

2025

ESG Impact Report

A Year in Review



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Creating a Positive Impact

Hive Legal is committed to leveraging the power of business to drive positive change and contribute to a sustainable future. The firm integrates social and environmental considerations into every aspect of its operations. The 2025 ESG Impact Report outlines Hive Legal's initiatives and strategies, reflecting an ongoing commitment to responsible business practices.

Purpose

'To create, enable and inspire positive impacts through high quality and progressive services'

Hive Legal achieves its purpose by designing and developing ways to deliver positive outcomes for clients, the team, the community, and the organisation. Hive Legal empowers others to thrive and leads by example in service delivery, pricing, team support, and community engagement. The firm is committed to excellence, clarity, and responsiveness, always guided by its values and a drive to find better ways to support clients, the team, and the broader legal ecosystem.

Vision

'To be a dynamic and enduring firm that enables our clients, our team and our community to thrive'

Hive Legal's vision is to set the standard for innovation, adaptability, and leadership in the legal sector. The firm aspires to create an environment where clients receive forward-thinking solutions, team members are empowered to reach their full potential, and the broader community benefits from Hive Legal's positive influence.



Summary of Highlights

Hive Legal is proud to share the following ESG milestones from 2025:

- **Refresh of our Purpose, Vision and Values to focus on positive impacts:** Our original purpose, vision and values have served us well but in 2025 we refreshed them to reflect why Hive exists now, what we aim for in the future, and the way we do it.
- **Finalist in Recognition in ALPMA Business of Law Awards:** Hive Legal was a finalist for the 2025 ALPMA Business of Law Awards for Excellence in External Impact Initiatives and Excellence in People, highlighting the positive impacts the firm creates.
- **Pro Bono Work:** Hive Legal continued to support organisations such as Justice Connect and Refugee Legal through its pro bono program. In FY24/25, Hivesters contributed 653 hours of pro bono work, reflecting the firm's ongoing commitment to providing meaningful legal assistance to communities in need.
- **Wrap up of 2025 HiveOptimise Working Group:** November 2025 marked the conclusion of the 2025 HiveOptimise Program. Throughout the year, the team implemented several successful improvements including the creation of a Business Development summary guide, refining the operation of the Pricing Council, and improving the onboarding experience.
- **End-of-Financial-Year Social Gathering and Hive Awards:** Hive Legal celebrated the end of the financial year with a social event and awards ceremony to acknowledge those who exemplify the Hive values.
- **Collaboration with the Victorian Women's Legal Service:** We are extremely proud to have collaborated with the Women's Legal Service Victoria on the development of resources to help law firms address sexual harassment and other forms of gendered violence in the legal sector. The resources can be accessed here <https://www.womenslegal.org.au/respect-equality/>
- **Firm-wide Disclosure Training:** Staff participated in disclosure training in collaboration with the Victorian Women's Legal Service, which emphasised the importance of a person-centred and trauma-informed approach to disclosures and workplace situations.
- **B Corp Certification:** 2025 marked two years since Hive Legal achieved B Corp certification. The firm continues to commit to its ESG initiatives, with each committee striving to make a positive difference to both the community and the environment.
- **ISO 27001:** Hive Legal started its journey towards ISO 27001 certification, reflecting its commitment to information security and best practice governance.

Environmental Initiatives

The EcoHive Committee leads Hive Legal's environmental initiatives, with a focus on promoting sustainability awareness and reducing the firm's environmental impact. The Committee implements sustainable practices and is actively working towards the firm's net zero commitment.

Waste Management

Hive Legal has established a structured and comprehensive waste management system to ensure all waste is managed sustainably. The EcoHive Committee continues to educate staff on recycling guidelines, covering co-mingled recycling, general waste, soft plastics, e-waste, ink and toner cartridges, and batteries. Through their partnership with Reground, Hive Legal can divert anywhere from 1 to 5kg of soft plastics each month. The firm also operates as a primarily paperless office, encouraging staff to minimise printing wherever possible.

