



# INNOVATE

## *Reconciliation Action Plan*

October 2021 - October 2023

LANDER  
& ROGERS



# ABOUT THIS PLAN

This Reconciliation Action Plan is prepared and issued by the Partnership, Lander & Rogers (A Abrahams & Others, ABN 58 207 240 529 and covers the period 1 October 2021 to 30 September 2023.

This plan details Lander & Rogers’ approach to advancing reconciliation in Australia.

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## Message from Reconciliation Australia

Reconciliation Australia commends Lander & Rogers on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever. Lander & Rogers continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation’s reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Lander & Rogers will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Lander & Rogers using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program’s emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Lander & Rogers to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Lander & Rogers will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Lander & Rogers’ future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

Congratulations Lander & Rogers on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# INTRODUCTION

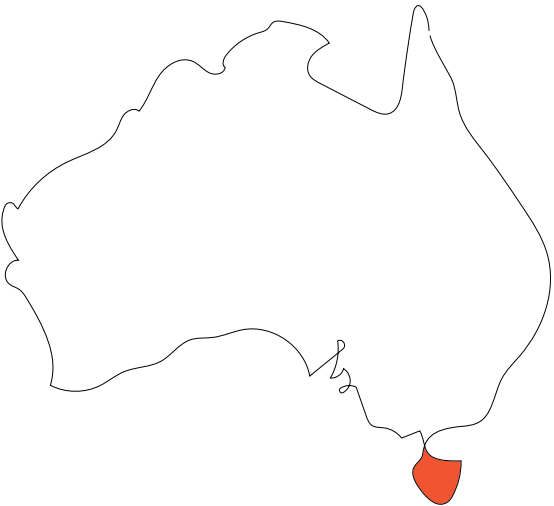
*Lander & Rogers’ vision for reconciliation is an Australia in which Aboriginal and/or Torres Strait Islander peoples may enrich the legal profession and flourish within it.*

Where Aboriginal and/or Torres Strait Islander peoples do not face barriers to access to justice. It is of an Australia in which we collectively redefine our national identity to tell the truth of our colonial history and to prioritise the sacred and sovereign connection that First Nations people have to our land in law, policy and culture.

With this vision in place, Lander & Rogers is proud to share our newest Innovate Reconciliation Action Plan.



**Genevieve Collins**  
*Chief Executive Partner*  
**Lander & Rogers**



# COMMITMENT TO RECONCILIATION

*Lander & Rogers commits to promoting reconciliation and contributing to Australia's effort to recognise, understand and repair the relationship between Aboriginal and/or Torres Strait Islander peoples and the wider Australian community - an effort grounded in listening to the voices of Aboriginal and/or Torres Strait Islander people and accepting the truth of our nation's history.*

Lander & Rogers understands that, in pursuing these aims, we must centre the firm's voice in elevating the voices of Aboriginal and/or Torres Strait Islander people, and that we have a unique capability to advocate for legal and structural reform to combat systemic racism, which amplifies the moral and ethical imperative that we have to do so.

As a law firm, we are aware that our legal system is based on the dispossession of First Nations people, who have a sacred and sovereign connection to the land.

For these reasons, our vision for reconciliation is to play the roles of advocate and ally with courage, consistency and humility, and with an understanding that reconciliation is only possible when Aboriginal and Torres Strait Islander peoples are empowered to decide its terms and that reconciliation is likely to carry a different meaning across local and regional communities. We recognise that there is an obligation to defer to the voices of Aboriginal and/or Torres Strait Islander people on the issues that affect their communities and the avenues by which all Australians are called to address them. This obligation is rooted in

the deep respect and appreciation that all Australians must have for the vital place of our First Nations people in Australia in understanding and redefining our national identity to be one that actively removes barriers to their full participation in the Australian legal profession and the environments in which we live and work.

Lander & Rogers aims to have all of our people engaged in our Reconciliation Action Plan (RAP) and for it to form an integral part of our firm's identity as a business. The RAP will guide Lander & Rogers' actions to ensure we truly understand our nation's history, including the ancient cultural connection and sovereignty of Aboriginal and Torres Strait Islander peoples of the Australian continent and surrounding islands, and the brutal colonial dispossession of First Nations people and its ongoing impacts. This will enable us to walk together for a better future. We make this commitment acknowledging that, as a firm, we have much to do but we will lay strong foundations for a successful and long-lasting RAP through increased knowledge, greater engagement, recognition and authentic conversations about truth-telling.

## ABOUT US

# OUR BUSINESS

*Lander & Rogers is a leading independent Australian law firm operating nationally from Melbourne, Sydney, and Brisbane.*

The firm was first established in 1946 and we now have a workforce of over 500 people nationally. At the time of writing, no members of our firm have identified themselves to us as being Aboriginal and/or Torres Strait Islander.

We have seven broad areas of practice, and we cover a diverse range of industry sectors, such as financial services, insurance, government, education, real estate and retail and supply chain.

Our firm believes that legal services are much more than just the law — they are about great people, innovation, sustained excellence and exceptional client service.

We have a reputation in the legal market as a provider of premium legal services, and as a sought-after employer. We are renowned for our down-to-earth and supportive workplace culture.

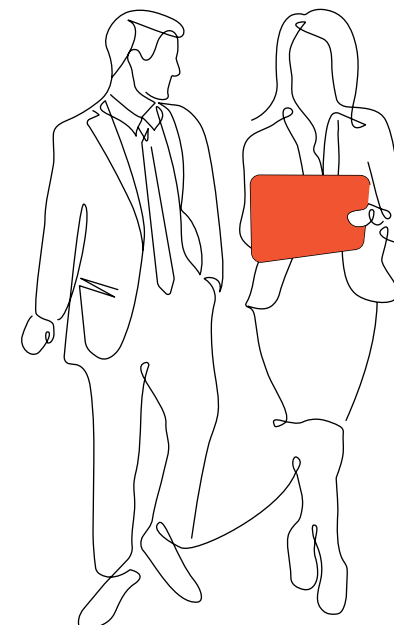
Consistent with our values and culture, we have a clear purpose as a firm to engage with our community and to offer our expertise where it can make a difference.



Law firms endorse Uluru Statement

Pictured (L-R): Professor Megan Davis and Gemma McKinnon, UNSW Indigenous Law Centre; Joanna Renkin, Partner, Lander & Rogers; and Brooke Massender, Partner, Herbert Smith Freehills present at a panel for law firms endorsing the Uluru Statement from the Heart two years after its release to discuss progress and the role of lawyers on the road to referendum in a Voice to Parliament.

Photo credit: Darcy Wilson.



Yurruwi table

Elegantly crafted by First Nations furniture makers, Manapan, the boardroom table depicts the story of our nation's unique Indigenous heritage.

