

# Reconciliation Action Plan December 2017– December 2019

Lander & Rogers  
Lawyers







I have been delighted to see how our firm's commitment to reconciliation has developed and strengthened over the past three years.

I am proud to say that since publishing our first Reconciliation Action Plan (**RAP**) in 2014, our firm's commitment to tackling the obstacles that hinder genuine and sustainable reconciliation between Aboriginal and Torres Strait Islander peoples and the wider community has become a genuine point of focus. This second RAP affirms our commitment.

We recognise reconciliation as being an important national priority.

As a commercial law firm, we seek to support the increase in representation of Aboriginal and Torres Strait Islander individuals, organisations, and businesses within the Australian legal profession, and the broader Australian business sector.

We have made great progress under our first RAP. Many of the ambitious actions and initiatives that we articulated have now become "business as usual". The cornerstones of our first RAP have been embedded and awareness is broadly entrenched to create lasting and sustainable momentum.

I wish to thank our RAP Consultant, the RAP Oversight Committee, and the Working Group Leaders for their hard work and commitment to achieving this great success.

I also want to acknowledge the contribution of our Aboriginal and Torres Strait Islander Advisory Committee — Karly Warner, Aunty Pam Pederson and Paul Paulson — for their insight and support over the course of our journey.

## Andrew Willder

Chief Executive Partner

Lander & Rogers  
Lawyers

# Reconciliation Action Plan December 2017– December 2019

In this document—our firm's second RAP—we reflect on the achievements under our first RAP and outline our priorities and goals for the next stage in our RAP journey. On pages 3–8, we take this opportunity to celebrate the work that our firm has done and is currently doing to promote and support reconciliation in Australia, whilst acknowledging that there is still much more that we can achieve in the years to come. On page 9–13, we summarise the key initiatives and focus areas for our 2017–2019 RAP and how we intend to track and measure our progress. Our full RAP, including all actions and deliverables, and our target dates for achieving these, can be found in the annexure from page 14 onwards.

## Our Business

Lander & Rogers is a leading independent Australian law firm operating nationally from Melbourne, Sydney, and Brisbane. We are a principal advisor to many publicly listed and private Australian companies, Australian subsidiaries of global companies, as well as all levels of government.

The firm was first established in 1938 and we now have nearly 500 people nationally. At the time of writing, no members of our firm have identified themselves to us as being Aboriginal or Torres Strait Islander. We have seven broad areas of practice, and we cover a diverse range of industry sectors, with a core focus on financial services, insurance, government, infrastructure, 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, 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.

## Our Vision for Reconciliation

Lander & Rogers commits to promoting reconciliation and contributing to Australia's effort to close the gap between Aboriginal and Torres Strait Islander peoples and the wider Australian community. It is our hope that the representation of Aboriginal and Torres Strait Islander individuals, organisations, and businesses within the Australian legal profession, as well as the broader Australian business sector, will one day achieve population parity.

We make this commitment acknowledging that we have much to learn, but we will lay strong foundations for a successful and long lasting RAP through increased engagement. With increased involvement and commitment to our RAP, we can increase awareness of Aboriginal and Torres Strait Islander cultures and build pathways to reconciliation.

Lander & Rogers aims to have all of our people engaged in our RAP and for the RAP to form an integral part of our identity and actions.



# Our First RAP

Our First RAP aspired to create mutually beneficial and meaningful relationships from which respect and real opportunities can grow. Towards this goal, we have learnt from and succeeded together with the Aboriginal and Torres Strait Islander peoples, communities, and organisations that we engage and work with in the course of our business.

Our first RAP was built on the following foundations:

- **Authentic two-way relationships**  
A vision built on the integrity of our existing commitment to and collaboration with Aboriginal and Torres Strait Islander peoples, communities, and organisations, and highlighting our desire to address disparity, promote access to justice and provide opportunities for Aboriginal and Torres Strait Islander peoples.
- **Listen, learn, understand**  
An understanding that Lander & Rogers and the wider community could be greatly enriched through building cultural understanding, respect, and awareness of Aboriginal and Torres Strait Islander peoples' culture and history. We acknowledged there is much to learn but by respectfully listening, engaging with, and learning from Aboriginal and Torres Strait Islander peoples, we could contribute to reconciliation in Australia.
- **Practical engagement**  
A belief that by collaborating with Aboriginal and Torres Strait Islander peoples and "grass roots" community organisations, the diverse range of skill sets in our firm — particularly our legal expertise — could be applied to promote access to justice, build up organisational capacity and address disparity between Aboriginal and Torres Strait Islander peoples, and the non-indigenous people of the wider Australian community.
- **Opportunities**  
An acknowledgment that our firm can provide Aboriginal and Torres Strait Islander peoples with access to opportunities to work in the legal profession and develop skill sets to further broaden their opportunities. Our aim was to provide engaged networks which will enhance future choices for Aboriginal and Torres Strait Islander peoples. In turn, we hoped to be able to increase awareness and understanding of Aboriginal and Torres Strait Islander culture and to join with clients, by collaborating with those who are already on their RAP journey, and working to build understanding with those who are not.





# Reflections on Our First RAP

Since publishing our first RAP:



We have completed 3,279 hours of pro bono work for Aboriginal and Torres Strait Islander pro bono clients at a value of over \$1 million



We have made \$54,700 in donations to Aboriginal and Torres Strait Islander organisations



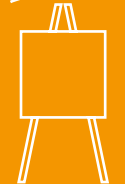
We have had 27% of our people involved in cultural awareness activities (approximately 132 of 490)



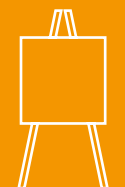
We have contributed \$32,400 to organisations that support Aboriginal and Torres Strait Islander students



We raised almost \$6,000 at the 2016 and 2017 firm trivia nights for FVPLS Victoria



We sold almost \$100,000 worth of paintings at the exhibition of Aboriginal artworks hosted in partnership with Warmun Art Centre



We sold \$23,000 worth of artworks at the Cathy Freeman Foundation 10th anniversary art show hosted in our offices in Melbourne and Sydney



We have procured \$67,000 worth of goods and services from Aboriginal and Torres Strait Islander businesses



Rusty Peters, senior artist at Warmun Art Centre, painting at the Art Centre in the East Kimberley region of Western Australia

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

- strengthening meaningful relationships with our Aboriginal and Torres Strait Islander clients and collaborators;
- creating opportunities for Aboriginal and Torres Strait Islander peoples and communities; and
- developing respect through learning and engagement activities.