Movie Night: 2040

To inspire action on climate change and sustainability, the EcoHive Committee hosted a screening of the film *2040*. This documentary explores the potential for a better future by 2040, showcasing how widespread adoption of leading sustainability solutions could help reverse global warming and improve quality of life for all.

Key Focuses

Throughout the year, Hivesters received emails which announced EcoHive's focus for a period, alongside tips and resources to help them embrace the focus topic.

Focus	Description
The Power of Small Actions	Simple steps for making a significant impact on sustainability and social responsibility.
Clean Up Australia	Raising awareness about litter and practical ways to reduce waste.
Milestones of the Environmental Movement	Sharing the history and key issues of the environmental movement, including climate change, pollution, resource depletion, and biodiversity loss.
Renewable Energy	Explaining renewable energy's role in combating climate change, with information on sources, benefits, and Australia's progress.
Everyday Actions	Guidance on building a sustainable lifestyle, such as going plastic-free, recycling, and conserving natural resources.

Diversity and Inclusion Initiatives

The Diversity and Inclusion Committee leads the way, celebrating the strength that comes from different backgrounds and perspectives, and using this diversity to drive innovation and growth within the organisation.

Recognition in ALPMA Business of Law Awards

Hive Legal was named a finalist for the 2025 ALPMA Business of Law Awards for Excellence in External Impact Initiatives, reflecting the positive work of its committees in ESG. The firm was also a finalist for Excellence in People, demonstrating its commitment to fostering an inclusive environment where all staff can thrive.

Collaboration with the Victorian Women's Legal Service

We are extremely proud to have worked with the Women's Legal Service Victoria by contributing to the development of resources to assist with challenging disrespect and inequality in the Legal Profession. The resources were launched in 2025 and will help law firms address sexual harassment and other forms of gendered violence in the legal sector. They can be accessed here <https://www.womenslegal.org.au/respect-equality/>

SBS Inclusion Program Courses

The RAP Committee launched two new learning opportunities through the SBS Inclusion Program, broadening knowledge on First Nations People and Neurodiversity. The First Nations course was designed to assist people in understanding the importance and advantages of Aboriginal and Torres Strait Islander cultural diversity. The Neurodiversity course highlighted the benefits and importance of embracing neurodiversity in the workplace.

Diversity and Inclusion Newsletters

Hive Legal launched a quarterly newsletter covering topics such as:

- **Embracing age diversity and multigenerational teams**, highlighting the value and benefits of diverse perspectives.
- **Neurodiversity** in the workplace, including what neurodiversity means, why it matters, and practical ways to foster inclusion.

Firm-wide Disclosure Training

Hivesters participated in disclosure training provided by the Victorian Women's Legal Service, focusing on a person-centred and trauma-informed approach to workplace situations. This training equipped staff to respond respectfully to disclosures and uphold courtesy and equality in the workplace.

Sexual Harassment Awareness

Hive Legal is committed to a safe and respectful workplace. Hivesters received quarterly newsletters with updates on legislative changes and new case law relating to sexual harassment in the workplace.

Remote and Flexible Working

Flexible working is integral to Hive Legal's operations. The firm continued to support work-life balance by enabling Hivesters to choose when and where they work, supported by a strong culture of teamwork and technological collaboration.

Diversity Events Calendar

Hive Legal keeps a Diversity Events Calendar to make sure important occasions for all staff are recognised and celebrated. This includes cultural, religious, and personal milestones. At the end of each month, the calendar for the following month is shared with the firm so everyone can join in and celebrate these events together.

International Women's Day

To mark International Women's Day in 2025, Hive Legal brought the team together for a special 'Talk of Inspiration' event. All Hivesters were invited to participate by sharing stories about women who have inspired them - whether these be colleagues, mentors, family members, or public figures. This open forum encouraged staff to reflect on the achievements and positive influence of women in their lives and the broader community.

Women's Forums

Rohila Rahimi participated in the Centre for Legal Innovation's Women + AI APAC 2025 Workshop & Summit in Sydney, surrounded by an inspiring group of women exploring AI's impact across industries.

