

GENDER PAY GAP

Employer statement

February 2026

LANDER
& ROGERS



FOREWORD

At Lander & Rogers, we are firmly committed to creating an inclusive workplace where everyone has equality of opportunity with respect to career opportunities. We know that diverse teams and an inclusive culture lead to better outcomes for our people, our clients and the communities we serve.

Over recent years, we have made genuine progress on gender equality. We are proud to have a 50% female partnership and a gender-balanced board and executive team, supported by a firmwide commitment to inclusion and flexibility. These outcomes matter, and they reflect the deliberate choices we have made about how we lead and how we work.

At the same time, we recognise that a gender pay gap remains. Our data shows that the gap is not driven by unequal pay for comparable roles, but by the composition of our workforce. This is where our long term focus continues.

Since we began reporting in 2019, we have seen steady improvement. We will continue to build on that momentum with a focus on the foundations that matter - talent, flexibility, inclusive leadership and pay equity. Closing our pay gap will take thoughtful, dedicated action, and we are committed to that journey.

Daniel Proietto



Daniel Proietto

Chief Executive Partner

GENDER PAY GAP

GENDER PAY GAP VS EQUAL PAY

What is a gender pay gap?

Gender pay gap is the difference in both median and average earnings between men and women in an organisation. It is not the same as women and men being paid the same for comparable work - this is equal pay, and has been a legal requirement in Australia since 1969.

Legal industry average
(excludes partners)

14.2%

Our average
(excludes partners)

8.7%

Legal industry median
(excludes partners)

9.2%

Our median
(excludes partners)

7.1%

What drives our pay gap

We are dedicated to upholding our track record of ensuring equal pay for equal work. We conduct rigorous pay equity reviews and calibrate performance assessments to safeguard fairness.

The organisation-wide gender pay gap is driven by workforce composition, with a higher proportion of women occupying administrative, legal support and early-career legal roles, rather than unequal pay for comparable work. Our strategy focuses on addressing these structural drivers over time.

Our progress

We continue to make positive progress in reducing our gender pay gap over time. While there is more work to do, we are encouraged by the trend in the right direction.

Historically, our pay gap reporting has included Partner remuneration, however in 2024-25 we aligned our approach with WGEA guidelines, which exclude Partners in partnership structures. This change has contributed to the reduction in our pay gaps this period.

Importantly, even when Partner remuneration is included, our analysis shows that the pay gap still decreased in 2024-25. In line with our commitment to transparency, we continue to share both sets of figures:

	2020-21	2021-22	2022-23	2023-24	2024-25
Average gap (Excl partners)	-	14.3%	14.8%	11.9%	8.7%
Average gap (Incl partners)	-	25.9%	23.4%	22.9%	20.8%
Median gap (Excl partners)	-	18.4%	20.0%	17.3%	7.1%
Median gap (Incl partners)	29.5%	25.3%	25.0%	21.3%	17.4%



GENDER PAY GAP

OUR ACTIONS

Achieving and sustaining meaningful change requires an intentional, integrated approach. Guided by four strategic pillars - inclusive leadership, flexibility, talent, and pay equity - we continue to build the conditions that support equal opportunity, an inclusive culture, and meaningful career progression for all.

KEY ACTIONS INCLUDE:



We have maintained 50% female representation in the partnership and C-Suite, and strong female representation on the board.



We provide specialised coaching for those returning from parental leave, including their managers, to ensure a smooth and supportive transition back to work.



We actively support and develop women in our talent pipelines. In 2024-25, 70% of our appointments and 77% of our promotions were women.



We embrace a fully flexible and hybrid work policy, with no mandated days or number of days in the office, ensuring we support the balance of personal and professional responsibilities.



We provide gender-neutral paid parental leave (26 weeks) and superannuation on unpaid leave. We offer paid leave within 18 months of birth or adoption to encourage participation by both parents.



We encourage flexibility with formal job-share and job-pair arrangements to support retention and career progression for those working less than full time. This has enabled more of our part-time workers to progress to senior roles within the firm.



Leaders take part in inclusive leadership training to champion diverse teams and promote practices and initiatives that foster an inclusive environment.



We have held the WGEA Workplace Gender Equality Citation since 2020.



We are committed to a safe and respectful workplace, with a no-bystanders and mandatory reporting policy for sexual harassment, and a complementary policy on personal relationships at work where they give rise to an actual or perceived conflict.



We are a signatory to the Law Council of Australia Equitable Briefing Policy.

The impact of our actions was reflected in high levels of satisfaction in our 2025 firmwide engagement survey:

96% Female respondents

96% Male respondents

agreed they would recommend Landers as a great place to work

92% Female respondents

91% Male respondents

agreed that they have the flexibility needed to manage work and caring responsibilities

88% Female respondents

93% Male respondents

agreed that their leader genuinely supports equality between genders

Looking ahead

We will continue to apply a gender lens to our decisions, policies and everyday practices to build a workplace that is inclusive, supportive and fair for all. We are proud of the progress we have made, but we are not finished. Closing our pay gap will take sustained, long term action and we remain committed to that journey.



ABOUT US

Lander & Rogers is a leading independent Australian law firm, comprising over 750 people including 110 partners.

We have grown organically, resulting in a highly cohesive firm sharing a strong work and client service ethic, as well as high staff and partner retention rates. We believe that legal services involve more than just the law – practical, commercial advice and exceptional client experience are equally important to our clients and to us.

Our firm is global in its approach, but we remain fiercely independent and truly Australian. We work closely with international firms that do not have an Australian presence, and we are the exclusive Australian member of the largest global network of independent law firms, TerraLex.

Consistent with our values and culture, we are strongly committed to pro bono & community work and supporting our environment. We also established Australia's first LawTech Hub. Our key sectors include Government, Private Clients, Insurance & Financial Services, Real Estate, Retail & Supply Chain and Technology

Brisbane

Level 11 Waterfront Place
1 Eagle Street
Brisbane QLD 4000

T +61 7 3456 5000
F +61 7 3456 5001

Canberra

Level 11
15 London Circuit
Canberra ACT 2601

T +61 2 5138 8000
F +61 2 5138 8001

Melbourne

Level 15 Olderfleet
477 Collins Street
Melbourne VIC 3000

T +61 3 9269 9000
F +61 3 9269 9001

Sydney

Level 5
33 Alfred Street
Sydney NSW 2000

T +61 2 8020 7700
F +61 2 8020 7701

