

[FUTURE LEADERSHIP]



Future Leadership Sustainability Report 2022





About Future Leadership

Future Leadership is an executive leadership solutions firm.

We are a capability ecosystem bringing together solutions to help boards and executives lead the future.

Our three businesses include: Fisher Leadership, Board and Executive Search; CLA, leadership learning and development; and Gig Executive, on-demand executives to help organisations keep up with the pace of change.

futureleadership.global

Contents

Sustainability	03
<hr/>	
Governance	07
<hr/>	
Environment	14
<hr/>	
Social Responsibility	17
<hr/>	

What does our leadership look like for 2022?

Building diverse leadership

Our track record of placing empowering and diverse leaders continues with 50.5 % senior women appointed to leadership positions.

Increasing diversity on boards

We placed 62% women leaders on boards and empower their contributions through mentoring community and scholarships.

Formal Environmental Management System build

Our formalised EMS progresses with carbon neutrality by 2025 and endorses 100% green energy usage.

New premises prioritising the future of work

Our new premises support hybrid working, promote collaboration and result in a decreased footprint.

ESG Supplier Review

2022 saw the completion of our Supplier Review which ensured updated ESG aligned agreements for the future.

Global Capability Framework Research and Development

We embedded the Global Capability Framework across our offerings to ensure future-facing leadership.

Comprehensive Policy Review

Our comprehensive policy review involved a new hybrid working policy including extended support for motherhood and family violence.

Great Place to Work Certified

As our team grows, Future Leadership was recognised as a Great Place to Work in 2022.

Launch of Future Exchange Community App

Our community building has scaled up with support and challenge for the future combined in one place.

Revision of Company Constitution

In September we revised our constitution to include our diverse stakeholder focus and commitments to sustainability.

Formal commencement of our B Corp Journey

We made the decision to align our practices and behaviours to becoming a B Corp.

Sustainability Committee formed

This year a group of passionate sustainability champions led the sustainability agenda for all stakeholders.

A word from the Managing Director



MICHELLE LOADER

We are proud to be a leader of leaders. Our sustainability commitment continues to parallel the growth and ambition of our company. Future Leadership is now parent to multiple brands: Gig Executive – our hybrid workforce experts; CLA – our assessment, coaching, development and transformation business; and Fisher Leadership – our Executive Search firm with a 20-year history.

Future Leadership is the steward and enabler leading ESG practice across all our brands. Releasing our 3rd Sustainability Report, we are pleased to note the unbounded enthusiasm shown by our entire team, when it comes to growing our positive impact via environmental, social and governance initiatives. Our Employee Engagement survey this year showed a 4.5 satisfaction rating with current efforts and instilled a mandate to scale up the good work.

Key achievements in 2022 include:

- Creating Environmental Management System
- Moving premises with decreased footprint and added hybrid working enablement
- Completion of our ESG supplier review
- Comprehensive policy review
- Global Capability Framework research and development project
- Great Place to Work Certified
- Launch of the Future Exchange Community App to support executives and boards
- Revised Company Constitution to consider diverse stakeholders in decision-making.
- Formal launch of the B Corp Journey
- Formation of Sustainability Committee

At Future Leadership, sustainability sits at the core of our business. As board and executive level specialists we interact daily with leaders, investors and directors, leveraging the opportunity to influence their sustainability.

Our products and services are designed to support leaders and teams in building sustainable organisations.

Whilst our footprint as a firm is small, our impact via reach is considerable. We extend our sustainability efforts beyond our own team, contributing to the greater leadership ecosystem, brought to life this year by our new Future Exchange platform.

As we consolidate our leadership in the capability space, our commitments to new partnerships, acquisitions and product development see sustainability at the forefront of what we do.

By building future skills, mental health literacy, diversity and inclusion, hybrid talent solutions and sustainability into organisational strategy, we can truly live up to our promise and our purpose: to “Create a World of Difference”.

I look forward to working with you and welcome your feedback or contact via mloader@futureleadership.global

Michelle

Michelle Loader
Managing Director, Future Leadership

About Future Leadership

Creating a world of difference: Nurturing leadership capability for an inclusive economy in which people and planet thrive.

Future Leadership is an executive leadership solutions firm. We are a capability ecosystem bringing together solutions to help boards and executives lead the future.

Our three businesses include: Fisher Leadership, CLA and Gig Executive.



The Gig Executive team specialise in understanding and solving immediate leadership challenges within 72 hours. The business leverages the shared knowledge bank of seasoned executives choosing to work differently. We partner with clients to augment in-house capability with a highly experienced, subject-matter specialist ready to hit the ground running at short notice. Our Gig Executives can smooth leadership transitions, inject new skills, scale capacity or supercharge business-critical projects.



Fisher Leadership is an Executive Search firm with 20 years' experience placing great leaders for greater impact at board and executive level. At a time where talent is scarcer than capital, organisations must attract future-ready leaders. Fisher Leadership has built a long history and deep relationships understanding how and where to find new talent with the capability to lead through new challenges. Organisations trust us not just to find and deliver great leaders, but to nurture people through the high stakes journey.