Melissa Lyon contributed to a panel discussion on Technology as an equaliser: How automation can close the gap at the Lawyers Weekly Women in Law Forum. An insightful discussion on the opportunity to bring about change in the legal ecosystem.

Adrienne Trumbull participated as a panellist at the Swinburne Law Student Society Women's Round Table event. The evening featured conversations on leadership, career development, and authenticity in the legal profession. Adrienne joined an inspiring panel of women who shared their experiences and practical advice with future leaders in law.



Asylum Seeker Resource Centre

Hive Legal continued its support for the Asylum Seeker Resource Centre in 2025. As part of the firm's commitment to helping those seeking asylum, Hive Legal donated 180 toothbrushes to the ASRC Dandenong Centre through their Winter Food Drive. This contribution helped provide essential items to people in the community who need them most.

Donations

Hive Legal supports the wider community through ongoing donations, helping to provide essentials, education, and support for important causes. The firm pledges to continue to assist a range of non-profit charities, including Cancer Council Victoria, Movember, Refugee Legal, Asylum Seeker Resource Centre, and the Happy Box Project.



Social Initiatives

The Social Committee is the driving force in the execution of Hive Legal's social initiatives. The initiatives aim to encourage Hivesters to build connection, which is needed due to the firm's flexible working environment, and come together to unwind from work by participating in engaging, creative and entertaining activities.

Monthly Birthday Celebrations

At the first staff meeting of each month, Hivesters were encouraged to attend the office in person to share a cake during the meeting in celebration of the month's upcoming birthdays and events.

Fortnightly In Person and Online Social Events

Every fortnight, Hivesters had the chance to join a variety of in-person and online social events, held both during the day and after work. Activities ranged from Pyjama Day and Office Olympics to AFL finals celebrations and themed parties. These events were designed to help Hivesters connect, have fun, and build a strong sense of belonging within the firm.



End-of-Financial-Year Social Gathering and Hive Awards

To celebrate the end of the 2024-2025 financial year, Hivesters came together for a glam themed social drinks and nibbles in the office. Additionally, this event saw the presentation of the inaugural Hive Awards, awarded to those deemed by their peers to be living Hive's values of courage, creativity, collaboration, character, and excellence.

Early Career Hivesters' Social Events

In 2025, the Early Career Hivesters (ECH) regularly came together for a range of social events, giving members the chance to connect, share advice, and support each other as they navigate the initial stages of their legal careers. Activities included Go Boating, coffee and ice cream catchups, trivia nights, and dedicated ECH in-office days to work and connect in person at the Hive office.

Book Club

Hive Legal's Book Club hosted catchups throughout the year, giving Hivesters the chance to discuss a wide range of books over nibbles. The books spanned all genres and provided an opportunity for likeminded Hivesters to bond together.

Australia's Biggest Morning Tea

On 14 May, Hive Legal hosted its own Australia's Biggest Morning Tea fundraiser in support of its valued client, Cancer Council Victoria. Hivesters gathered to celebrate by each bringing a plate of food to share, creating a warm and collaborative atmosphere while raising funds for a great cause.



Paint and Sip Event

The Wellbeing committee hosted their third annual paint and sip at the Hive office. The theme for this year's paint and sip was Spring.



Movember Fundraiser and Trivia Event

Hive Legal continued its support for Movember in 2025, recognising the outstanding work Movember does for men's health. The Social Committee organised a fundraiser, hosting an in-person social walk and pizza party on 24 November. Hivesters were invited to bring their own 'mo' or dress up as their favourite 'mo'-wearing celebrity, making the event both fun and meaningful while raising awareness and funds for men's health.



End-of-Year Party

On 5 December, Hivesters gathered at Mr L's Bar and Restaurant in South Yarra for Hive Legal's Mediterranean inspired end-of-year party. This was a fantastic opportunity for Hivesters to come together to celebrate the incredible year Hive Legal has had, and to socialise over delicious food and drinks. This included our longstanding tradition of acknowledging and celebrating our 'HiveFive' achievements and milestones for the year.