We have supported our Aboriginal and Torres Strait Islander clients with the provision of legal and non-legal services, providing over 3,279 pro bono hours in the 2014/15, 2015/16 and 2016/17 financial years combined. Through pro bono legal work, we are able to use our legal expertise to address unmet legal need and contribute to access to justice for Aboriginal and Torres Strait Islander peoples. By assisting Aboriginal and Torres Strait Islander organisations, we enable them to build stronger communities, and by representing individuals and undertaking advocacy work — we empower them to achieve positive outcomes.

We have continued to strengthen and develop our existing relationships and we have established new relationships that we look forward to seeing grow into the future.

We have made good progress towards embedding strong cultural awareness training practices, and we have established cultural protocols and guidelines. We are actively creating and developing mentoring relationships and opportunities for Aboriginal and Torres Strait Islander employment at Lander & Rogers.





Warwunddjeri Elder, Aunty Dianne Kerr, giving a Welcome to Country at the Lander & Rogers end of year function in December 2016

We have a strong network of people involved in our RAP and in the promotion of activities both internally and externally. The firm’s RAP Consultant, the Chair of the RAP Oversight Committee, and each of the Working Group Leaders play an important role in championing the RAP internally. In addition, supporters have emerged through all areas of our business and at the highest levels. There is an ongoing willingness to engage and learn across the firm. We believe that strong foundations are being made to ensure the success and sustainability of our RAP.

We also appreciate the generous guidance and input offered by our external advisors from within the Aboriginal community. We have no doubt that the fantastic insight, encouragement, and support offered by our Aboriginal and Torres Strait Islander Advisory Committee in preparing our first RAP has contributed to its success, and we thank Paul Paulson and Karly Warner for their contribution to this next RAP.

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

### Governance Structures

We have put in place the following governance structures to oversee the implementation of our RAP:

- A RAP Oversight Committee consisting of the people listed on the back page of this RAP and two external members from our Aboriginal and Torres Straits Islander Advisory Committee, that meets on a quarterly basis, which oversees, monitors, and evaluates the implementation of the RAP.
- A dedicated RAP Consultant role working one day per week to ensure the overall success of the RAP by coordinating implementation of activities and targets by the Working Groups. The RAP Consultant reports to the Oversight Committee and ensures compliance with reporting obligations to Reconciliation Australia. Our RAP Consultant provides a contact for those external to the firm and is an active participant in the wider profession.
- Separate Working Groups dedicated to Relationships, Respect, and Opportunities which are responsible for leading the activities, actions, and targets committed to under those headings in our RAP.

We have people involved in the Working Groups from all offices and across all areas of the firm. The RAP Consultant and each member of the Oversight Committee and Working Groups are responsible for fostering internal support and engagement with the RAP to ensure the sustainability of the reconciliation activities.

### Our Activities and Events

We have organised a range of great activities and events since the development of our first RAP, including:

- Koorie Walks run by the Koorie Heritage Trust for members of our Melbourne office to learn about the Aboriginal history of our local area as part of National Aborigines and Islanders Day Observance Committee Week (**NAIDOC Week**) celebrations.
- An internal firm-wide event on the issue of Constitutional recognition of Aboriginal and Torres Strait Islander peoples — this event focused on the role of the legal community in communicating what Constitutional recognition of Aboriginal and Torres Strait Islander peoples would mean in practice and highlighted the differing views surrounding constitutional change amongst Aboriginal and Torres Strait Islander people.
- A screening of the film ‘Prison Songs’ across all offices — the film, a musical documentary which tells stories of a number of inmates in a Northern Territory prison, was incredibly thought provoking and prompted considerable discussion and debate amongst attendees about the crisis of Aboriginal and Torres Strait Islander over-imprisonment.
- A welcome ceremony at our firm where Aunty Dianne Kerr, an Elder of the Warwundjeri Tribe, performed a Welcome to Country and Djirri Djirri Dance Group performed a Wominjeka ‘Welcome’ dance — the insightful and inspiring words spoken by Aunty Dianne Kerr, in addition to the invigorating and educational dance performances, were extremely well received by the whole firm community.

### Internal Communications

We have put into place the following mechanisms as part of our communications strategy which seeks to make our RAP accessible to our people and to help everyone in our firm feel confident when speaking about the RAP:

- A dedicated RAP intranet page which provides updates and articles on our RAP activities, relevant news, and useful resources such as a link to our RAP, our cultural protocol guidelines and an acknowledgments database.
- A firm-wide subscription to Koori Mail available in all staff kitchens and each reception area.
- A dedicated RAP segment in the firm’s weekly internal news bulletin relating to news and events under our RAP, as well as external events, news, and current affairs relevant to Aboriginal and Torres Strait Islander communities more broadly.

### Student Placements

We have hosted a number of law students in our Melbourne office as part of a WorkSafe internship and cadetship program for students from Deakin University’s Institute of Koorie Education. We have also hosted students from University of New South Wales (**UNSW**) in our Sydney office as part of a new program we have established with Nura Gili (the centre for Indigenous Programs at UNSW). The people who hosted the students found the experience motivating and rewarding, and each of the students gave us positive feedback on their time with us.

### Engagement Within the Profession

We are an active member of the Legal Profession Reconciliation Network (**LPRN**) and have involvement across both Melbourne and Sydney. We also have a representative on the Law Institute of Victoria’s RAP Oversight Committee.