CLA is a team of leadership development specialists, organisational psychologists, experienced coaches, and transformation experts, working to build a capability ecosystem of support around leaders. Professionals today are balancing high pressure with high performance, often without the necessary tools to enable capability, productivity, wellbeing, and ongoing leadership development. Leaders rely on CLA to bring together psychology, leadership science, trusted consulting relationships and proactive strategy facilitation to deliver future leadership solutions.

The Future Leadership Ecosystem

The success of the Future Leadership firm is tied to the value we generate for our ecosystem. This encompasses our own people, the talented leaders and teams we develop at executive level, those leaders we place in organisations, as well as those we nurture for future roles and in times of transition. Our extended reach across the leadership ecosystem is significant.

Importantly, clients rely on our ability to co-create value for the sustainability of their own businesses. Sustainability is embedded into the Future Leadership business strategy at every level, whether environmental, governance or social. We apply an ESG lens to every decision from the boardroom and beyond, across our entire business to inform decisions and motivate behavioural change.



Progressing our Sustainability Agenda: Journey to B Corp

Over the past two decades, Future Leadership has invested significant resources in developing our approach to sustainability.

Since 2020, we have made significant strides in developing our sustainability agenda utilising the ESG framework. Much has been achieved in this time to better position our firm to meet the expectations of our stakeholders, acknowledging there is always more to do. With this in mind, we have stepped up our efforts firm-wide and this year commenced bringing a more structured approach to how we progress the sustainability agenda. Perhaps the most significant step we have taken is the launch of the "Journey to B Corp" – an internal project that has the objective of attaining B Corp accreditation in 2023.

B Lab is the non-profit network that through the B Corp standards and certification process intends to lead to economic systems change to support a collective vision of an inclusive, equitable, and regenerative economy – helping organisations to understand their social and environmental footprint and pushing for meaningful legal change around corporate accountability and social impact.

So why do we strive for B Corp Certification? Essentially, we are looking to benchmark ourselves to an external and independent set of standards that objectively measures where we have got to on our sustainability journey. It drives us to be the best we can be, not only in the rigorous requirements needed to obtain the certification, but also the ongoing focus and commitment required

to maintain it. We also wish to leverage the benefits of belonging to the B Corp community, strong in the knowledge that members have an equal level of commitment to Social and Environmental issues as we do.

The second dimension to ensure we continue to embed and to build on our sustainability efforts to date is the creation of a Sustainability Committee. This committee is led and managed by team members from all levels within the firm. All aspects of ESG and B Corp frameworks are being actively considered by the committee including Environment, Social, Team and Client opportunities – and linking them back to the UN Sustainable Development Goals where possible.

Whilst we have set about formalising our structure and approach, we have not been distracted. In 2022 we have managed to set more things in motion to reach our carbon neutral by 2025 goal, including both energy conservation and utilisation of 100% green energy. We have launched our new Future Exchange Community and App to further support future leaders across our associate community, our candidates and our clients....and we have taken a bold step of revising our Constitution to include diverse stakeholder views in decision-making, signalling accountability to the Sustainability Agenda at the highest levels.





Governance



Revision of the Constitution

Over the past two decades, Future Leadership has invested significant resources in developing our approach to sustainability.

In November 2022, the shareholders of Future Leadership unanimously voted in favour of amending the company constitution to recognise its responsibility to not only deliver returns to shareholders, but to also have an overall positive impact on society and the environment.

This change compels our directors and officers to look beyond their fiduciary duties and to consider:

- The likely long term consequence of their decisions;
- The interests of our team members;
- The need to foster mutually beneficial relationships with our customers, external associates and suppliers;
- The impact of our operations on the community and environment;
- Maintaining a reputation for high standards of business conduct;

- The interests of the shareholders; and
- The ability to create an overall positive impact on society and the environment.

The change in constitution will position us well for our journey to becoming B Corp accredited.

Adjacent to this change, has been the appointment of Damian Johnson, GAICD to the Future Leadership Board as a Non Executive Director.

Damian has been instrumental in guiding the company's sustainability agenda and reporting frameworks to date and will join Chair Leon Lau, our Directors and leaders to oversee the governance of our growing businesses with an ESG lens.

As a firm, Future Leadership is scaling up its emphasis on a strong, measurable ESG agenda. In particular, I believe we have a big role to play in ensuring the 'S' – or the social aspect – of ESG. We need to invest in attracting, retaining, and upskilling our leaders to enable full employment as a top priority. We need to support diverse and underrepresented leaders to find a seat at the table. We need to embrace future capabilities like environmental literacy, technology skills, mental health awareness, and ethics. I'm proud to see the team at Future Leadership working towards an inclusive economy, in which people and nature thrive.

Leon Lau
CHAIR, FUTURE LEADERSHIP



Data Privacy and Cyber Security

We are pleased that in our long history we have not had any reports of data privacy breaches. The organisational culture at Future Leadership plays no small part in maintaining and re-enforcing the data protection policy and processes in place.

Over the past year, we have continued to invest in our IT infrastructure with all major systems in a secure cloud-based environment. Most recently, our internal HR information has been moved to a cloud-based HRIS, which means that we apply the same level of data security to our team members as we do to our clients, candidates and participants.