Wellbeing Initiatives

Hive Legal's wellbeing initiatives are powered in collaboration by the firm's Principals and Wellbeing Committee. These initiatives play a vital role in promoting the social, physical and mental wellness of Hivesters.

Thrive@Hive Program

2025 saw the fourth year of Hive Legal's Thrive@Hive Program. This program provides Hivesters with the opportunity to create, monitor and build their career goals in a supportive and uplifting environment, encouraging them to seek further fulfilment in their work life and reach their full potential.

Employee Assistance Program

Throughout the year, Hivesters were reminded and encouraged to use Hive Legal's Employee Assistance Program (**EAP**). The EAP provides immediate, free, and confidential counselling and coaching services to Hivesters and their immediate families when needed to help them manage any personal or work-related issues.

Weekly Wellbeing Tips

During the year, a weekly wellbeing tip was a standing agenda item at Hive Legal's weekly staff meetings. This meeting segment was a great chance to remind Hivesters of our wellbeing focus and give Hivesters small practical tips that could be implemented daily to prioritise and improve wellbeing.

Bee There Group Discussion

- **R U OK? Day:** In recognition of R U OK? Day, a group discussion was held to consider the wins and challenges Hivesters faced during this year while also engaging in a coffee catch up.
- **Burnout:** A group discussion was held on burnout which covered what burnout is, how burnout impacts individuals and organisations, key findings in the 2025 [The State of Workplace Burnout Report](#), and practical tips for avoiding burnout / risk of burnout.
- **Taking and returning from leave:** A group discussion was held on why it is important to take leave and provided practical tips for going on leave and returning from leave.

Contributions to Publications

Hive Legal was thrilled to be included as a case study in '**Thriving Teams – when Teams Unite, Align and Achieve**' by **Claire Gray**. This book is backed by research, includes real world stories and is a practical playbook for leaders.

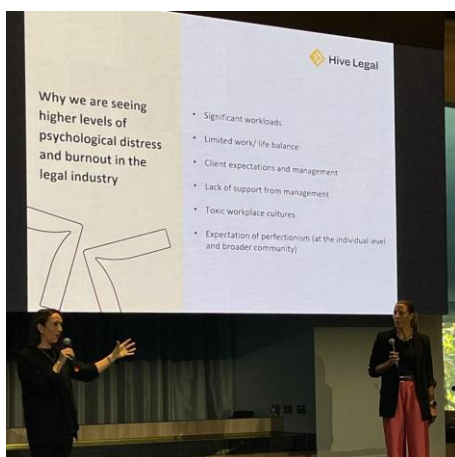
University Law Panels

Hive Legal's wellbeing advocate, Carlie Andrews, actively promoted staff wellbeing and mental health in the legal profession by speaking at both the Deakin Law Students' Society Annual Wellbeing in the Law Panel and the La Trobe University Law Students' Association Mental Health Panel Night. At these events, Carlie shared valuable insights on the importance of wellbeing in the legal sector, emphasising Hive Legal's commitment to prioritising staff wellbeing. Carlie highlighted the positive impact that a supportive culture around mental health can have, not only within the commercial legal sector but also across the broader legal community.



Managing Partners Forum – Boutique Firms

At the Managing Partners Forum – Boutique Firms, Principal Adrienne Trumbull and Senior Associate Carlie Andrews presented on the importance of supporting and prioritising lawyers' wellbeing. They discussed the prevalence of psychological distress and burnout in the legal industry, and shared strategies for designing programs and initiatives that promote wellbeing and enhance the employee experience. Adrienne and Carlie also offered practical tips for creating healthy workplaces and managing teams effectively.



Ergonomic Training

Hive Legal continued to promote good ergonomic practices for staff working from home, encouraging everyone to set up their workspaces for comfort and health. Hivesters were also reminded to make use of the standing desks and footrests available in the office to support wellbeing and reduce physical strain.

Wellbeing and Efficiency CPD Series

Carlie Andrews, Senior Associate and Sofia Basic, Associate presented parts 2 and 3 of a three-part CPD series on wellbeing and efficiency. In part 2 of this CPD series, Carlie and Sofia covered organisation and prioritisation which included discussion on what organisation, prioritisation, and time management is and how this is linked to wellbeing. In part 3 of this CPD series, Carlie and Sofia covered project management and communication, which included discussion as to what project management is, project management for retainers, time management strategies for delivery, and communication with the team.