### Cultural Protocol Guidelines and Plaques

We have prepared and introduced cultural protocol guidelines which encourage our people to perform an Acknowledgement of Country at events hosted by Lander & Rogers and at other appropriate times, and outlines events for which a Welcome to Country conducted by a local Elder should be considered and arranged. We’ve also:

- included an item in the firm’s template event running sheet which has been a useful way of reminding and encouraging people to perform an Acknowledgment of Country at important internal and external meetings and events; and
- installed plaques in the reception area of each office which acknowledge the Traditional Owners of the land on which that office is located.

# Highlights of Our First RAP

## Aboriginal Family Violence Prevention and Legal Service (Victoria)

The Aboriginal Family Violence Prevention and Legal Service (Victoria) (**FVPLS Victoria**) is an Aboriginal community controlled organisation established in 2002 to provide assistance to victims/survivors of family violence and sexual assault, and to work with families and communities affected by violence. FVPLS Victoria's objectives are to:

- provide assistance to victims of family violence;
- reduce the incidence of violence and abuse in communities through education and advocacy;
- increase recognition of the problem of violence and abuse in communities through community education and advocacy; and
- facilitate long-term solutions to violence and abuse in communities.

Lander & Rogers has been a long-term supporter of FVPLS Victoria and provides ongoing pro bono legal services to the organisation.

### Djirra

FVPLS Victoria opened its new premises in July 2015. The building is the first urban land grant by the Indigenous Land Council and its importance cannot be underestimated — it provides the foundation for what is hoped to be a multi-purpose Koori Women's Place. The place was formally named "Djirra" during NAIDOC Week in 2017 – a Wathawurring word for the reed used widely by the women of the Wurrundjeri nation for the important activity of weaving. Our firm provided pro bono legal assistance to FVPLS Victoria to help it secure the premises, and to facilitate the different services operating within Djirra.

### Funding

We have also supported FVPLS Victoria with financial contributions. We donated a significant lump sum contribution towards capital works at Djirra. At the firm's annual trivia night, we screened a short video about FVPLS Victoria's current projects and initiatives, raising almost \$6,000 from the 2016 and 2017 events, which went directly to FVPLS Victoria.

### Partnership Launch

The enduring and successful relationship culminated in us officially launching a partnership between the two organisations in March 2017. At the launch event, we hosted Antoinette Braybrook, Chief Executive Officer of FVPLS Victoria, who spoke about the vital client and policy work carried out by FVPLS Victoria and why it is important. The event was successful in raising the profile of FVPLS Victoria and our partnership and promoting the opportunities available for members of our firm to provide further support to FVPLS Victoria and its very important cause.



Nick Toonen, GM of FVPLS Victoria, Jo Renkin, Antoinette Braybrook, CEO of FVPLS Victoria and Andrew Willder at the official partnership launch with FVPLS Victoria in March 2017

Quote from Antoinette Braybrook, Chief Executive Officer of FVPLS Victoria:

“FVPLS Victoria is deeply appreciative for the many years of outstanding pro bono support offered by Lander & Rogers. Our well established and trusted relationship with Lander & Rogers has enabled FVPLS Victoria to secure its own building — a long time goal of the organisation — and collaborate with a range of agencies within a clear and effective MOU framework in creating our Koori Women's Place. The firm has also assisted with a range of employment related matters, including employment contracts and industrial relations issues. FVPLS Victoria considers Lander & Rogers to have provided essential support and high quality services, enabling us to focus on increasing our service impact in support of Aboriginal victims/survivors of family violence across our communities.”



# Highlights of Our First RAP

## Warmun Art Centre

In April 2013, the Arts Law Centre launched its pro bono lawyer program, “Adopt a Lawyer”, which pairs an Aboriginal and Torres Strait Islander community with a law firm for a three-year partnership. Lander & Rogers and Warmun Art Centre were partnered together in late 2013. The Adopt a Lawyer program aims to strengthen the existing “Artists in the Black” program and support Indigenous art centres by facilitating a relationship between an art centre and an individual law firm. Through this program, the Art Centre can contact their adopted law firm directly for advice on issues and lawyers will develop a more detailed understanding of the Art Centre’s operations, with the Art Centre receiving relevant, commercial, and timely advice.

Warmun Art Centre is located two hours south of Kununurra in Western Australia in a community of approximately 400 people. The Art Centre is owned and governed by Gija people with 100% of income returning to the community. It is the cultural and artistic hub of the Warmun community in the East Kimberley.

### Art Centre Visits and Secondment

In early June 2014, four lawyers from Lander & Rogers visited Warmun Art Centre for one week with the goal of establishing good foundations for our future working relationship. During the visit they observed how limited resources made it difficult for Art Centre staff to review their internal workings, identify potential legal issues, and provide our firm with instructions. Following discussion among the visiting lawyers, the one-week visit led to an exciting secondment opportunity for one of the group, Jess Easton, who arranged to spend 10 weeks in Warmun. From August to October 2014, Jess conducted a legal needs review for the Art Centre.

Building on these strong foundations, our RAP Consultant, Hannah Kotzman, and Relationships Working Group Leader, Georgina Taylor, visited the Art Centre in September 2016 to assist with some of the Art Centre’s legal needs and to strengthen ties for our future working relationship. Throughout their visit, the artists enthusiastically shared their knowledge, humour, and great affection for life. They spoke passionately about Country and Gija Dreaming, and of their concerns for the future of their culture and community. It was clear to Hannah and Georgina that the partnership with Lander & Rogers (or “that lawyer mob from Melbourne” as we are known) means a lot to the artists and the employees at the Art Centre, and it has been heartening to see how much the two-way relationship has grown to be cherished and valued by both parties.

We have valued the assistance provided by the Arts Law Centre in the early stages of our partnering with the Warmun Art Centre, and throughout the subsequent secondment and trips. Our visits in 2014 and 2016, visits by artists to our offices in Melbourne, and the secondment of 10 weeks has allowed our firm to deepen our understanding of not only the Art Centre, but of Gija people and community. Our connection with the artists and the employees allows us to provide meaningful advice and solutions in a down-to-earth and culturally sensitive manner.