We also engaged Hall & Wilcox to undertake a detailed review of our privacy policy and information security policy to ensure it aligned with best practice. We then educated our team on the new policies and realigned our business process to ensure that we complied with these new policies.

What is next?

Future Leadership has a culture of continuous improvement and will look for ways to reduce the manual capture and transmission of data. This extends to printing of materials for internal and external usage, the provision of data to clients through secure mediums, and the implementation of IT systems to replace residual manual processes.

We will conduct further perimeter testing and reassess our cyber security maturity, to ensure that our controlled systems met our standards.

Future Leadership takes reasonable steps to protect personal information from:

- Misuse, interference and loss; and
- Unauthorised access, modification, or disclosure.

We protect the data we hold by:

- Storage and transmission – with a preference for secure electronic mediums.
- Physical security of information – locks and security access systems in our premises.
- Ethical wall – to ensure information is not shared across businesses without an individual's consent.
- Access to systems – limited by role and multifactor authentication for remote access.

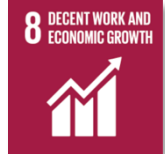
We respect people's privacy by:

- Adhering to Australian Privacy Principles contained in *Privacy Act 1988 (Cth)*.
- Transparency in the retention and reuse of data for additional communications.
- Provision of opt-out or unsubscribe actions on marketing communications.
- Ring fencing data between our businesses to ensure information is not shared without an individual's consent.

Gavin Dean
CHIEF FINANCE & TECHNOLOGY
OFFICER, FUTURE LEADERSHIP

After recent cyber security attacks against Australian corporations, our responsibility for data privacy and information security has never been greater. Cyber-literacy is a critical leadership capability we strive to build within our own team, and within every leadership team and board we partner with.

Responsible and Ethical Business



Responsible and ethical business practices are central to our success as a professional services firm. We are continually reviewing and updating our policies and standards to ensure we maintain the level of ethics and integrity required to meet the expectations of our stakeholders. We continue to place great emphasis on engaging the entire firm from the Board of Directors, our team and our associates in building awareness and understanding of our code of conduct, our policies and practices that remain anchored by ethics and integrity.

This year we have expanded our Code of Conduct to be more explicit in regard to ethics in marketing and advertising, and broadened our induction program in both duration and content. This includes formally incorporating Environmental, Social and Governance (ESG) initiatives and policies into our induction program as ESG becomes more central to our way of doing business.

Significantly this year we have implemented a new supplier policy.

This is centred on applying a higher level of rigour in ensuring we select partners and suppliers that also maintain high levels of ethics and integrity, and have a similar level of commitment to social and environmental matters. This forms the foundation of sustainable supplier relationships.

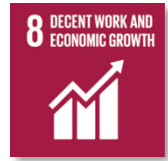
Our new supplier policy will be applied to each new supply contract or contract renewal. In addition to cost, quality and reliability factors, preference will be directed to those suppliers that demonstrate commitment (policy and practice) to the following:

- Integrity;
- Professional conduct;
- Confidentiality;
- Labour and human rights;
- Environmental management; and
- fit social procurement criteria.

As we strengthen our commitment towards responsible and ethical business, we will increasingly look to our suppliers to follow a similar path. Asking the right questions is as important as seeking the appropriate answers.

Damian Johnson GAICD
DIRECTOR, FUTURE LEADERSHIP

Responsible and Ethical Business



Key aspects of our code of conduct and associated policies

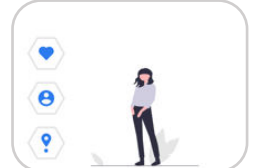
Ethical behaviour

Team members will observe high standards of honesty, integrity, ethical and responsible behaviour in all dealings – internal or external.



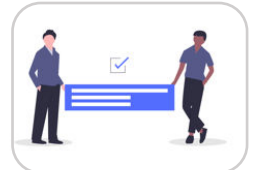
Confidentiality

Dealing with confidential information is a critical part of our work. The team will not misuse or disclose confidential information relating to our clients, candidates, employees or suppliers.



Dealing with conflicts of interest

We understand conflicts of interest arise. Our policy requires that such conflicts – actual, perceived and potential - be disclosed and managed to satisfaction.



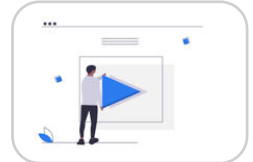
Complying with the law

At a minimum, those working with and for Future Leadership are expected to comply with laws and regulations applicable to our business. Our policy requires that individuals responsibly understand the legal environment and seek help if unsure.



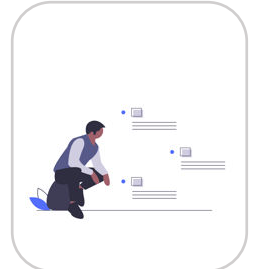
Gifts and entertainment

Whilst gifts and entertainment may be part of business, we have a strong belief in discouraging or limiting this activity to ensure there is no influence, actual or perceived, on decisions or relationships.