# OUR RAP

## *Lander & Rogers has a strong network of people involved in our Reconciliation Action Plan and in the promotion of activities both internally and externally.*

The firm's Reconciliation Action Plan has employed a Reconciliation Oversight Committee (ROC) with the following governance structure:

1. Chair
2. RAP Advisory Committee
3. RAP coordinators
4. Working Group leaders
5. Members

The Chair of the ROC and the Lander & Rogers RAP Champion is Joanna Renkin. The Chair is responsible for the delivery of RAP actions, leading the meetings of the ROC and working with RAP coordinators to deliver the RAP. The Chair will report to the Chief Executive Partner (CEP) and/or Board as necessary. The RAP coordinators meets on a monthly basis with the Chair and play a key role in developing and leading RAP actions. Working Group leaders also play a critical role in championing the RAP internally. Finally, members, constituted by volunteers across the firm, also hold an important place in communicating RAP-related material firm-wide and ensuring the success of reconciliation-related events. The ROC's members also include the Chief Executive Partner, Chief People Officer, Chief Financial Officer, Chief Client Experience Officer and Head of Client Engagement.

### Purpose

The purpose of the ROC is to:

1. provide a forum for engagement about our RAP including monitoring progress and implementation;
2. facilitate the raising and discussion of issues with our RAP Advisory Committee;
3. foster internal support and knowledge for our RAP to ensure its success; and
4. provide guidance and contribute to the development of further RAPs, which will be driven by the Chair and RAP coordinators.

### Support

We also appreciate the generous guidance and input offered by our external advisors from within the Aboriginal community, and we thank the members of our Advisory Committee, Noah Bedford and Celeste Carnegie, for their contribution to this RAP. The Advisory Committee played a key role in reviewing and providing feedback on our first and second RAPs and advising on our strategy. They have an ongoing role in keeping the firm focused on its RAP deliverables and overall strategic

objectives. The firm has a collaborative relationship with the committee members, allowing for engagement in informed discussion so that we can listen, learn and improve. We do not expect the work to be done for us and we do expect to receive criticism and guidance.

### Progression

We take this opportunity to reflect on the progress that we have made since the development of our first RAP.

We believe our first and second RAPs have been successful in laying the foundations for a sustainable and long-lasting commitment to reconciliation at Lander & Rogers through:

#### Stronger relationships

We have forged and strengthened meaningful relationships with Aboriginal and Torres Strait Islander clients and collaborators.

We have continued to deepen relationships with Aboriginal and/or Torres Strait Islander-owned and led organisations through provision of pro bono legal services. We have provided our Aboriginal and/or Torres Strait Islander clients with legal and non-legal services, providing over 2,178.6 pro bono hours in FY2019-20. Through pro bono legal work, we are able to use our legal expertise to address unmet legal need and contribute in providing access to justice for Aboriginal and Torres Strait Islander peoples. For example, we have engaged both legal and non-legal staff in volunteering for an organisation that assists Aboriginal and Torres Strait Islander women who have been victims of crime to access compensation through VOCAT and assisted the Human Rights Law Centre's Aboriginal and Torres Strait Islander People's Rights Unit through secondments. Additionally, we have completed extensive legal work for Arts Law Centre to strengthen its capacity to assist First Nations artists, including protection of cultural rights. By assisting Aboriginal and Torres Strait Islander organisations, we enhance capability to build stronger communities. By representing individuals and undertaking advocacy work — we act as a stepping-stone for Aboriginal and Torres Strait Islander individuals to achieve positive outcomes.

We have continued to strengthen and develop our existing relationships with Djirra, Cathy Freeman Foundation and Warmun Arts Centre. Importantly, we have established new relationships that we look forward to seeing grow into the future. One such relationship is our work developing pro bono representation for families in the

Federal Circuit Court's Indigenous List in NSW, which provides a unique contribution to collaborative advocacy to address the legal system and its impact on First Nations families, children and communities.

#### Improved awareness

Improving cultural awareness within our firm and creating a culturally safe and welcoming environment for Aboriginal and Torres Strait Islander peoples.

We have made progress towards embedding strong cultural awareness training practices and establishing cultural protocols and guidelines. Internally, Lander & Rogers regularly updates its people on current issues and provides opportunities to join internal and external learning and engagement activities including a National Aboriginal and Torres Strait Islander Legal Services webinar about the Royal Commission into Aboriginal Deaths in Custody.

#### Engagement

Exploring and developing initiatives for engagement in creating employment opportunities, education, training and mentoring.

We are actively creating and developing mentoring relationships and opportunities for Aboriginal and Torres Strait Islander peoples at Lander & Rogers, including in procurement and employment. We have provided funding to Indigenous Law Student and Lawyers societies in Victoria, New South Wales and Queensland to support students during their studies.

We have been pleased to build ongoing opportunities for Aboriginal and Torres Strait Islander peoples and communities through professional partnerships such as inviting the Indigenous technology company Indigital to take part in Lander & Rogers' LawTech Hub cohort.

#### Leadership and sharing knowledge

Lander & Rogers has been an integral driver of law firms' endorsement of the Uluru Statement from the Heart. Our firm made a submission to the Indigenous Voice co-design process in support of the Uluru Statement, and actively encouraged and resourced other law firms to do so. We continue to collaborate to ensure law firms are able to promote constitutional change and elevate the Voices of Aboriginal and Torres Strait Islander peoples in this important national issue, including through holding firmwide seminars and external briefings by Professor Megan Davis to update and inform our people and the legal profession. We have philanthropically supported the Uluru Dialogue leaders to ensure their important work continues.

We continue to work with law firms to share knowledge, build best practice in our workplaces and encourage action towards ensuring a commitment to anti-racism is cemented in our profession. We notice and have learned from the challenges we faced in implementing our first and second RAPs. These challenges include:

- we struggled organically to grow long-term internal opportunities for Aboriginal and Torres Strait Islander

law students and lawyers. Whilst students have always enjoyed work experience with Lander & Rogers, these experiences have not translated into employment with the firm. As a result, we have reconsidered our approach in this current RAP;

- working from home resulted in the need to reassess plans for cultural engagement, reconciliation-related activities, and relationship building within Aboriginal and Torres Strait Islander communities. For example, due to a snap lockdown, we had to cancel the planned National Reconciliation Week lunch (catered by Indigenous company Pawa) and movie viewing of *In My Own Words*. These challenges were primarily a result of COVID-19 and are discussed more broadly below;
- we have reflected and examined our role as an ally and law firm in engaging in discussions and projects aiming towards reconciliation and systemic change. For example, we have experienced the delicate balancing act of wanting to engage Indigenous voices, and yet not wanting to place the reconciliation burden on those voices; and
- we had to learn to be patient with our outreach to community, as community leaders were needed to focus on the hardship taking place as a result of the Black Lives Matter movement, major bushfires and COVID-19. This involved rethinking our timelines, plans and strategies for relationship building.

### Our focus

Our present focus is on continuing to strive toward a Stretch RAP by:

- entrenching cultural awareness and learning opportunities in our firm;
- providing for greater continuity as we further strengthen our relationships with our Aboriginal and Torres Strait Islander clients and collaborators;
- partnering with the firm's Social, MAX! and Fundraising committees and graduate groups to promote a holistic effort toward reconciliation; and
- creating further opportunities for Aboriginal and Torres Strait Islander peoples and communities in the areas of procurement and employment, including by welcoming Indigital as a resident in our LawTech Hub.