### Fundraising Exhibition

Our relationship with the Art Centre has continued to develop in different ways, with the firm hosting a fundraising exhibition for the Art Centre in April 2016. The exhibition featured 70 works from well-known and emerging Warmun artists. Gabriel Nodea and Ralph Juli attended the event as representatives of the Art Centre. In total, almost \$100,000 was generated from the artwork sales with 100% of the proceeds going back to the Art Centre and the artists themselves.

### The Relationship

One of the most rewarding aspects for our firm has been the interest the relationship has created in Aboriginal cultures more generally. It has enriched our firm and our people through the sharing of knowledge, histories, and cultures.

As a firm we are proud of our relationship with the Warmun Art Centre, and we are equally excited to see how this relationship will continue to develop and strengthen into the future.

Quote from Jess Easton:

“I have had the privilege of meeting some remarkable people and learning an enormous amount on both a personal and professional level. The Elders are exceptional characters who display humility, patience and forgiveness on an unprecedented level. The older women in particular exude love for one another and for those they so openly welcome into their community. Personally, this has been a huge educational experience from both a cultural and historical perspective. It was an incredibly humbling experience to say the least and I have been able to share all that I learnt with others.”



Gabriel Nodea, artist at Warmun Art Centre, at the Warmun Art Centre fundraising exhibition in April 2016



Genevieve Collins and Jess Easton with artists Ralph Juli and Gabriel Nodea at the Warmun Art Centre fundraising exhibition in April 2016



Hannah Kotzman and Georgina Taylor being welcomed to Warmun Art Centre with a smoking ceremony given by senior artists Shirley Purdie and Mabel Juli in September 2016



Berry Carrington, senior artist at Warmun Art Centre, and Georgina Taylor during a visit to Texas Downs station in September 2016



# Highlights of Our First RAP

## Cathy Freeman Foundation

Lander & Rogers has worked in partnership with the Cathy Freeman Foundation since 2010 to support positive life outcomes for Aboriginal and Torres Strait Islander children. Through our pro bono legal work and community engagement, we have supported the Foundation's objectives to build pathways to a brighter future through education for Aboriginal and Torres Strait Islander children on Palm Island and, more recently, nationally.

For over six years, we have provided legal advice to the Cathy Freeman Foundation to support the organisation and ensure best practice in their dealings with others. We have assisted the organisation with a broad range of corporate work including best practice privacy and consent forms, corporate governance, work place relations and employment matters. We've helped to review and negotiate a number of services and partnership agreements, and we provide ongoing intellectual property assistance and advice.

Quote from Courtney Brown Chief Executive Officer of Cathy Freeman Foundation:

“Lander & Rogers (L&R) have been an integral partner of the Cathy Freeman Foundation (CFF) for over six years. Their pro bono support in relation to organisational governance, contractual requirements, risk management, program consent and any other legal request is invaluable. In addition, L&R employees engage in CFF program delivery via sessions with Indigenous students visiting Melbourne from their remote communities, as well as participating in fundraising initiatives such as the Melbourne Marathon and City2Surf. As CFF has grown, L&R has also supported our need to have workshops and out of office team strategy meetings through the provision of meeting rooms and catering. L&R provide comprehensive, holistic legal support to CFF which is essential to our operations. 2017 is the tenth birthday of CFF and L&R have been one of key partners that has enabled us to achieve success and growth throughout this period.”

## Horizons Program

Each year Lander & Rogers hosts a visit from students as part of the Foundation's Horizons Program. The Horizons Program gives students a once in a lifetime opportunity to join their peers from partner communities for an intensive personal development experience in an Australian metropolitan city. The Program is educational, aspirational and cultural and focuses on post-school education and employment pathways for secondary students.

We regularly host students from a range of the Cathy Freeman Foundation's partner communities, including Woorabinda, Palm Island, Galiwin'ku and Wurrumiyanga, for an evening of activities. We collaborate with friends of the firm, such as Stefan Bramble, Camera Recycle Project, and Ror, Adim, Gum and Dut, the South Sudanese rappers TLB (Together Like Brothers), who help the students to write songs about community and Country, perform a rap, compose electronic music, play games and take photos. The finale is typically a performance by the students of their raps.

## 10<sup>th</sup> Anniversary Celebration

In May 2017, we had the honour of hosting fundraising art shows at our offices in Melbourne and Sydney to mark the Foundations 10<sup>th</sup> anniversary. The exhibitions featured photography from renowned photographer, Professor Wayne Quilliam, as well as painted artworks and sculptures from the Foundation's partner communities in the Tiwi Islands, in the Northern Territory.

The anniversary art show represented an opportunity for us to support the Foundation not just through hosting but also by promoting the Foundation, and the fantastic work it does, through our client and referrer networks. Our clients and contacts who attended shared that they enjoyed the chance to purchase beautiful photography, paintings, and sculptures, and learn about what the Foundation has achieved over the last 10 years. All proceeds from the art sales have gone towards helping the Foundation continue to achieve its goal of closing the education gap between Indigenous and non-Indigenous Australian children.



Hannah Kotzman making music with students as part of a Horizons Program visit in August 2016



Students and hosts having fun at a Horizons Program visit in August 2016



The Lander & Rogers Melbourne office with works by Professor Wayne Quilliam (to the left) and Tess Tipungwuti (to the right) as part of the 10th anniversary art show in May 2017



Emma Lutwyche, Joanna Renkin, Catherine Freeman, Founder of CFF, Garth Towan and Jamie Howden, former CEO of CFF, at the 10th anniversary art show in Sydney in May 2017



# Our RAP for December 2017–December 2019

We are proud to launch our second RAP and look forward to achieving new goals that continue to contribute to reconciliation in Australia. Our second RAP is an Innovate RAP, and was shaped with progression to a Stretch RAP firmly in mind. We have set meaningful goals that allow for the flexibility of organic growth and, where appropriate, encourage the consideration of tangible targets for the future.