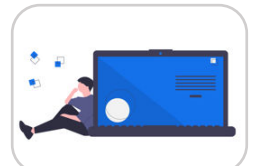
Data privacy and information security

Critical to our role is the handling of confidential and sensitive data, and we must maintain the trust of those stakeholders to whom that data relates. Our Privacy Policy governs the collection, storage, access, use and retention of data, and our Information Security Policy is in place to protect against threats, unintentional disclosure, loss or corruption of the data we hold.



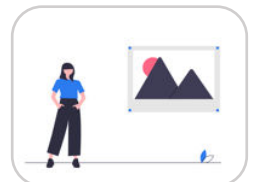
Whistleblower

Our whistleblower policy is in place so that people can speak out when something does not seem right - without fear of reprisal and with strict protection.



Inclusion

Discriminatory behaviour, harassment or victimisation is not tolerated at Future Leadership. Respect for all people is paramount regardless of where they interact and irrespective of similarities or differences.



Risk Management



The importance of maintaining a robust, yet dynamic risk management framework has been heightened by our recent experiences with COVID and cyber attacks, and the rate of innovation and disruption that we see across the many sectors that we service.

At Future Leadership, we are pleased to say that we have established frameworks that are well beyond what would reasonably be expected from an SME.

Our risk management framework starts with the board, which has a clearly defined risk appetite for the business, that is guided by well-informed policies to keep the organisation within its risk tolerance. The board has gone through a renewal process and appointed a new director who has a key strength in risk and governance.

The risk management framework is reviewed annually by the board. We are in the process of refreshing our corporate strategy and will use this opportunity to reassess our approach to risk management, including our commitment to consider impact on society and the environment in our decision-making.

As we grow, we continue to develop our risk management capability across the organisation through information sharing and structured learning. We aim to maintain a responsible balance in our approach to risk – no business can succeed by eliminating risk altogether, but by understanding and managing the risks we face we continue to develop a sustainable approach for ourselves and our stakeholders.

Our CLA Solutions business is active in developing products that directly support our clients in managing their talent risk. This includes:

- Emergent conditions mapping, which helps organisations respond to emerging risks.
- A human resources proprietary risk library which guides clients in the identification and management of key people-related risks across the entire employment lifecycle.

Jo Fisher
DIRECTOR, FUTURE LEADERSHIP

When we manage our risk, we manage our opportunities for an impactful future in partnership with all stakeholders.

Product Development



Sustainability for our people, our clients and our planet

Over the last two years, we have been systematically building out our products and services through acquisition and internal innovation. In doing so we have focused on being able to deliver value to our clients, our clients' leaders and our candidates as viewed through a sustainability lens – consistent with our mission of enabling sustainable leadership for a sustainable world.

Future Exchange

Future Exchange, a private community for boards and executives to build community, grow capability and future-focus their leadership. The community is designed around three core pillars: build community; grow capability; future-focus leadership career pathways.



Global Capability Framework

Based on 25 years of international research findings, CLA utilises its decades of leadership experience to define this framework which captures the requisite cognitive capability, personal attributes, emotions, and leadership mindsets required by high potential individuals to succeed in a rapidly transforming working world.



Leadership Development & Wellbeing

We prioritise personal sustainability with career coaching, mental health programs, mentoring, leadership assessment, career transition support, proactive application and interview support for job seekers from underrepresented groups and access to the Future X Community.



Organisational Transformation and Change Management

Supporting decision-makers and thought leaders through organisational change, we embed sustainability throughout our future-facing interim executive workforce, strategic capability and upskilling work, skills mapping for Boards and Executives, and ESG risk consulting.



Global Alignment on ESG

Our team feel passionately about taking a proactive approach to environmental sustainability, influencing others via our visible commitment to global sustainability across our new Environmental Management System, the carbon neutrality target by 2025, our ESG focused supplier policy, B Corp alignment, continued focus on reduce, reuse and recycle, and formation of the Sustainability Committee.