Lander & Rogers accepts the invitation to the Australian people contained in the Uluru Statement from the Heart to walk together for a better future and recognise the Statement as a historic mandate to create a fuller expression of Australian's nationhood. In the first year of our new RAP, we will be concentrating on building the firm's understanding of the Voice to Parliament in the Uluru Statement from the Heart. In the second year, we will continue to build on this understanding (if required) or shift our focus to Truth and Treaty consistent with the process defined by the Uluru Statement, ensuring we listen to the many and varied views of Aboriginal and Torres Strait Islander peoples on the Uluru Statement and sequencing of Voice, Treaty and Truth.

# ULURU STATEMENT FROM THE HEART

*Lander & Rogers has played a central role in law firms’ endorsement of the Uluru Statement from the Heart and continues to advocate for law firms to support a First Nations voice to be enshrined in the Constitution.*

In 2018, Lander & Rogers partner Joanna Renkin responded to calls from First Nations leaders and communities to come together in a national dialogue to positively shape our shared future. Joanna invited three other law firms to join the call in support of the establishment of a First Nations voice in the Constitution.

Collaboration between First Nations partners and law firms resulted in a public endorsement from 18 Australian law firms. Published in March 2019 by the Australian Financial Review, the endorsement continues to ask corporations across the country to join this important conversation.

Since then, Lander & Rogers has continued to elevate the voices of the Uluru Dialogue through various avenues, including a submission to the Australian Federal Government supporting the constitutional enshrinement of a First Nations Voice to Parliament, as called for in the Uluru Statement from the Heart.

We continue to lead the collaborative efforts of law firms walking alongside communities to ensure the voices of first nations people are heard.



**Uluru Statement from the Heart**

Pictured (L-R): Lander & Rogers partner Joanna Renkin, lawyer Victoria Cook and senior associate Darcy Wilson with the Uluru Statement from the Heart.

Photo credit: Emma Maple-Brown.

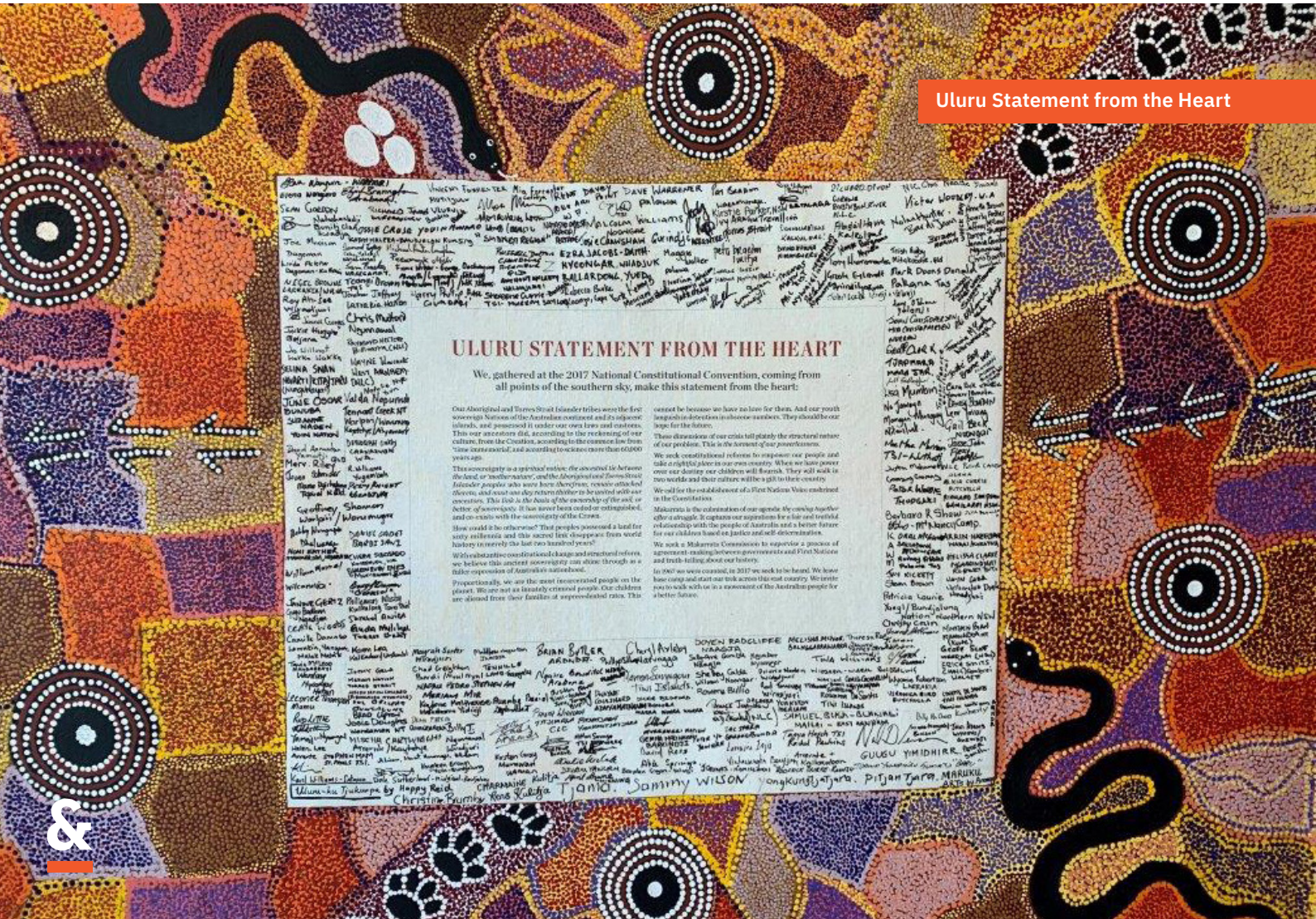
**Supporting First Nations artists**

Pictured: The painting Black Fella Creek by prominent Warmun artist Charlene Carrington.

It is on display at Lander & Rogers’ Melbourne office at 477 Collins in the Jarrag-girrem meeting room, which was named by Warmun’s Elders after the Gija words for “talking place”.



**Uluru Statement from the Heart**



**In conversation with Antoinette Braybrook**

Pictured: Djirra CEO Antoinette Braybrook sharing her personal story as an Aboriginal woman in Australia and how this led her to found Djirra - an Aboriginal Community Controlled Organisation that provides holistic, culturally safe and specialist legal and non-legal support to Aboriginal and Torres Strait Islander women and their children who are experiencing or who have experienced family violence.

Photo credit: Joanna Renkin

# IMPACT OF COVID-19

*Like many businesses across the globe, the COVID-19 pandemic has had a significant impact on Lander & Rogers, including our RAP.*

We have now been working remotely over the past 18 months, returning to our offices as government restrictions ease. We have heard Acknowledgements of Country from across Australia during our virtual meetings and events, which often included contextualised stories of the history of land and First Nations communities.

### Events

Our virtual events hosted in celebration of National Reconciliation Week were more widely attended than any of our previous in-person events.

