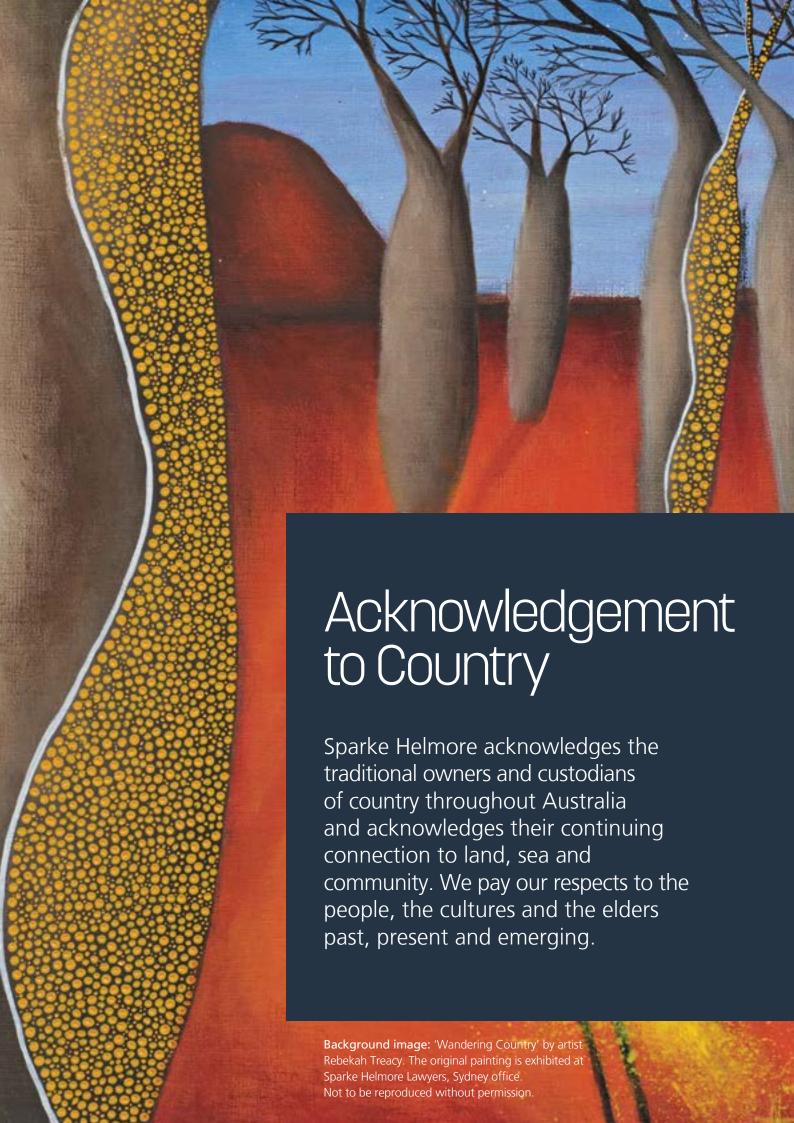
We're proud to support the Westpac Rescue Helicopter Service, Ronald McDonald House Charities, Australia's National Research Organisation for Women's Safety and Batyr Australia Limited through our Pro Bono Practice.



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Diversity Equity and Inclusion

Our inclusive culture fosters consistently high performance and collaboration at all levels resulting in more robust relationships and innovation, and ultimately delivers better business outcomes.

To us, **valuing diversity and inclusion** means creating a workplace that respects, includes and values differences, recognises and nurtures the contributions that individuals make, and fosters a work environment that maximises the potential of all of our people. We know that diversity of thought drives better outcomes for our clients, our people and our firm — we need diversity of thought and experience to adapt and compete.

Our Diversity Equity and Inclusion Strategy 2026 has four strategic priorities.

In 2023/24

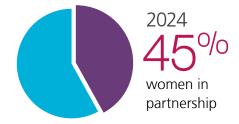




Grow and retain diverse teams

We will attract, develop and retain diverse teams at all levels.

We empower and celebrate our people and encourage them to share their diverse thoughts and perspectives.





Develop an inclusive leadership culture

We will all be accountable for the growth and development of our inclusive culture.

We will develop inclusive leadership capabilities and ensure the structures embrace a culture of belonging.



Naomi Simmons
Partner, Chair of the Diversity
Equity and Inclusion Advisory
Committee

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Embed equitable principles

We have equitable policies, practices, and operations in place that help us understand our workforce, identify ongoing opportunities and address bias. We will future proof our equitable progression of talent by adopting strong succession planning.



Foster community and belonging

We will be acknowledged and recognised as a firm which fosters strong connections across the firm, our clients and community.

Our people will feel safe, respected, accepted and connected.





Quality and consistency through collaboration. Coast to coast.

Adelaide

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