Environment

Environmental Sustainability



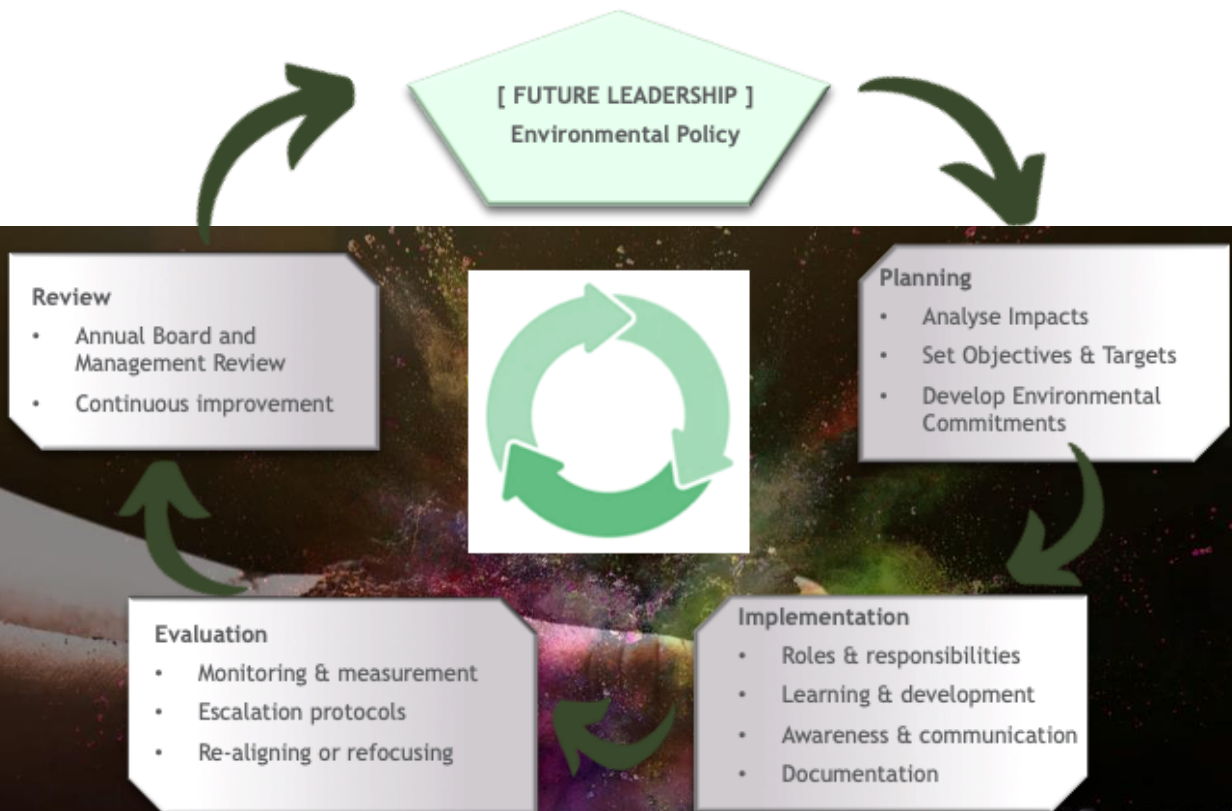
Environmental sustainability is everyone’s responsibility. Future Leadership has a small environmental footprint, and we have implemented numerous measures to reduce this footprint over the last two years. However, we and our stakeholders see the need to do more - both in terms of further reducing our impact on the environment and providing leadership amongst our stakeholders and our industry.

To this end, we have moved to adopt a more formal Environmental Management System (EMS). Our EMS introduces a refreshed environmental policy, new practices and establishes the roles and responsibilities for the Board of Directors, the leadership team and our Sustainability Committee (which is made up wholly of Future Leadership team members).

Our EMS enshrines a formal process that facilitates :

- the development of commitments and future targets;
- The education and involvement of all team members;
- the development of measurement systems (across energy and emissions, water and waste); and
- monitoring of performance.

We are in the process of implementing our EMS is and in the 2023 year we will work through our first full planning cycle. This will enable us to establish targets and bring us closer to our goals of carbon neutrality and zero waste, as well as feed into our accountability frameworks.





Energy, water and waste reduction

Doing more, but more to do

The team sentiment in regard to environmental responsibility and leadership came through stronger in our 2022 employee engagement survey than in previous years. This reinforces the efforts we have made to date and firms our commitment to continue to do more.

We maintain our commitment to target carbon neutrality or net zero emissions by 2025 or earlier. To this end, with the move to new premises this year, we have:

- Managed over a 50% decrease in square metres per employee, delivering a commensurate improvement in energy efficiency;
- Installed energy efficient lighting systems to conserve energy;
- Purchased 100% renewable energy from our electricity supplier;
- Purchased carbon offsets in regard to our Corporate functions; and
- Initiated the process of purchasing carbon offsets for our air travel for the year.

As we move through the 2023 EMS planning cycle, we will further examine the source and quantum of emissions and focus on both reduction and, where we cannot further reduce, continue to use carbon offsets.

Moving to our new premises provided the opportunity to install water saving tapware and appliances to reduce our water use. As part of the 2023 EMS cycle, we will look to implement a water use measurement system and set reduction targets.

As we have settled into our new premises and have been able to engage with our landlord, the building cleaners and other tenants, and have commenced a series of initiatives to improve energy efficiency, a recycling program, and replacement of chemical usage in cleaning.

Our efforts in regard to environmental responsibility extend beyond our premises, to those of our teams and associates who often work from home-based offices. New policies have been introduced for "virtual offices" covering power usage and sourcing of supplies, through to disposal of waste and e-waste.

The Sustainability Committee is focused on continuous improvement through adopting a simple "Reduce, Reuse and Recycle" methodology.

Katie Hooker
SUSTAINABILITY COMMITTEE CHAIR,
FUTURE LEADERSHIP





Social

Diversity and Inclusion



Our Diversity, Equity and Inclusion Agenda underpins both our work and our ways of working across each of the four businesses. We regard diversity and inclusion as a key metric to scale sustainable leadership into the future, and measure diversity internally, as well as with we appoint to organisations.

Team diversity and inclusion

At Future Leadership we currently are represented by a majority cis females in every category of the team. Additionally, our gender pay parity sees our female average base salary being equal to, or higher than, the male average base salary in all job categories.