We hosted Professor Megan Davis to deliver a seminar on the Uluru Statement from the Heart and a constitutionally entrenched Voice to Parliament.

Our people arranged screenings of the film *In My Blood It Runs* with friends and family, and then took part in a live Q&A event with representatives of Children's Ground. We subsidised purchases from Aboriginal and Torres Strait Islander businesses in celebration of NAIDOC Week.

Inspired by the impact of the Black Lives Matter protests on Australia's own institutionalised racism, which occurred at the height of the pandemic, we initiated a working group of law firms to determine how Australian law firms can make a commitment to anti-racism.

This has involved listening to First Nations lawyers and lawyers of colour from the UK and US who are members of the group to determine how best to ensure we can contribute to significant systemic change.

The work recognises that the legal system itself continues to sit at the heart of structures of oppression of First Nations people.

We are exploring how we can be an ally of First Nations people, how we can elevate their voices and make change, including by hosting events in which we have interviewed Aboriginal and Torres Strait Islander peoples such as Yorta Yorta lawyer Meena Singh and CEO of Djirra Antoinette Braybrook.

The process has provided us with profound learning opportunities both in terms of experiences of First Nations people in the justice system, navigating life as a lawyer, dealing with daily racism in our profession and in the importance of our listening.

### Legal support

We have provided Aboriginal and Torres Strait Islander clients advice and support in response to COVID-19. For example, we have been in close contact with clients and collaborators to hear from them about where best we can assist, particularly in areas also impacted by bushfires.

Our assistance ranged from pro bono legal advice to mental health support networks for client leaders, in furthering the work we can do virtually with clients. We have also been careful to consider emerging needs in the community including with respect to technology. We have attended law firm and legal service COVID-19 response meetings and informed ourselves of how communities are coping.

We have advised the remote arts centres who were financially impacted by community lockdowns and an associated decline in gallery sales and opportunities to show works at key annual exhibitions. We provided legal advice on developing online sales platforms and, through the Arts Law Centre, advised the peak body representing arts centres on the legal requirements of moving online.

### Barriers

The paramount challenge we have faced in developing this RAP is assembling our Advisory Committee, with many of our key contacts dedicating time to their communities. This prevented Lander & Rogers from attaining full endorsement of our RAP in 2020, as was originally planned.

Despite this, we have continued to maintain our commitment to the objectives of our previous and current RAP.

In addition to COVID-19-specific initiatives described above, our key achievements in 2020 include:

- setting targets for Aboriginal and Torres Strait Islander employment and procurement over the next three years;
- engaging Career Trackers to assist us in recruiting and supporting Aboriginal and Torres Strait Islander candidates in gaining ongoing employment at our firm;
- arranging for Tony McAvoy SC to present to Lander & Rogers' equity partnership, the effect of which has been to further entrench support for our RAP among our senior leadership;
- naming a meeting room, Jarrag-girrem, in our new

office at 477 Collins Street, Melbourne after Warmun Arts Centre and in consultation with its Elders, which features paintings from Warmun artists and information about this significant arts centre and our relationship with it;

- commissioning the Yurruwi table to feature as the centrepiece of our boardroom, made by Indigenous furniture makers, Manapan, telling the story of the locations of each community on Milngimbi Island.

We have a deeper appreciation of the distinct and interconnected nature of Aboriginal and Torres Strait Islander communities across Australia as a result of the impact of COVID-19 on our work and lives.

We are looking forward to implementing the objectives of this new RAP in the aftermath of the COVID-19 pandemic with these learnings in mind.



### Two-way relationship

Every two years Lander & Rogers' people visit Warmun Arts Centre to meet with community members.

Pictured (L-R): senior artist Shirley Purdie discusses artworks at the Warmun Art Gallery with lawyer Edward Lyons and partner Robert Neeley.

Photo credit: Jenni Mandel

KEY CONTACTS

OVERSIGHT COMMITTEE

Advisors

Birrigubba Juru, South Sea Islander woman Celeste Carnegie and Wiradjuri man Noah Bedford have guided Lander & Rogers’ in our commitment to reconciliation.



Noah Bedford  
First Nations Advisor

Noah Bedford is a Wiradjuri man with strong connections to the Gumbaynggirr Nation where he was raised and continues to live. Noah has experience in a number of public and private sector roles, including at the Paul Ramsay Foundation, Australian Law Reform Commission, the Public Interest Advocacy Centre, Herbert Smith Freehills and McKinsey & Company. A founding member of the NSW Uluru Youth Network, Noah is soon to complete his Law Honours Thesis focusing on self-determination and a constitutionally enshrined voice to parliament, the first reform called for in the historic Uluru Statement from the Heart.



Celeste Carnegie  
First Nations Advisor

Celeste Carnegie is a young and focused Birrigubba Juru, South Sea Islander woman, who endeavours to champion the ideas of, and build platforms for, First Nations people everywhere. As Program Director at Indigitek, Celeste is actively pursuing her passion for digital inclusion and empowering young people to achieve their goals in technology. Celeste is an advocate for women in technology and strives to create spaces where Aboriginal and Torres Strait Islander peoples can come together to learn, innovate and create.

They continue to provide vital insight and feedback to inform Lander & Rogers’ approach to our Reconciliation Action Plan initiatives.

Committee members

The role of Lander & Rogers’ RAP Oversight Committee is to monitor, evaluate and guide the implementation of the firm’s RAP.

The Oversight Committee fosters internal support for the RAP to ensure the sustainability of the reconciliation activities.



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Lake Argyle

Pictured: Lake Argyle near Warmun WA. The Bow River flows from Lake Argyle and through Gija country towards Warmun. Many of the artists who work at the Warmun Art Centre grew up around the Bow River and still fish and camp there today.

Photo credit: Edward Lyons

ACTION PLAN

RELATIONSHIPS

The foundations of our RAP are built on strong existing relationships with Aboriginal and Torres Strait Islander clients and organisations that are run, owned by, represent, or assist Aboriginal and Torres Strait Islander peoples.