Monthly Focuses

Each month, Hivesters received an email announcing the Wellbeing Committee's focus for the month, alongside tips and resources to help them embrace it.

Month	Focus	Description
February	2025 word	Hivesters were prompted to consider words that best reflect how they would like their 2025 to be or feel and set aside time to put the words into action.
March	Prioritising routines	The Wellbeing Committee launched the 2025 Wellbeing Challenge in which participants were called to consider any actions they would like to be more consistent with or add into their daily routine and then commit to these actions daily.
April	Easy, healthy meals	The Wellbeing Committee provided a recipe for easy, healthy meals each week of April that they had made at home to encourage Hivesters to cook at home and give Hivesters ideas of what to cook.
May	Sleep	The Wellbeing Committee educated Hivesters on the importance of sleep and provided tips and tricks to enhance their sleep quality.
June	Revisiting your 2025 word	Following the February focus, Hivesters were called to reflect upon the steps they had taken so far to achieve their chosen words.
July	Efficiency tips	The Wellbeing Committee informed Hivesters of efficiency tips they can use to promote their own wellbeing, including making clear to-do lists, taking regular breaks, and staying hydrated.
August	Living your values	Hivesters were encouraged to consider why living your own values supports wellbeing and were called to reflect on their own personal journey of living their values.
September	Bee There Group Discussion	In recognition of R U OK? Day, the Wellbeing Committee hosted a Bee There Group Discussion where: <ul style="list-style-type: none"> those in attendance discussed a win / challenge for the year; and for those able to attend in person, enjoyed a hot drink / coffee together.
October	Creativity	In line with the paint and sip activity, the Wellbeing Committee explained why being creative boosts happiness and gave methods to explore creativity.
November	Micro habits	Hivesters were informed about a range of different micro habits that only take a few minutes to do which they can implement into their daily routine to make a big difference in their overall wellbeing.

Month	Focus	Description
December	Reflection	In December each year, the Hive Wellbeing Committee encourages all Hivesters to reflect on each month's focus, as well as provide feedback to the committee on what Hivesters want to see more of. The Wellbeing Committee uses this feedback to shape the focuses for the year ahead.



Reconciliation Initiatives

Hive Legal continues to recognise and support the calls made by Aboriginal and Torres Strait Islander peoples for sovereignty, self-determination, and treaty, and its Reconciliation Action Plan (**RAP**) represents its continued commitment to truth-telling and reconciliation.

Innovate RAP

Hive Legal has continued to progress through the second phase of its reconciliation journey. This second phase, the 'Innovate' RAP will run until January 2026, in which the RAP Committee are focusing on outlining the actions that can be taken to achieve Hive Legal's vision for reconciliation. Hive Legal's RAP is available on both the [Reconciliation Australia](#) website and [Hive Legal's](#) website.

First Nations Awareness Training

In August 2025, Hive Legal launched mandatory cultural awareness training for all staff to complete within 12 months. The training is delivered through a series of self-paced online modules provided by SBS Inclusion. It is designed to help participants understand the significance and benefits of Australian Indigenous cultural diversity.

First Nations Representation

Hive Legal welcomed a new First Nations representative to its RAP Committee. This representative provides guidance on the firm's reconciliation agenda, including reviewing and offering feedback on policies that may impact First Nations peoples, assess RAP commitments, and ensure cultural appropriateness within the workplace.

Victorian Statewide Treaty

The RAP Committee shared an update with Hivesters on the Victorian Statewide Treaty. This communication highlighted the significance of the Treaty process, which aims to recognise First Nations sovereignty and support self-determination. Hive Legal is proud to support this important step in Victoria's reconciliation journey.

Quarterly Reconciliation Newsletter

The RAP Committee circulates quarterly newsletters to keep Hivesters informed about the firm's RAP commitments, progress, and initiatives. These newsletters also highlight upcoming reconciliation related events and key dates to encourage Hivesters to learn about them and participate in them.