Selectivity bias towards equity

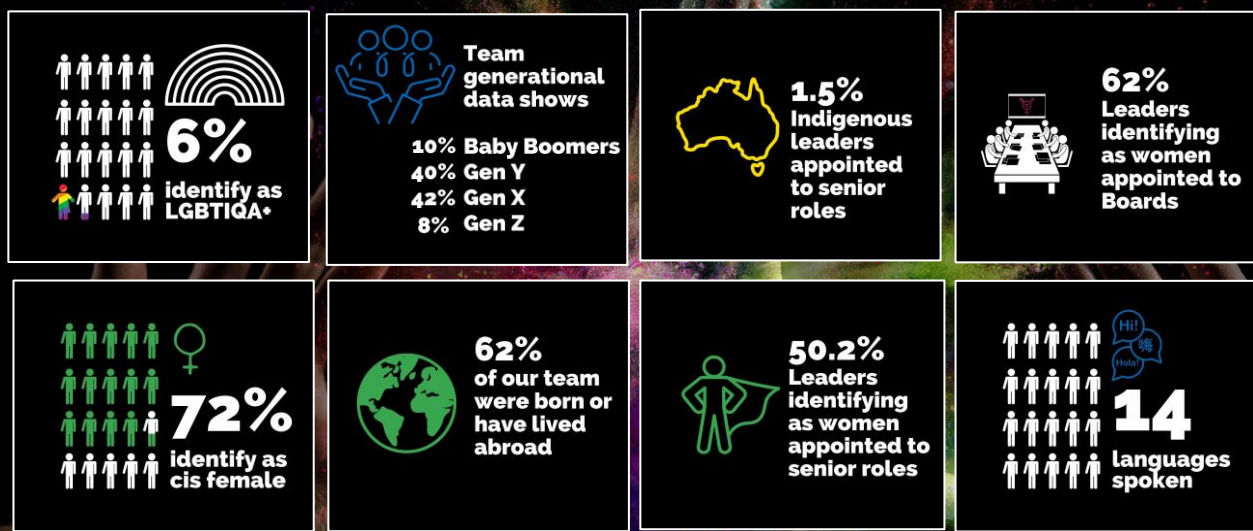
Future Leadership continues to be a proud member of Diversity Council Australia and founding partner for the creation of their Inclusion Directory Network. This platform has catalysed a comprehensive repository of all D&I initiatives nationally.

To date, 50.2% of executive search assignments undertaken by our team have resulted in the appointment of senior female leaders, with 62% placement of female directors on Boards. Additionally, we have a consistent track record of senior Indigenous appointments growing to 1.5% this year. Our future focus on diversity incorporates a move towards adopting a Reconciliation Action Plan.

Future Leadership offers a commitment to proactively ensure diversity appears on every shortlist. Indigenous leaders, LGBTIQ+ community, intersectionality when it comes to gender, as well as leaders subject to disability and age bias are all actively included.

Policy review and additions

A comprehensive policy review for inclusive best practice has led to the addition of renewed hybrid working policy to include a Breastfeeding Mothers policy, Family and Domestic Violence leave, and a company position on the use of pronouns.



Our People



We have almost doubled the size of our team this year, adding 12 new people. Our growth makes us especially proud to demonstrate exceptional engagement results, bringing purpose and values to life every day.

The CLA team, led by Dr Marcele De Sanctis, has worked with the Future Leadership team to integrate the brand, culture, services, and philosophy seamlessly, adopting the parent company values and purpose, while bringing an elevated evidence-based approach to leadership.



We are proud to have been certified in Australia's Great Place to Work index, as well as recognised with a formal nomination in the AFR Boss Great Places to Work awards.

Team Engagement

Our engagement survey results rated 4.5, in the 'agree to strongly agree' range, and this result showed a slight increase in satisfaction from the team results the year prior (before acquisition). This is a pleasing result given the significant change the organisation has undertaken.

Growing Opportunities for our People

We saw an increase in ESG engagement from 4.4 to 4.5. We also saw improvement in learning and development areas from 3.8 to 4.0, and career opportunities rose from 4.0 to 4.2. While these areas demonstrate year-on-year improvement,

we recognise them as opportunities to invest and build momentum, being core aspects of our sustainability as a business.

ESG Opportunity

In particular our team signalled a high interest in response to the question 'I would participate in projects that impact ESG if given the opportunity'. As such we have opened the Sustainability Committee and B Corp working groups up to as many people as possible.

Learning and Development Opportunity

We have stepped up our internal L&D program, having run 11 sessions within the 6 month period July – December 2022. Topics have ranged from Financial Acumen, to Inclusive Culture training, to Managing Difficult Conversations, and Giving and Receiving Feedback. The broader team co-creates the topics for upskilling across the firm.

LinkedIn Learning Campaign

We partnered with LinkedIn Learning through October, giving our team access to all courses across the platform with dedicated recommended learning modules targeted across the business. Our team completed a total 454 LinkedIn Learning videos.

Career Opportunities

Our Partner team has implemented formal career pathway conversations as part of our Annual Success Planning.





Values in Action

Our values act as measures of social listening and social impact. They define the values we live by and the value we bring to the lives of people we deal with.