We continue to value our existing relationships with Aboriginal and Torres Strait Islander peoples, communities, and organisations. Under our second RAP, we will seek to expand our current networks and develop new relationships, particularly in our Sydney and Brisbane offices where there is capacity for growth. The targets for relationships are not prescriptive so that they can grow organically and not be forced or rushed. The genuineness of our relationships is an important part of the culture of our firm.

We will also continue to expand on our targets for addressing respect. Activities and events to date have sparked much interest amongst our people and increased cultural awareness in a very positive way. We will seek to embed practices which increase engagement and place a wealth of cultural resources at the fingertips of our people. We acknowledge the positive outcomes that arise from the sharing of culture, language, Country, and knowledge.

The opportunities that have developed under our first RAP are emerging at a rapid pace. We are excited to see these opportunities mature in a meaningful way and for the long term. Whilst we expect that our targets will evolve over time, we have purposefully set them in a way that seeks to encourage expansion and the setting of tangible targets.

The review and refresh of our RAP was led by the firm's RAP Consultant and the Chair of the RAP Oversight Committee, with the support of the RAP Oversight Committee and the Leaders of the RAP Working Groups. We have valued the input and guidance provided by our Aboriginal advisors during the life of our RAP. We are excited to see the progress that we expect to make through our second RAP.

Our full RAP, including all actions and deliverables, and our target dates for achieving these, can be found in the annexure to this plan.

The following sections provide a snapshot of our key initiatives and focus areas for our 2017–2019 RAP.



Djirri Djirri dance group performing a Wominjeka 'Welcome' dance at the firm's end of year function in December 2016



# 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.

Through our legal work, our non-legal expertise, and the connections we have with other professionals, we believe we can enhance our relationships and build new and meaningful connections which will benefit our firm and Aboriginal and Torres Strait Islander peoples, communities, and organisations.

We look forward to continuing our journey of learning by creating new ways to build capacity and work towards reconciliation by focusing on the following key actions:

- 1 Monitoring RAP development and implementation through establishing terms of reference for each of the Relationship, Respect, and Opportunities Working Groups, and enhancing and strengthening our engagement with the firm's Aboriginal and Torres Strait Islander Advisory Committee.
- 2 Fostering and strengthening our relationship with Aboriginal and Torres Strait Islander lawyer and law student associations, such as Tarwirri, Ngalya, the Indigenous Lawyers Association of Queensland, and student associations at University of New South Wales.
- 3 Maintaining and strengthening our existing relationships with the Cathy Freeman Foundation, FVPLS Victoria, Warmun Art Centre, Redfern Legal Centre, and Arts Law Centre by providing pro bono legal assistance and pursuing additional initiatives and projects specific to each of those relationships.
- 4 Working with the Human Rights Law Centre's Indigenous Rights Unit to provide legal representation on current human rights-based matters or public interest matters for Aboriginal and Torres Strait Islander clients or representative bodies.
- 5 Seeking out new relationships across the regions in which we operate.
- 6 Promoting reconciliation and our RAP both internally and externally.
- 7 Celebrating and participating in National Reconciliation Week each year.



Adele Moloney, Anna Whittaker and Jenny Yousey at the Warmun Art Centre fundraising exhibition in April 2016



Hannah Kotzman and Patrick Mung Mung, a senior artist at Warmun Art Centre, during a visit to Texas Downs station in September 2016



Students taking a selfie at a Horizons Program visit in August 2016



# 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.

Through a process of ongoing engagement and learning, we seek to improve awareness within our firm of the rich, unique, and diverse cultures of Australia's Aboriginal and Torres Strait Islander peoples. In doing so, we hope to ensure that our people better represent Aboriginal and Torres Strait Islander clients, but also to create a culturally safe and a welcoming environment for all our people and any Aboriginal and Torres Strait Islander people who join, work with or visit the firm. We aim to demonstrate respect in a number of different ways and in a range of settings. We consider that developing respect is a two-way process that requires ongoing meaningful engagement in an open, accessible, and non-threatening context.

We are excited to be focusing on the following key actions:

- 1 Developing and implementing strategies to engage our employees in cultural learning activities to increase their understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, and achievements.
- 2 Fostering cultural awareness through two-way collaborative projects with our Aboriginal and Torres Strait Islander pro bono clients, and through exploring ways in which we can align with the firm's broader client base and referrer networks to build cultural awareness.
- 3 Enhancing the firm's understanding of formal protocols such as Welcome to Country and Acknowledgment of Traditional Owners by inviting a Traditional Owner to provide a Welcome to Country at significant firm events, and by hosting an event which demonstrates the significance and importance of cultural protocols to Aboriginal and Torres Strait Islander peoples.
- 4 Building on our internal communications strategies and improving access to Aboriginal and Torres Strait Islander resources within the firm.
- 5 Celebrating and acknowledging NAIDOC Week each year.



Djirri Djirri dance group performing a Wominjeka 'Welcome' dance at the firm's end of year function in December 2016



Mandy Nicholson of Djirri Djirri dance group explaining the significance and symbolism of the dances and songs performed at the end of year function in December 2016



# 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 Torres Strait Islander owned businesses in order to contribute to “closing the gap” in our society.

Through a process of external and internal consultation, we plan to explore and develop initiatives for engagement in key focus areas of employment opportunities, education, training and mentoring programs and supplier diversity, including through the following key actions:

- 1 Exploring opportunities within Lander & Rogers to increase Aboriginal and Torres Strait Islander employment opportunities for legal and non-legal positions.
- 2 Providing opportunities to Aboriginal and Torres Strait Islander high school and university students, and specifically law students, through mentoring and traineeship or cadetship programs and by creating pathways for Aboriginal and Torres Strait Islander law students to participate in our annual seasonal clerkship program.
- 3 Improving supplier diversity by promoting Aboriginal and Torres Strait Islander owned businesses to those who are involved in procuring goods and services and developing guidelines for best practice procurement and tender processes.
- 4 Encouraging external organisations to increase supplier diversity by asking our suppliers about their diversity initiatives and by actively speaking about and promoting our positive relationships with Aboriginal and Torres Strait Islander suppliers.
- 5 Supporting Aboriginal and Torres Strait Islander barristers through networking opportunities and increased exposure, and by hosting internal learning and development sessions.