Relationships are important to Lander & Rogers because they are the foundation to building a genuine two-way exchange towards reconciliation and provide an opportunity to broaden our impact beyond our internal networks.

| Action                                                                                                                                                                                                                          | Deliverable                                                                                                                                                                                                                        | Timeline                                                         | Responsibility                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------------|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.                                                                                          | Review current local Aboriginal and Torres Strait Islander stakeholders and organisations with whom we work.                                                                                                                       | 8 Nov 2021                                                       | Chair ROC                       |
|                                                                                                                                                                                                                                 | Meet to establish terms of engagement where they are not already clear or productive.                                                                                                                                              | 19 Nov 2021                                                      | Chair ROC                       |
|                                                                                                                                                                                                                                 | Seek out new pro bono and/or community relationships in Brisbane and identify one target Aboriginal and Torres Strait Islander organisation or legal service with which to build a relationship.                                   | 26 Nov 2021                                                      | Chair ROC                       |
|                                                                                                                                                                                                                                 | Identify new key local Aboriginal and Torres Strait Islander stakeholders and organisations with whom we work.                                                                                                                     | 10 Dec 2021                                                      | Chair ROC                       |
|                                                                                                                                                                                                                                 | Appoint a key contact internally in the firm to build and progress the relationship.                                                                                                                                               | 10 Dec 2021                                                      | Chair ROC                       |
|                                                                                                                                                                                                                                 | Review plan and make adjustments.                                                                                                                                                                                                  | 1 Jan 2022, 30 Jan 2023                                          | Chair ROC                       |
|                                                                                                                                                                                                                                 | Develop and implement a written engagement plan to work with all Aboriginal and Torres Strait Islander stakeholders and organisations, including allocation of key relationship contacts and consideration of succession planning. | Review and redevelop by 01 Feb 2022. Review again by 01 Feb 2023 | RAP coordinators                |
| 2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and/or Torres Strait Islander peoples and other Australians relationships. | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.                                                                                                                                      | 27 May - 03 June 2022 and 27 May - 3 June 2023                   | Leader of Respect Working Group |
|                                                                                                                                                                                                                                 | ROC members including RAP Working Group leaders to participate in an external NRW event.                                                                                                                                           | 27 May - 03 June 2022 and 2023                                   | Chair ROC                       |
|                                                                                                                                                                                                                                 | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW in email publications.                                                                                 | 27 May - 03 June 2022 and 2023                                   | Leader of Respect Working Group |
|                                                                                                                                                                                                                                 | Organise at least one internal NRW event in/accessible to each office each year and ensure we remunerate any speakers for their time and perspective.                                                                              | 27 May - 03 June 2022 and 2023                                   | Leader Respect Working Group    |
|                                                                                                                                                                                                                                 | Register all our NRW events on Reconciliation Australia's NRW website.                                                                                                                                                             | 27 May - 03 June 2022 and 2023                                   | Leader of Respect Working Group |

| Action                                                                                                                                                                                                                                                                                                | Deliverable                                                                                                                                                                                                                               | Timeline                                                                             | Responsibility                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------|
| 3. Promote reconciliation through our sphere of influence by actively engaging with all stakeholders, including our external and internal networks.                                                                                                                                                   | Develop a new RAP intranet page with relevant resources such as critical reading resources and links to Aboriginal and Torres Strait Islander clients and friends, and continually update it with internal and external RAP-related news. | Assessed annually in March 2022 and 2023.                                            | RAP Communications Coordinator |
|                                                                                                                                                                                                                                                                                                       | Continue to communicate our commitment to reconciliation publicly.                                                                                                                                                                        | Ongoing - review quarterly commencing December 2021                                  | RAP Communications Coordinator |
|                                                                                                                                                                                                                                                                                                       | Implement strategies to engage our staff in reconciliation.                                                                                                                                                                               | Ongoing - review February 2022, 2023                                                 | RAP coordinators               |
|                                                                                                                                                                                                                                                                                                       | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.                                                                                                                                 | Ongoing - review February 2022, 2023                                                 | Chair ROC                      |
|                                                                                                                                                                                                                                                                                                       | Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.                                                                                                                                       | Ongoing - review February 2022, 2023                                                 | Chair ROC                      |
| 4. Foster and strengthen relationships with Aboriginal and Torres Strait Islander lawyer and law student associations such as Tarwirri (Vic), Ngalya (NSW), and the Indigenous Lawyers Association of Queensland (ILAQ), as well as student associations at the University of New South Wales (UNSW). | Actively participate in the Legal Profession Reconciliation Network by regularly attending meetings when they are scheduled and encouraging information-sharing between members.                                                          | Ongoing - review participation and contribution February 2022, 2023                  | RAP coordinators               |
|                                                                                                                                                                                                                                                                                                       | Commit to yearly membership and/or sponsorship of Tarwirri, Ngalya and ILAQ to strengthen these bodies.                                                                                                                                   | 1 July 2022 and 2023, respectively. EOFY 2021 (completed).                           | RAP coordinators               |
|                                                                                                                                                                                                                                                                                                       | Develop and progress relationship with UNSW to consolidate ongoing partnership by actively participating in meetings held quarterly.                                                                                                      | Quarterly (January, April, July, October).                                           | RAP coordinators               |
|                                                                                                                                                                                                                                                                                                       | Offer to host at least one function, event and/or meeting in the Melbourne, Sydney or Brisbane offices as relevant each year.                                                                                                             | At least once annually before December 2021 and 2022, respectively.                  | RAP coordinators               |
| 5. Maintain and strengthen our relationship with the Cathy Freeman Foundation (CFF) so that it can deliver positive outcomes across Australia.                                                                                                                                                        | Provide pro bono legal advice to CFF.                                                                                                                                                                                                     | Ongoing. Reviewed annually in July.                                                  | Chair ROC                      |
|                                                                                                                                                                                                                                                                                                       | Support visits by participants in the Horizons Program when they are in Melbourne, Sydney and/or Brisbane, and host an event for the students as part of each visit.                                                                      | Review January and July 2022, and January and July 2023                              | Chair ROC                      |
|                                                                                                                                                                                                                                                                                                       | Discuss other positive engagement with Aboriginal and Torres Strait Islander schools.                                                                                                                                                     | To be reviewed and assessed each year in December 2021, February 2022 and June 2022. | Chair ROC                      |