The year we have worked to embed our values as 'Values in Action'. This represents a journey towards having our values become an accountability and performance metric equal to that of numeric representation. We have elevated the role of values in a number of ways:

Values in Governance

From a governance standpoint, our values inform our decision-making from Board level, and throughout our leadership and broader team. Care and Collaboration require us to consider and incorporate difference view points, while solve and impact determine the way we design and evaluate our people solutions across the firm.

Values in Process

Our Executive Search and Gig Executive methodology are designed and documented within the four quadrants of Care, Collaborate, Solve and Impact. From a client perspective we align our stages of engagement with care (taking the brief and listening actively) to collaboration (engaging key and diverse stakeholders) to solving (co-designing an innovative solution) and finally, impact (ensuring we measure and evaluate impact long term).

Value-based Sales Program

Our new Enabling Sales Program supports client-facing consultants with a sustainable foundation to co-create value. The program deliberately embeds a values-based sales methodology aligned to our values. Additionally, we call out team member behaviour at fortnightly company meetings, according to our values.



Our genuine care earns trust in each other, our partners and our clients.



We see partnership as the new leadership, and cognitive diversity as key to successful collaboration.



We exist to solve beyond the now. We commit to seeing things differently.



We drive transformative impact in the new working world.

Purpose

Our guiding light helps us increase future skills, mental fitness and diversity amongst board and executives to progress sustainable leadership for a sustainable world.

Our supporting mission is to leverage our leadership, advisory and systems solutions to get the right people to the right table at the right time.

Creating a world of difference



Health, Safety and Wellbeing

Safety and Wellbeing Committee

This year we formed a Safety and Wellbeing Committee with a mandate to proactively enable the physical and mental wellbeing of our extended team.

CLA Mental Health Leadership

CLA has qualified Mental Health and Wellbeing coaches and strategists who readily and regularly share knowledge and best practice with the team. These leaders curate weekly mental health tips to share on our Future Exchange Community app and work with our partners across sectors to run webinars to raise broader awareness.

Readiness App

This year we trialed and adopted the Readiness Wellbeing Program across all team members. The program allows for weekly check-ins and reflections for our team, alongside an employee assistance program supporting on-demand needs.

Proactive initiatives, such as paid gym memberships and a wellness subsidy are in place along with two wellbeing days per year when we close our firm for

restoration.

Physical Health and Safety

Operating in the home office environment, we have continued to regulate best practice setup and have conducted home working audits and support sessions. Focus on optimal standards including ergonomics has resulted in great outcomes with no injuries over the last two decades.

New Ways of Working

During the year we revised our approach to flexible working, implementing a new hybrid working model alongside refreshed systems, team learning and enablement tools. We closed our two city offices and relocated to a new head office that enables greater hybrid flexibility for the team. We have conducted new ways of working learning sessions for the team.

Employment Hero

We have implemented a HR support technology solution which will ensure team members have access to Health and Safety information and policies at all times, allowing for two-way communication and real-time response to issues arising.

CREATING A WORLD OF DIFFERENCE



"Mental health must be an individual and an organisational strategic imperative to ensure sustainable workplaces."

DAWN O'NEIL AM
WELLBEING STRATEGIST, FUTURE LEADERSHIP

Quality Delivery



“We survey all clients and all shortlisted candidates for live comments. We are ready to hear all feedback; this enables us to build for a better tomorrow”.

LIZ JONES

MANAGING PARTNER, FISHER LEADERSHIP

Future Leadership actively creates feedback loops to measure key stakeholder satisfaction. We conduct these customised surveys regularly across our employee base, our client base, our candidate base, our supply chain and our participants.

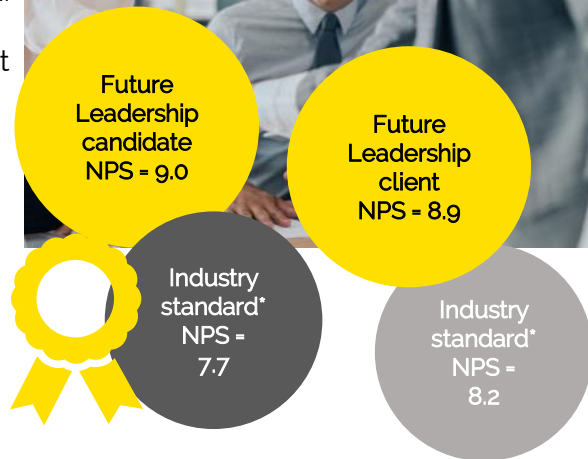
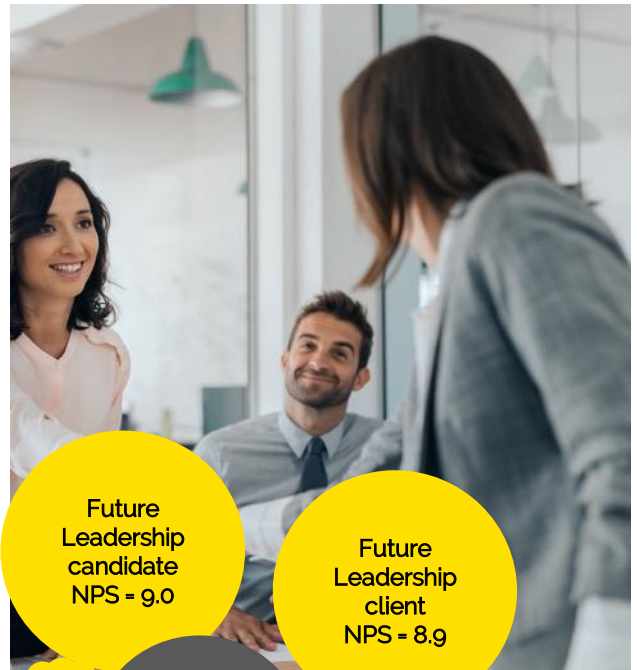
We have fully integrated the acquisition business, CLA, into feedback and quality evaluation systems, both aligning our survey data across the firm, and maintaining a leading NPS score well ahead of industry standards. In addition, we have integrated more in-depth indices used by the CLA team, where metrics such as agility, changed work practices, leadership confidence and integration of learnings are measured for program participants.