Mikaela French, QUT Law Student, Michelle Rabbidge, QUT Law Student, Linda Ryle, President, Indigenous Lawyers Association Queensland, The Honourable Justice A. Philippides, Allison Boland, 2018 Associate to Justice Philippides, and Eloise Gluer, 2017 Associate to Justice Philippides at the Law Lines Seminar in the Lander & Rogers Brisbane Office in August 2017



Matthew Chard and Kayla Innes at the Lander & Rogers Sydney office during their one week internship in July 2017



Genevieve Collins, Priscilla Liyanage, Adele Moloney, Nicholas Blackman and Anna Whittaker at the Lander & Rogers Melbourne office during Priscilla and Nicholas' one-week WorkSafe cadetship placement in August 2017



# Tracking Progress and Reporting

Action	Deliverable/target	Responsibility	Timeline
We will ensure the overall success of the RAP by overseeing implementation of the RAP activities and targets by the Working Groups	Oversee implementation of the RAP activities and targets by the Working Groups by: <b>1</b> Meeting with the Working Group Leaders on a monthly basis; and <b>2</b> Reporting to the Oversight Committee at the quarterly meetings.	RAP Consultant	Monthly to December 2019  Quarterly in February, May, August, and November
	Ensure the Oversight Committee regularly meet and actively monitors, evaluates, and guides the implementation of the RAP.	Chair of RAP Oversight Committee	Quarterly in February, May, August, and November until November 2019
	Report to the firm's partnership or Board annually, or more frequently as necessary, and foster internal support of the RAP.	Chair of RAP Oversight Committee	Annually in June
Report on our successes, challenges, and learnings	Report achievements, challenges, and learnings to Reconciliation Australia by completing and submitting the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	RAP Consultant	Annually in September
	Investigate participating in the Reconciliation Australia RAP Barometer.	RAP Consultant	May 2018
	Report RAP achievements, challenges, and learnings internally via intranet page and updates in the firm's weekly email news bulletin.	RAP Consultant supported by Chair of RAP Oversight Committee	Annually by December
	Report RAP achievements, challenges, and learnings externally at events and on the firm's webpage.	RAP Consultant supported by Chair of RAP Oversight Committee	Annually by December
Review, refresh, and update the RAP	Liase with Reconciliation Australia to develop a new RAP based on learnings, challenges, and achievements.	RAP Consultant supported by Chair of RAP Oversight Committee	December 2018
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement.	RAP Consultant	May 2019





# Annexure: Relationships

What do we want to achieve?	How will we achieve it?	Responsibility	Timeline
We will monitor RAP development and implementation of actions, tracking progress and reporting.	Develop and establish terms of reference for each of the Relationship, Respect, and Opportunities Working Groups.	Each Working Group Leader supported by RAP Consultant	December 2017
	Ensure Aboriginal and Torres Strait Islander peoples are represented within the overall Working Group structure by enhancing and strengthening our engagement with the firm's Aboriginal and Torres Strait Islander Advisory Committee and committing to a formal consultation regime.	RAP Consultant supported by Chair of RAP Oversight Committee	December 2017
	Broaden representation on our Aboriginal and Torres Strait Islander Advisory Committee to include representatives from all regions in which we operate.	RAP Consultant supported by Chair of RAP Oversight Committee	May 2018
	Develop and implement an engagement plan to work with our key Aboriginal and Torres Strait Islander stakeholders.	RAP Consultant supported by Chair of RAP Oversight Committee	November 2018
We will promote reconciliation and our RAP through ongoing active engagement with all stakeholders, including through our networks as well as internally.	Review current strategies and implement new initiatives for communicating our RAP internally as well as to our external network.	RAP Consultant	February 2018
	Collaborate with peer firms and clients to increase involvement in and strengthen the success of our RAP.	RAP Consultant	To be reviewed and assessed each year in June
	Actively participate in the Legal Profession Reconciliation Network.	RAP Consultant	Quarterly in February, May, August, and November to August 2019
We will celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Organise at least one internal event in each office each year to celebrate NRW and register this NRW event via Reconciliation Australia's NRW website.	Leader of Relationship Working Group	27 May – 3 June annually
	Support external NRW events by promoting events in the firm's publications and encouraging our people to participate.	Leader of Relationship Working Group	27 May – 3 June annually
	Ensure our Working Group Leaders and participants take part in an external event to recognise and celebrate NRW.	Leader of Relationship Working Group	27 May – 3 June annually
We will foster and strengthen relationships with Aboriginal and Torres Strait Islander lawyer and law student associations such as Tarwirri, Ngalya, and the Indigenous Lawyers Association of Queensland, as well as student associations at the University of New South Wales (UNSW).	Commit to yearly membership and/or sponsorship of Tarwirri.	Leader of Relationship Working Group	Annually in June to June 2019
	Develop and progress relationship with UNSW to consolidate ongoing partnership.	Leader of Relationship Working Group	To be reviewed and assessed each year in June
	Invite Aboriginal and Torres Strait Islander law students and lawyers to young lawyer networks, training sessions, or other events of interest, as appropriate.	Leader of Relationship Working Group	To be reviewed and assessed each year in June
	Circulate information relating to events and projects and encourage people to attend.	Leader of Relationship Working Group	To be reviewed and assessed each year in June
	Offer to host a function, event, and/or meeting in the Melbourne, Sydney or Brisbane offices each year.	Leader of Relationship Working Group supported by the firm's Facilities and Catering Groups	To be reviewed and assessed each year in June



Annexure: Relationships (Continued)