## ACTION PLAN

| Action                                                                                                                                                                           | Deliverable                                                                                                                                                                                                                                             | Timeline                                                                       | Responsibility                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------|
| 6. Maintain and strengthen our relationship with Djirra (formerly Aboriginal Family Violence Prevention and Legal Service Victoria) through our expertise and financial support. | Provide pro bono legal advice to Djirra.                                                                                                                                                                                                                | Annually as requested. Renew partnership terms 30 June 2022, 2023              | Chair ROC                           |
|                                                                                                                                                                                  | Devise and implement additional training and capability building programs to assist Djirra lawyers and other employees including by inviting them to relevant Community Legal Education (CLE).                                                          | To be reviewed by 01 April 2022 and 2023                                       | Chair ROC                           |
|                                                                                                                                                                                  | Assist to build the capability of the National Family Violence Prevention Secretariat Prevention and Legal Service whilst it is auspiced by Djirra by providing legal assistance on an as-needed basis.                                                 | Annually as requested. Renew partnership terms 30 June 2022, 2023              | Chair ROC                           |
| 7. Maintain and strengthen our relationship with Redfern Legal Centre and provide legal services to the Aboriginal and Torres Strait Islander clients of the organisation.       | Approach Redfern Legal Centre and arrange Family Law-related training.                                                                                                                                                                                  | 10 November 2021                                                               | Pro Bono Co-ordinator Sydney office |
|                                                                                                                                                                                  | Conduct training in conjunction with Redfern Legal Centre for new volunteers to the service when requested                                                                                                                                              | 1 April 2022                                                                   | Pro Bono Co-ordinator Sydney office |
|                                                                                                                                                                                  | Prioritise work with the Financial Abuse Clinic clients.                                                                                                                                                                                                |                                                                                | Pro Bono Co-ordinator Sydney office |
|                                                                                                                                                                                  | Consider further legal support addressing unmet legal need or reducing barriers to access to justice for clients in Redfern Legal Service's catchment area.                                                                                             | 01 April 2022                                                                  | Pro Bono Co-ordinator Sydney office |
|                                                                                                                                                                                  | Review and reengagement with Redfern Legal Centre.                                                                                                                                                                                                      | 01 April 2023                                                                  | Pro Bono Co-ordinator Sydney office |
| 8. Maintain and strengthen our relationship with the Warmun Art Centre, which adopted us through the Arts Law Centre's Artists in the Black project                              | Provide pro bono legal advice to Warmun Art Centre.                                                                                                                                                                                                     | Annually as requested. Renew partnership terms 30 June 2022, 2023              | Chair ROC                           |
|                                                                                                                                                                                  | Provide governance support to the Board of the Warmun Art Centre.                                                                                                                                                                                       | Annually as requested. To be reviewed 01 February 2022 and 01 July 2022        | Chair ROC                           |
|                                                                                                                                                                                  | Circulate information relating to events (such as art exhibition shows and awards nights connected with Warmun Art Centre) in internal firmwide publications and, where appropriate, encourage people to attend events through posting to the intranet. | Annually as the events arise. To be reviewed 01 February 2022 and 01 July 2022 | Leader of Respect Working Group     |
|                                                                                                                                                                                  | Each year, explore the possibility of a visit to the Warmun Art Centre by a group of lawyers and/or hosting a fundraising exhibition in one of the firm's offices.                                                                                      | 30 April 2022 and 30 April 2023. Visit to occur between June - October.        | Chair ROC                           |
|                                                                                                                                                                                  | Host a Warmun art exhibition in Melbourne.                                                                                                                                                                                                              | May 2022.                                                                      | Chair ROC                           |

| Action                                                                                                       | Deliverable                                                                                                                                                                                                                                          | Timeline                                                                                     | Responsibility       |
|--------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------|
| 9. Maintain and strengthen our relationship with the Human Rights Law Centre Indigenous Rights Unit          | Provide legal representation on current human rights-based matters involving Aboriginal and Torres Strait Islander clients and/or public interest matters on behalf of Aboriginal and Torres Strait Islander organisations or representative bodies. | To be reviewed and assessed annually in April and December 2022 and April and December 2023. | Chair ROC            |
|                                                                                                              | Meet the Chief Executive Officer or relevant leader of the HRLC Indigenous Rights Group at least once a year to identify where we can provide legal advice.                                                                                          | To be reviewed and assessed annually in April and December 2022 and April and December 2023. | Chair ROC            |
| 10. Maintain and strengthen our relationship with the Arts Law Centre, <i>Artists in the Black</i> division. | Provide pro bono legal advice to individuals and/or organisations as required on matters involving Aboriginal and Torres Strait Islander-owned and operated art centres and/or Aboriginal and Torres Strait Islander artists.                        | December 2021, review and redevelop December 2022.                                           | Chair ROC            |
|                                                                                                              | Work with Director of Legal Services, Arts Law Centre to foster and improve the <i>Artists in the Black</i> program by exploring fundraising and CLE opportunities.                                                                                  | To be reviewed and assessed annually in April and December 2022 and April and December 2023. | Chair ROC            |
| 11. Promote positive race relations through anti-discrimination strategies.                                  | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.                                                                                                                                | 1 December 2021                                                                              | Chair ROC            |
|                                                                                                              | Develop, implement and communicate an anti-discrimination policy for our organisation.                                                                                                                                                               | 30 June 2022                                                                                 | Chief People Officer |
|                                                                                                              | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.                                                                                          | 30 June 2022                                                                                 | Chief People Officer |
|                                                                                                              | Educate senior leaders on the effects of racism.                                                                                                                                                                                                     | 1 December 2022                                                                              | Chief People Officer |



ACTION PLAN

RESPECT

Respect for Aboriginal and Torres Strait Islander peoples, communities, and cultures is a critical component of our RAP.

Respect is an intangible quality that is difficult to measure. However, we believe respect encompasses two key aspects and these underpin our RAP and our client relationships - understanding and active recognition.

| Action                                                                                                                                                                     | Deliverable                                                                                                                                                                                                                                                                                                                                                             | Timeline                                                        | Responsibility                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------|
| 12. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.                                                             | All ROC members to participate in an external NAIDOC Week event.                                                                                                                                                                                                                                                                                                        | First week in July 2022 and 2023.                               | ROC Chair                       |
|                                                                                                                                                                            | Review firm policies and procedures to ensure that there are no barriers to staff participating in NAIDOC Week.                                                                                                                                                                                                                                                         | By 01 June 2022 and 01 June 2023.                               | Chief People Officer            |
|                                                                                                                                                                            | Promote and encourage participation in external NAIDOC events to all staff using firmwide comms, intranet and TV screens.                                                                                                                                                                                                                                               | First week in July 2022 and 2023.                               | RAP Communications Coordinator  |
|                                                                                                                                                                            | Organise an internal event in each office to mark NAIDOC Week and encourage our people in each state to attend.                                                                                                                                                                                                                                                         | Late June 2022 and 2023.                                        | Leader of Respect Working Group |
| 13. Engage employees in cultural learning to increase their understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, and achievements. | Review cultural learning needs of our firm.                                                                                                                                                                                                                                                                                                                             | 30 March 2022                                                   | Chief People Officer            |
|                                                                                                                                                                            | Update and implement a cultural awareness training strategy for our people that defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided.                                                                                                                                                 | 1 July 2022                                                     | Chief People Officer            |
|                                                                                                                                                                            | Review and redevelop cultural awareness training.                                                                                                                                                                                                                                                                                                                       | 1 January 2023.                                                 | Chief People Officer            |
|                                                                                                                                                                            | Work with local Traditional Owners, Aboriginal and/ or Torres Strait Islander advisors in delivering cultural awareness training, including obtaining advice on the development and implementation of a cultural learning strategy.                                                                                                                                     | January 2022, review and redevelop January 2023                 | Leader of Respect Working Group |
|                                                                                                                                                                            | Once the above strategy is ready, roll out online cultural awareness training that is provided by an Aboriginal and/ or Torres Strait Islander individual/organisation. The training sessions will be as follows: <ul style="list-style-type: none"><li>First: 90 minutes, firmwide.</li><li>Second: Deep dive, 3-hour training, targeted to practice groups.</li></ul> | Commence by 01 March 2022.                                      | Chief People Officer            |
|                                                                                                                                                                            | Provide tailored and targeted opportunities for ROC members, graduates, HR managers, key leadership, staff, partners and the Board to participate in formal and structured cultural awareness training provided by an Aboriginal or Torres Strait Islander individual/organisation.                                                                                     | Commence by 30 January 2022, review and redevelop January 2023. | Chief People Officer            |