Client, candidate and participant care

At the completion of engagements, clients and all shortlisted candidates are surveyed to gain feedback which is incorporated into future process for continual improvement. In addition, all coaching and transition program participants are invited to contribute as well. We ensure every candidate is kept informed of application status and given the opportunity to discuss feedback. Successful candidates and the client are followed up at regular intervals to check progress and ensure satisfaction.

Supply Chain Survey

Our key suppliers are surveyed to determine both their satisfaction with the partnership as well as their sustainability accreditations.



*Source: Staffing Industry NPS 2020, ClearlyRated

Our candidate experience:

Liz took the time to walk me through the process and I was well informed of what was required of me. Liz's transparency during the recruitment process was incredibly refreshing and her support was fabulous. Liz Weir

Extraordinary level of professionalism and care. I felt at all times like Deborah had my back even as she acted for the client as well. It's a difficult balance. I don't think I've ever seen it done better. Mike Efron

Our client experience:

A great group of candidates and just wanted to say what a fab job you and your team are doing.

Georgie Harman, CEO Beyond Blue

Community Engagement



SUSTAINABILITY

GOVERNANCE

ENVIRONMENTAL

SOCIAL

The establishment of both the Safety & Wellbeing and Sustainability Committees this year have assisted with team engagement and community support.

Support of refugees

The team made a donation of quality business suits and workwear to the charity Groomed to Go. We also implemented support from our Associate Partners with CV and interview preparation.

Getting active for charity

Our participation in STEPtember saw 24 team members participating in a step challenge during September for cerebral palsy, successfully raising awareness. Future Leadership matched dollar for dollar donations to team funds raised.

Beyond Blue Fundraising Lunch

The Big Blue Table fundraiser lunch was held to support Beyond Blue during the Mental Health Month in October. The Committee hosting a healthy lunch in the office and encouraging team members to donate the cost of their lunch. The team funds raised were matched by the company dollar for dollar.

CEDA Partnership

Our Leadership Development and Wellbeing guru, Therese Joyce, presented at the CEDA webinar on Modern Workplace Mental Health. Gig Executive Managing Partner, Adam Kyriacou, facilitated a CEDA Future of Work panel showcasing sustainable hybrid work models. Future Leadership sponsored.

Andale Sponsorship

The Fisher Leadership Independent School team sponsored the annual fundraising ball for the Andale School, a specialist institution for children with learning disabilities.

Giving Wall

One of the key pillars of our Future Exchange Community is the Giving Wall, an online space where members can post non-profit initiatives that need the support of other leaders. Additionally team members are encouraged to donate gifts or toys to children less fortunate at Christmas time, or make a financial contribution to a charity of their choice.

Fundraising for Cancer Council

An initiative was promoted and held across the company with the Biggest Morning Tea bake off raising funds and awareness for the Cancer Council.

Jo Fisher Future Board Scholarship

The Jo Fisher Future Board Scholarship seeks to support more young, diverse talent with future-facing capabilities to find a pathway to board representation. Successful applicants will receive education, mentorship, coaching and support.

Deakin Business School Prize

An Academic Excellence Prize was sponsored by Future Leadership and presented by Sharyn Gowans to Jasmine Parker studying neurodiversity.



[FUTURE LEADERSHIP]



Future Leadership

E: connect@futureleadership.global

W: futureleadership.global

Melbourne

Level 9, 412 St Kilda Road

Melbourne VIC 3004

T: 1300 347 437 or +61 3 9016 6000

Sydney

Level 3, 223 Liverpool Street

Darlinghurst NSW 2010

T: 1300 347 437 or +61 3 9016 6000

Brisbane

Level 2, 200 Adelaide Street

Brisbane QLD 4000

T: 1300 347 437 or +61 3 9016 6000

Auckland

Level 1, 31 Great South Road Epsom,

Auckland NZ 1051

T: 0800 605 010

More than 75% of Australia's top 200 companies are undertaking a meaningful level of environment, social and governance (ESG) reporting with an increased focus on conduct and risk-taking by employees, according to a study by the Australian Council of Superannuation Investors.

Australian Council of Superannuation Investors, 2019