What do we want to achieve?	How will we achieve it?	Responsibility	Timeline
We will maintain and strengthen our relationship with the Cathy Freeman Foundation (CFF) so that it can deliver positive outcomes across Australia.	Explore the possibility of a legal secondment to CFF.	Pro Bono and Community Support Partner	December 2018
	Provide pro bono legal advice to CFF.	Pro Bono and Community Support Partner	To be reviewed and assessed each year in April and December
	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.	Pro Bono and Community Support Partner supported by the firm's Community Engagement Consultant	Annually in August – September
	Promote positive engagement with Aboriginal and Torres Strait Islander schools through continued use of Aboriginal and Torres Strait Islander students' artworks in firm publications where appropriate.	Pro Bono and Community Support Partner supported by the firm's Business Development & Marketing Group	To be reviewed and assessed each year in June
We will maintain and strengthen our relationship with Aboriginal Family Violence Prevention and Legal Service Victoria (FVPLS Victoria) through our expertise and financial support.	Provide pro bono legal advice to FVPLS Victoria.	Pro Bono and Community Support Partner	To be reviewed and assessed each year in April and December
	Devise and implement additional training and capacity building programs to assist FVPLS Victoria lawyers and other employees.	Leader of Relationship Working Group supported by Pro Bono, and Community Support Partner	December 2017
	Circulate information relating to events in internal firm-wide publications and, where appropriate, encourage people to attend events.	Leader of Relationship Working Group	To be reviewed and assessed each year in June
	Assist to build the capacity of the National Secretariat Violence Prevention & Legal Service whilst it is auspiced by FVPLS Victoria through our legal and non-legal work.	Pro Bono and Community Support Partner	To be reviewed and assessed each year in June
We will maintain and strengthen our relationship with Redfern Legal Centre and provide legal services to the Aboriginal and Torres Strait Islander clients of the organisation.	Provide pro bono legal advice to Aboriginal and Torres Strait Islander clients of Redfern Legal Centre.	Sydney Pro Bono Coordinator	Fortnightly to December 2019
	Conduct training in conjunction with Redfern Legal Centre for new volunteers to the service.	Sydney Pro Bono Coordinator	To be reviewed and assessed each year in June
We will seek out new relationships across the regions in which we operate.	Investigate and explore opportunities to establish key RAP relationships out of our Sydney and Brisbane offices.	Leader of Relationship Working Group	To be reviewed and assessed each year in June
	Devise and implement a strategy for developing and maintaining such relationships.	Leader of Relationship Working Group	To be reviewed and assessed each year in June



Annexure: Relationships (Continued)

What do we want to achieve?	How will we achieve it?	Responsibility	Timeline
We will 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.	Leader of Relationship Working Group supported by Pro Bono and Community Support Partner	To be reviewed and assessed each year in April and December
	Provide governance support to the Board of the Warmun Art Centre.	RAP Consultant	To be reviewed and assessed each year in June
	Circulate information relating to events in internal firm-wide publications and, where appropriate, encourage people to attend events.	Leader of Relationship Working Group	To be reviewed and assessed each year in June
	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.	RAP Consultant	To be reviewed and assessed each year in June
We will continue to work 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.	Pro Bono and Community Support Partner	To be reviewed and assessed each year in April and December
	Meet the Chief Executive Officer at least once a year to identify where we can provide legal advice.	Pro Bono and Community Support Partner	To be reviewed and assessed each year in April and December
We will continue to work with the Arts Law Centre.	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.	Pro Bono and Community Support Partner	To be reviewed and assessed each year in April and December
	Work with the Director of Legal Services to foster and improve the Artists in the Black program.	Pro Bono and Community Support Partner	To be reviewed and assessed each year in April and December



# Annexure: Respect

What do we want to achieve?	How will we achieve it?	Responsibility	Timeline
We will celebrate and acknowledge NAIDOC Week.	Organise an internal event in each office to mark NAIDOC Week and encourage our people in each state to attend.	Leader Respect Working Group	July annually
	Involve our Aboriginal and Torres Strait Islander Advisory Committee in the firm's NAIDOC Week celebrations.	Leader Respect Working Group	July annually
	Advertise and promote external events held during NAIDOC Week in the firm's internal publications and encourage people to attend.	Leader of Respect Working Group	July annually
	Ensure that a representative from Lander & Rogers attends client events.	RAP Consultant	July annually
	Review HR policies and procedures to ensure there are no barriers to our people participating in NAIDOC Week.	Leader of Respect Working Group	February 2018
We will engage employees in cultural learning to increase their understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, and achievements.	Develop and implement a cultural awareness training strategy for our people which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided.	Leader of Respect Working Group	March 2018
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	Leader of Respect Working Group	March 2018
	Investigate local cultural experiences and immersion opportunities and communicate to people within the firm.	Leader of Respect Working Group	March 2018
	Broaden our engagement with Aboriginal and Torres Strait Islander pro bono clients and continue to participate in and develop current two-way collaborative projects with our Aboriginal and Torres Strait Islander pro bono clients.	Leader of Respect Working Group	To be reviewed and assessed each year in June
We will build cultural awareness in a collaborative environment.	Map out two future projects that combine two-way collaboration and enable cultural awareness to be broadened across the firm.	Leader of Respect Working Group	June 2018
	Engage with the firm's broader client base and other external stakeholders, such as our network of referrers, to explore ways in which we can align with clients and referrers and/or support our clients' and referrers' existing initiatives to build cultural awareness.	Leader of Respect Working Group	May 2018



Annexure: Respect (Continued)