National Sorry Day

On 26 May 2025, Hive Legal posted a statement on its LinkedIn page calling on all to reflect on and acknowledge the mistreatment of Aboriginal and Torres Strait Islander peoples who were forcibly removed from their families and communities. The statement recognised the profound harm caused by the forced removal of children from their families and communities, and reinforced the importance of truth telling, remembrance, and ongoing commitment to reconciliation.

Measuring the Progress in Reconciliation

As part of Hive Legal's commitment to reconciliation, RAP Committee member Stacy Otis attended the Measuring the Progress in Reconciliation seminar, which presented current data and emerging trends on the impact of RAPs on individuals' attitudes and beliefs.

Acknowledgement of Country

Hivesters have continued to include an Acknowledgement of Country at the beginning of all meetings and in all staff e-signatures as a meaningful way to show respect for the Traditional Owners of the land and their ongoing connection to Country.

NAIDOC Week

From 6 to 13 July, Hivesters were encouraged to engage with and educate themselves on NAIDOC Week, a week to learn and celebrate all the history, culture, and achievements of the Aboriginal and Torres Strait Islander peoples. Hivesters were equipped with a list of activities happening across the country and were invited to share photos of their involvement.

Legal Profession Reconciliation Network

Hive Legal is proudly a member of the Legal Profession Reconciliation Network. This membership provides opportunities to share knowledge, strengthen leadership, and support the ongoing work towards reconciliation across the legal profession.

Happy Boxes

Hive Legal continues to actively support the [Happy Boxes Project](#). This program provides girls and young women living in very remote parts of Australia with essential toiletry and sanitary items, as well as self-care products that are often inaccessible or expensive due to their location. By participating in this initiative, Hive Legal reinforces its dedication to promoting equity and wellbeing for remote communities, complementing its broader efforts to foster understanding and respect for Australian Indigenous cultural diversity.



Governance Initiatives

Purpose, Vision and Values

Our original purpose, vision and values have served us well but in 2025 we refreshed them to reflect why Hive exists now, what we aim for in the future and the way we do it. It also helps us focus on the diverse positive impacts that we can achieve.

- **Our Purpose:** *To create, enable and inspire positive impacts through high quality and progressive services.*
- **Our Vision:** *To be a dynamic and enduring firm that enables our clients, our team and our community to thrive.*
- **Our Values:** *Enabling Courage, Cultivating Character, Inspiring Creativity, Driving Excellence, Fostering Collaboration.*

B Corp Certification

In December 2023, Hive Legal proudly achieved B Corp certification, recognising the firm's strong practices and commitment to delivering positive outcomes for its staff, clients, community, environment, and governance. This certification marks an ongoing journey and Hive Legal remains dedicated to reviewing its performance and making continual improvements.

ISO 27001

Hive Legal is committed to upholding the highest standards of governance as part of its ESG journey. The firm is currently working towards ISO 27001 certification, which will formalise its approach to information security and risk management. This process reflects Hive Legal's dedication to safeguarding client and organisational data, ensuring compliance with global best practices, and strengthening trust with Hive Legal's stakeholders.

Phriendly Phishing Training

To strengthen cyber security awareness, Hivesters completed Phriendly Phishing Training each month to ensure their knowledge of online safety and protective practices remained current. This ongoing training supports Hive Legal's commitment to maintaining a secure digital environment and equipping staff to recognise and respond to potential cyber threats.

Cyber Security Newsletter

Hivesters received a quarterly Cyber Security Newsletter that provided updates on staying safe online, being vigilant, and protecting device security. With the rapid advancement of Artificial Intelligence, this newsletter has become increasingly important.

Compliance and Risk Management Committee

Hive Legal's Compliance and Risk Management Committee continued to take proactive steps to strengthen and enhance the firm's risk management framework. The Committee focused on identifying emerging risks, reviewing existing controls, and implementing improvements to support consistent, compliant, and efficient practices across the firm.