| Action                                                                                                                                                                             | Deliverable                                                                                                                                                                                                                                                                                                                                 | Timeline                                                        | Responsibility                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------|
|                                                                                                                                                                                    | Ensure every staff member accesses and participates in cultural awareness training at least once per year, which will consider cultural differences between the regions in which our offices are located.                                                                                                                                   | Commence by 30 January 2022, review and redevelop January 2023. | Chief People Officer            |
| 14. Build cultural awareness in a collaborative environment.                                                                                                                       | Devise and implement a Continuing Professional Development (CPD) program to ensure every practice group has one CPD session dedicated to an issue affecting Aboriginal and/ or Torres Strait Islander people or clients, in addition to general CPD events, annually.                                                                       | 01 April 2022, review and redevelop April 2023.                 | RAP coordinators                |
|                                                                                                                                                                                    | Partner with the staff-run Social, Fundraising and Max! (Wellbeing) committees at our firm to arrange at least one event or initiative per year targeted at a RAP commitment and building cultural awareness.                                                                                                                               | Reviewed and assessed annually in October.                      | RAP coordinators                |
| 15. Develop the firm's understanding of formal protocols such as Welcome to Country and Acknowledgement of Traditional Owners and demonstrating inclusive and respectful language. | Invite a Traditional Owner to provide a Welcome to Country at a significant event, for example our end-of-year function.                                                                                                                                                                                                                    | Assessed annually in November 2021 and 2022.                    | Leader of Respect Working Group |
|                                                                                                                                                                                    | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.                                                                                                                                                                            | In progress. Assess effectiveness December 2021                 | RAP coordinators                |
|                                                                                                                                                                                    | Survey staff to test understanding.                                                                                                                                                                                                                                                                                                         |                                                                 |                                 |
|                                                                                                                                                                                    | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.                                                                                                                                                                                                                             | In progress. Assess December 2021                               | Chair ROC                       |
|                                                                                                                                                                                    | Conduct an annual review of the firm's cultural protocol guidelines with guidance from our Aboriginal and Torres Strait Islander Advisory Committee in consultation with local land councils and other relevant organisations.                                                                                                              | First week in October 2021 and first week in July 2022.         | Leader of Respect Working Group |
|                                                                                                                                                                                    | Adopt and conduct an annual review of guidelines to demonstrate inclusive and respectful language informed by Reconciliation Australia's good practice guides.                                                                                                                                                                              | First week in October 2021 and first week in July 2022.         | Leader of Respect Working Group |
| 16. Build internal communications and access to Aboriginal and Torres Strait Islander resources within the firm.                                                                   | Publish a regular RAP entry in the firm's weekly email news bulletin to update our people on recent RAP-related news and activities happening in the community. For example, sharing links to Indigenous-owned podcasts, books and movies, or to educational webinars/seminars hosted by Aboriginal and/ or Torres Strait Islander peoples. | Monthly from October 2021.                                      | Leader of Respect Working Group |
|                                                                                                                                                                                    | Develop and implement a RAP communications strategy and plan to communicate information and RAP activities internally to staff and externally to other stakeholders.                                                                                                                                                                        | Assessed annually in January 2022 and 2023.                     | RAP Communications Coordinator  |
| 17. Promote active engagement with the Uluru Statement from the Heart.                                                                                                             | Using a survey, measure our peoples' capacity to understand and explain what the Voice to Parliament and Uluru Statement from the Heart mean.                                                                                                                                                                                               | Annually in October 2021 and 2022.                              | RAP coordinators                |
|                                                                                                                                                                                    | Continue to lead and guide the law firm collaboration and endorsement of the Uluru Statement from the Heart through communication updates, convening briefings and driving action.                                                                                                                                                          | Review October 2021, and as required in 2022, 2023.             | Chair ROC                       |



OPPORTUNITIES

Lander & Rogers recognises that it is important to have an awareness of the differences in the realities facing Aboriginal and Torres Strait Islander peoples in employment, business and education.

In addition to simply being an equal opportunity employer, we must actively facilitate opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities that support education, recruitment and retention, as well as direct engagement with Aboriginal and/or Torres Strait Islander-owned businesses. We acknowledge the central importance for us to be a culturally safe place to attract and retain Aboriginal and/or Torres Strait Islander employees.

| Action                                                                                                                                   | Deliverable                                                                                                                                                                                                                                                                                                                                                                                  | Timeline                                                  | Responsibility                                   |
|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------|
| 18. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. To achieve this, review current employee induction procedures and include in induction materials or firmwide survey a question as to whether people at or joining our firm identify as being Aboriginal and/or Torres Strait Islander. | Commence December 2022                                    | Chief People Officer                             |
|                                                                                                                                          | Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.                                                                                                                                                                                                                                                      | Commence February 2022                                    | Chief People Officer                             |
|                                                                                                                                          | Develop an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, including by engaging Career Trackers.                                                                                                                                                                                                                                        | Commence February 2022, assess February 2023.             | Chief People Officer                             |
|                                                                                                                                          | Achieve a target of employing five ongoing Aboriginal and Torres Strait Islander employees in three years.                                                                                                                                                                                                                                                                                   | Evaluate October 2023                                     | Chief People Officer                             |
|                                                                                                                                          | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders including, where appropriate, the wording "Aboriginal and Torres Strait Islander peoples are encouraged to apply".                                                                                                                                                                           | From February 2022, reviewed in December 2022.            | Chief People Officer                             |
|                                                                                                                                          | Consult with an external provider to review People recruitment procedures and policies to remove explicit and implicit barriers to Aboriginal and Torres Strait Islander participation in our workplace.                                                                                                                                                                                     | Commence in January 2022; review and assess January 2023. | Chief People Officer aided by external provider. |
| 19. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.                  | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.                                                                                                                                                                                                                                                                                                         | March 2022, reviewed and assessed in March 2023.          | Chief Finance Officer                            |
|                                                                                                                                          | Commit to establish and maintain commercial relationships with at least four Aboriginal and Torres Strait Islander businesses.                                                                                                                                                                                                                                                               | 01 March 2022                                             | Chief Finance Officer                            |
|                                                                                                                                          | Investigate a Supply Nation membership.                                                                                                                                                                                                                                                                                                                                                      | 01 March 2022                                             | Chief Finance Officer                            |