What do we want to achieve?	How will we achieve it?	Responsibility	Timeline
We will develop the firm's understanding of formal protocols such as Welcome to Country and Acknowledgment of Traditional Owners.	Host an event in which the significance and importance of cultural protocols to Aboriginal and Torres Strait Islander peoples is demonstrated to the firm and a Traditional Owner is invited to speak to all members of the firm.	Leader of Respect Working Group	December 2018
	Invite a Traditional Owner to provide a Welcome to County at a significant event.	Leader of Respect Working Group	December annually
	Conduct an annual review of the firm's cultural protocol guidelines with guidance from our Aboriginal and Torres Strait Islander Advisory Committee.	Leader of Respect Working Group	June annually
	Develop and maintain a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	Leader of Respect Working Group	May 2018
	Further build on our RAP intranet page with relevant resources such as knowledge building resources and links to Aboriginal and Torres Strait Islander clients and friends, and continually update it with internal and external RAP-related news.	Leader of Respect Working Group	To be reviewed and assessed each year in June
We will 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 <i>This Week at Landers</i> email news bulletin to update our people on recent RAP-related news and activities happening in the community.	Leader of Respect Working Group	Weekly to December 2019
	Publish a tailored RAP bulletin at least once a year which will be sent to all our poeple and focus on RAP-related news and activities happening internally.	Leader of Respect Working Group supported by the firm's Business Development & Marketing Group	March and September annually



# Annexure: Opportunities

What do we want to achieve?	How will we achieve it?	Responsibility	Timeline
We will explore opportunities within Lander & Rogers to increase Aboriginal and Torres Strait Islander employment opportunities for legal and non-legal positions.	Review current employee induction procedures and, where possible, include in induction materials, a question as to whether people joining our firm identify as being Aboriginal or Torres Strait Islander.	Leader of Opportunities Working Group supported by the firm's Human Resources Group	November 2018
	Develop an Aboriginal and Torres Strait Islander employment and retention strategy.	Leader of Opportunities Working Group supported by the firm's Human Resources Group	May 2019
	Engage with Aboriginal and Torres Strait Islander community members and organisations to consult on employment and professional development strategies.	Leader of Opportunities Working Group supported by the firm's Human Resources Group	May 2019
	Provide training to members of the Human Resources team on targeted recruitment of Aboriginal and Torres Strait Islander peoples.	Leader of Opportunities Working Group supported by the firm's Human Resources Group	May 2018
	Review current recruitment and job advertising practices and consider strategies for enhancing reach to potential Aboriginal and Torres Strait Islander applicants, where appropriate, including: <ul style="list-style-type: none"><li>advertising vacancies in Aboriginal and Torres Strait Islander media; and</li><li>incorporating the wording "Aboriginal and Torres Strait Islander people are encouraged to apply" in job advertisements.</li></ul>	Leader of Opportunities Working Group supported by the firm's Human Resources Group	February 2018
We will provide opportunities to Aboriginal and Torres Strait Islander law students	Utilise current relationships with Aboriginal and Torres Strait Islander law student organisations and university groups to provide work experience opportunities to law students.	Leader of Opportunities Working Group supported by the firm's Human Resources Group	To be reviewed and assessed each year in June
	Seek to provide opportunities and create pathways for Aboriginal and Torres Strait Islander law students and students from our work experience and mentoring programs to participate in our seasonal clerkship program by encouraging such students to apply.	Leader of Opportunities Working Group supported by the firm's Human Resources Group	August 2018
	Investigate the possibility of setting indicative targets for placements.	Leader of Opportunities Working Group supported by the firm's Human Resources Group	August 2019
We will offer and provide mentoring opportunities for Aboriginal and Torres Strait Islander high school and university students.	Foster and expand the mentoring and traineeship opportunities for Aboriginal and Torres Strait Islander students which we have established in conjunction with our clients and Aboriginal and Torres Strait Islander partners.	Leader of Opportunities Working Group supported by the firm's Human Resources Group	To be reviewed and assessed each year in June
	Explore further opportunities for collaboration with clients to ensure reach to Aboriginal and Torres Strait Islander students.	Leader of Opportunities Working Group supported by RAP Consultant	To be reviewed and assessed each year in June



Annexure: Opportunities (continued)

What do we want to achieve?	How will we achieve it?	Responsibility	Timeline
We will investigate opportunities to increase supplier diversity at Lander & Rogers.	Explore opportunities for increasing the number of commercial relationships we have with Aboriginal and Torres Strait Islander owned businesses and improving supplier diversity by: <ul style="list-style-type: none"><li>developing and communicating to our people a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services;</li><li>circulating and promoting the list of Aboriginal and Torres Strait Islander suppliers provided on the Supply Nation website; and</li><li>developing guidelines for best practice procurement.</li></ul>	Leader of Opportunities Working Group supported by the relevant Business Services Group within the firm	November 2018
	Review procurement procedures with a view to developing a procedural framework to ensure that supplier diversity is considered whenever tendering for goods and services, and recommending, where possible, that an Aboriginal and Torres Strait Islander owned businesses be approached as part of the tender process.	Leader of Opportunities Working Group supported by the relevant Business Services Group within the firm	November 2018
	Subscribe to Koori Mail in all offices and distribute it in the reception and all kitchens.	Leader of Respect Working Group	Renew annually in September
	Map out a strategy towards regularly procuring goods and services from at least four different Aboriginal and Torres Strait Islander owned suppliers.	Leader of Opportunities Working Group supported by the relevant Business Services Group within the firm	To be reviewed and assessed each year in June
	Scope and investigate setting financial procurement targets for Aboriginal and Torres Strait Islander owned suppliers.	Leader of Opportunities Working Group supported by the Business Services Groups	August 2019
We will encourage external organisations to increase supplier diversity and to become involved in the RAP to help create more opportunities for Aboriginal and Torres Strait Islander organisations.	Formulate questions regarding workplace initiatives that promote diversity to be used when we approach suppliers in tenders.	Leader of Opportunities Working Group supported by the firm's Business Development & Marketing Group	May 2018
	Actively speak about our positive relationships with Aboriginal and Torres Strait Islander suppliers to other organisations and encourage the use of these suppliers in addition to involvement in the RAP program.	RAP Consultant	To be reviewed and assessed each year in June
We will 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 barrister's networking opportunities and increase exposure.	Leader of Opportunities Working Group	Annually to be reviewed each year in June
	Host at least one learning and development session for Aboriginal and Torres Strait Islander barristers on a topic which is relevant to their practice.	Leader of Opportunities Working Group	May 2019



Key Contacts



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