Team Strategy Days

Across the year, both the Energy and Climate Change, and the Corporate, Commercial and Regulatory teams held dedicated Strategy Days. These dedicated days provide the opportunity for the teams to reflect on their performance highs and lows, align their objectives, and celebrate their achievements as a team. Team Strategy Days seek to build a collaborative environment by reinforcing the importance of teamwork, communication, and accountability while ensuring that each team's goals are aligned with the firm's overall governance and strategic direction.

Mentoring Program

Hive Legal's Mentoring Program pairs up mentors and mentees across different teams and experience levels to promote cross-functional learning and personal growth. This Program runs across a six-month period with approximately one meeting every two months. The Program is designed to facilitate knowledge transfers and build stronger relationships across different teams by providing the opportunity for meaningful conversations, skill sharing, and general guidance.

CPD Program

Hive Legal has continued its formal internal CPD Program which empowers staff to identify, develop, facilitate, and present their own training sessions to Hivesters. The Program includes general sessions and sessions for Early Career Hivesters. The topics presented across 2025 ranged across all CPD categories and included, among others:

- *The Lifecycle of a Contract*
- *Legal Design*
- *Privacy Impact Assessments*
- *Project Management and Communication*
- *Wellbeing in the Virtual and Physical Office Environment*
- *Privacy in Contracts*
- *Energy Retail*
- *Using AI Effectively – Interactive Session*
- *Negotiation Skills*

Quarterly Learning and Development Summaries

Each quarter, the CPD Committee shared a summary of all upcoming learning and development opportunities at Hive Legal. These summaries provided Hivesters with an overview of all training across the firm, including CPD events, tech and security training, diversity and inclusion training, and more. These summaries also provided a useful opportunity to keep Hivesters on track in the CPD year with key CPD compliance reminders.

Pro Bono Work

Hive Legal continued to support organisations such as Justice Connect and Refugee Legal through its pro bono program. In FY24/25, Hivesters contributed 653 hours of pro bono work, reflecting the firm's ongoing commitment to providing meaningful legal assistance to communities in need.

Commitment to Innovation and Sharing Experiences

Hive Legal upholds a continued commitment to thinking innovatively and sharing their experiences with the broader legal community to inspire positive change. This included Hivesters presenting at conferences and webinars, or in publications, across a range of relevant topics, such as value-based pricing, flexible working practices, artificial intelligence, and innovative business models.

This included Hivesters connecting with, and playing roles in, organisations such as the Centre for Legal Innovation, Legal Iconoclasts, and the Australian Legal Technology Association and ALPMA.



Value-Based Pricing

Hive Legal has continued its commitment to Value-Based Pricing, a core belief at Hive Legal. Value-Based Pricing focuses on the benefits and value that clients receive from its services and promotes sustaining efficiency, innovation, and collaboration in a more effective manner than time-based pricing.

We also share our value pricing experiences with the broader legal ecosystem. In 2025 this included Melissa Lyon sharing insights on this topic at the ICON Rewired Conference with a presentation on Pricing for impact – Providing value and ensuring sustainability.

Adrienne Trumbull and Melissa Lyon also joined Jerome Doraisamy on The Lawyers Weekly Show, to discuss our journey, being ahead of the curve on flexible working, why we price our services in non-traditional ways and pricing models in the age of AI.

HiveOptimise Working Group

The HiveOptimise Working Group was formed in 2024 under the goal of improving Hivesters' experience while also improving efficiency within the firm. 2025 saw the successful completion of the HiveOptimise Working Group, with key initiatives including refining pricing processes, creating a Business Development summary guide, and enhancing committees and working groups.

Pricing Council

Hive Legal continued to operate its Pricing Council, a collaborative review system used for pricing proposals. The Council equips staff with valuable skills and helps them gain familiarity with new matters and clients.

Contact Us

Hive Legal is dedicated to supporting its industry peers and other businesses. For further information about Hive Legal's initiatives and how they may be incorporated into other organisations, please contact the firm. Hive Legal aims to foster growth and assist others, both within and outside the legal ecosystem, to develop and implement innovative initiatives.

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