| Action                                                                                                  | Deliverable                                                                                                                                                                                                                         | Timeline                                                  | Responsibility                        |
|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------|
|                                                                                                         | Commit to expenditure towards Aboriginal and Torres Strait Islander businesses of a target of 2.5% as a proportion of overall supplier expenditure (or \$115,000, whichever is higher).                                             | 01 March 2022                                             | Chief Finance Officer                 |
|                                                                                                         | Reviewed and assessed.                                                                                                                                                                                                              | 01 March 2023.                                            | Chief Finance Officer                 |
|                                                                                                         | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff by publishing a list of Aboriginal and Torres Strait Islander suppliers on the intranet. | Commence October 2021; review and assess in October 2022. | Leader of Opportunities Working Group |
|                                                                                                         | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.                                                                                | Commence October 2021; review and assess in October 2022. | Chief Finance Officer                 |
|                                                                                                         | Subscribe to media such as Koori Mail in all offices and distribute in the reception and all kitchens.                                                                                                                              | 1 April 2022                                              | Leader of Respect Working Group       |
| 20. Develop firm support of Aboriginal and Torres Strait Islander barristers.                           | Invite Aboriginal and Torres Strait Islander barristers to speak at internal learning and development sessions in order to facilitate those barristers' networking opportunities and increase exposure.                             | April 2022, review and redevelop April 2023.              | ROC Chair                             |
|                                                                                                         | Host at least one learning and development session for Aboriginal and Torres Strait Islander barristers on a topic that is relevant to their practice.                                                                              | Reviewed and assessed annually in October.                | RAP coordinators                      |
| 21. Incorporate Aboriginal and Torres Strait Islander businesses into our firm's innovation strategies. | Place an Aboriginal and Torres Strait Islander business as a resident in our LawTech Hub.                                                                                                                                           | Review June 2022.                                         | Chief Innovation Officer              |
|                                                                                                         | Consider further place for Aboriginal and/or Torres Strait Islander Tech Start Up.                                                                                                                                                  | Review Dec 2021, 2022.                                    | Chief Innovation Officer              |



GOVERNANCE

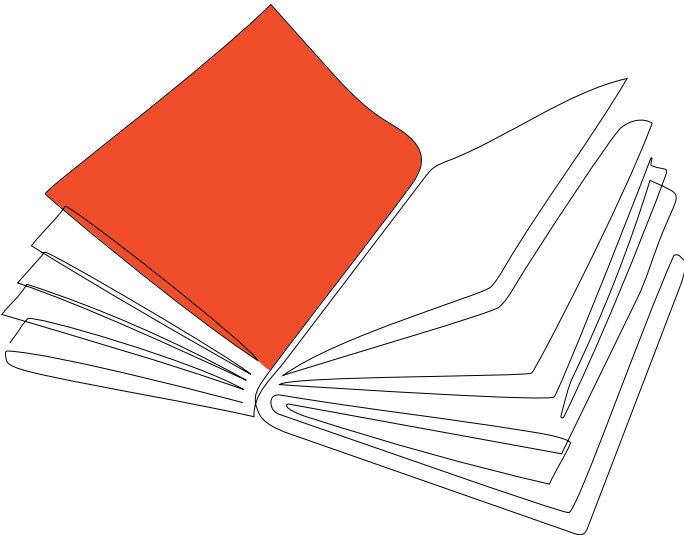
Effective governance is critical in meeting the firm’s commitment to reconciliation and creating impact alongside First Nations people and communities.

Lander & Rogers’ Reconciliation Oversight Committee was established to drive progress and accountability in the firm’s commitment to reconciliation. The Committee, in consultation with First Nations advisors

and community members, is empowered to leverage the firm’s resources and networks to support national reconciliation in a way that ensures the voices of First Nations people are heard and acknowledged.

| Action                                                                                                      | Deliverable                                                                                                                                                                                                           | Timeline                                          | Responsibility                      |
|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------|
| 22. Establish and maintain an effective ROC and RAP working group structure to drive governance of the RAP. | Maintain Aboriginal and Torres Strait Islander representation on the RAP governance structure by enhancing and strengthening our engagement with the firm's Aboriginal and Torres Strait Islander Advisory Committee. | Assess 1 October 2021                             | RAP coordinators                    |
|                                                                                                             | Establish formal protocols for the Advisory Committee and formally engage them under a contract with payment.                                                                                                         | 1 July 2022                                       | ROC Chair                           |
|                                                                                                             | Invite members of Advisory Committee to quarterly Oversight Committee meetings.                                                                                                                                       | 1 December 2022                                   | ROC Chair                           |
|                                                                                                             | Establish and apply terms of reference for each of the Relationship, Respect and Opportunities working groups.                                                                                                        | Assess October 2021                               | RAP coordinators                    |
|                                                                                                             | Establish and apply a Terms of Reference for the ROC.                                                                                                                                                                 | October 2021, June 2022                           | ROC Chair                           |
|                                                                                                             | Meet at least four times per year to drive and monitor RAP implementation.                                                                                                                                            | Quarterly (January, April, July, October)         | RAP coordinators                    |
|                                                                                                             |                                                                                                                                                                                                                       |                                                   |                                     |
| 23. Provide appropriate support for effective implementation of RAP commitments.                            | Define resource needs for RAP implementation in the preparation of annual budgets.                                                                                                                                    | 1 July 2022 and 2023                              | ROC Chair                           |
|                                                                                                             | Engage our senior leaders in the delivery of RAP commitments by hosting a targeted event and ensure that this be regional specific.                                                                                   | March 2022                                        | RAP coordinators                    |
|                                                                                                             | Ensure that the handover for our graduates contains specific provision for graduates to join RAP working groups.                                                                                                      | March 2022 and 2023                               | Graduate cohort from preceding year |
|                                                                                                             | Define and maintain appropriate systems to track, measure and report on RAP commitments, primarily using a 'traffic light' assessment.                                                                                | Commence October 2021, February 2022, August 2022 | RAP coordinators                    |
|                                                                                                             | Appoint and maintain an internal RAP champion from senior management.                                                                                                                                                 | February 2022, February 2023                      | ROC Chair                           |

| Action                                                                                                                                 | Deliverable                                                                                                                                                                     | Timeline                                                             | Responsibility   |
|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------|
| 24. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia, which will include descriptions of key achievements, challenges and learnings. | 30 September 2021, 2022 and 2023                                     | RAP coordinators |
|                                                                                                                                        | Report RAP progress to senior leaders quarterly and make the same information available to all staff by conducting a 'traffic light' assessment of deliverables.                | Quarterly (January, April, July, October) during the life of the RAP | RAP coordinators |
|                                                                                                                                        | Publicly report our RAP achievements, challenges and learnings annually.                                                                                                        | December 2021, 2022 and 2023                                         | RAP coordinators |
|                                                                                                                                        | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.                                                                                       | May 2022                                                             | RAP coordinators |
| 25. Continue our reconciliation journey by developing our next RAP.                                                                    | Register via Reconciliation Australia's website to begin developing our next RAP.                                                                                               | November 2022.                                                       | RAP coordinators |



# ABOUT US

*Founded in 1946, Lander & Rogers is one of the few remaining truly independent Australian law firms and a leader in legal tech innovation.*

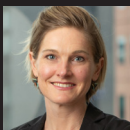
With offices across the eastern seaboard of Australia, Lander & Rogers has grown organically resulting in a unified firm with a strong focus on client and staff care.

We believe legal services involve more than just the law – practical, commercial advice and exceptional client experience are equally important to our clients and to us.

Lander & Rogers advises corporate, government, not-for-profit and private clients in insurance law and litigation, family law, workplace relations & safety, real estate, corporate transactions, digital & technology and commercial disputes.

The firm is global in approach, working closely with a network of leading firms to provide advice to clients, both domestically and abroad. Lander & Rogers is also the exclusive Australian member of the world's leading independent network of law firms, TerraLex.

## Key contact



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