

CLYDE&Co

# Reflect Reconciliation Action Plan

May 2023 – November 2024



## REFLECT

**Message from Lucinda Lyons, Managing Partner, Australia**

Clyde & Co is proud to adopt our first Reconciliation Action Plan (RAP). The "Reflect" RAP will provide practical actions that will drive our contribution to reconciliation both internally and in the communities in which we operate.

At Clyde & Co, our focus is to achieve a more diverse workforce and inclusive culture that reflects the diversity of our communities and clients, using our legal skills to support our communities through pro bono work, volunteering and charitable partnerships in the areas in which we live and work.

Developing and implementing our first RAP is a key part of that approach. We take seriously our responsibility to make meaningful action towards reconciliation with Aboriginal and Torres Strait Islander peoples and communities and recognise the importance of reconciliation to our firm and our society.

As a leading global provider of legal services, we have a responsibility to use our skills and resources to make a meaningful contribution towards reconciliation, in particular through our pro bono matters. We are dedicated to addressing the challenges facing Aboriginal and Torres Strait Islander peoples and will work hard to foster relationships with Aboriginal and Torres Strait Islander businesses and communities.

Through our RAP we seek to raise awareness and celebrate the rich traditions, cultures and achievements of Aboriginal and Torres Strait Islander peoples. We will embed our reconciliation initiatives across Clyde & Co in Australia to ensure sustainability of our future RAPs and reconciliation initiatives.

I would like to extend my gratitude to our RAP Working Group members for their commitment and effort as we strive to meet and exceed the commitments in our RAP.

We are pleased to commit ourselves to the actions set out in this RAP.



Reconciliation Australia welcomes Clyde & Co to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Clyde & Co joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Clyde & Co to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Clyde & Co, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



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## Our business

Clyde & Co is a leading global law firm who offers a complete legal service in our core sectors of insurance, transport, energy, infrastructure, and trade & commodities. With over 3,200 legal professionals operating from over 60 offices and associated offices across six continents, we offer a comprehensive range of legal services and advice to businesses operating at the heart of global trade and commerce. Clyde & Co has operated in Australia since 2012, and employs over 450 people across our Sydney, Melbourne, Brisbane, and Perth offices. While the number of Aboriginal and Torres Strait Islander staff is currently not known, we will work with this RAP to determine culturally appropriate ways to understand this.

At Clyde & Co we are committed to being a responsible business who takes responsibility and action to ensure we are a positive contributor to the communities in which we operate. As a business we have a specific focus on the environment and are taking steps to reduce our impact on the environment as much and as quickly as possible. To us, being a responsible business also means fostering a truly diverse workforce and creating an inclusive workplace so our people can flourish and fulfil their highest potential, for the benefit of them, the firm, and our clients.

Our RAP will act as a strategic document that supports our business plan and our diversity and inclusion **(D&I)** agenda. It will include practical actions that drive our contribution to reconciliation nationally, and improving the overall outcomes for Aboriginal and Torres Strait Islander peoples nationally.



**Our RAP**

Clyde & Co recognise that creating a diverse workforce and an inclusive culture are vital to the success of ours and our clients business. Our global Diversity and Inclusion Steering Group was created to help set out our vision, ambition and strategy for D&I and ensure that as a firm we are giving this business-critical area the right level of focus, attention, and investment to make sustainable and meaningful progress.

Our employee network groups continue to provide a crucial platform for colleagues around the firm to share their opinions and thoughts, to raise awareness and to identify the areas where they can drive change and help advance the diversity agenda. Gender Equality at Clyde & Co (**GECCO**) focusses on gender equality, Pryde & Co is our LGBTQIA+ network and our Achieving Cultural & Ethnic Diversity network (**ACED**) seeks to tackle issues relevant to colleagues from different cultural, ethnic, religious or racial backgrounds.

We are committed to the implementation of a Reflect RAP and to our firm's continuous improvement as a part of our reconciliation journey. To advocate for its successful implementation and ensure its success, our RAP is championed by Alena Titterton, Partner.

Facilitation of the RAP is steered by our RAP Working Group (**RWG**), comprised of partners and staff from across our Australian offices. Crucially, our RWG includes one Aboriginal and Torres Strait Islander representative who can share perspectives on key issues.

**Our RAP Working Group**

Name	Title	Location
Naomi Barber	Head of Business Development, Australia	Sydney (Warrang)
Annette Beashel	Senior Risk Lawyer & Regional Risk Manager (APAC)	Sydney (Warrang)
Lionel Bird	Practice Manager, Australia Insurance	Sydney (Warrang)
Dean Carrigan	Partner	Sydney (Warrang)
Carine Cruse	Special Counsel	Perth (Boorloo)
Riley Gay	Senior Associate	Melbourne (Naarm)
Alison Gunning	Law Graduate	Sydney (Warrang)
Travis Luk	Special Counsel	Sydney (Warrang)
Alex McGuire	Associate	Sydney (Warrang)
Christie McGregor	Diversity, Inclusion & Wellbeing Manager (APAC)	Sydney (Warrang)
Ganga Narayanan	Partner	Melbourne (Naarm)
Simone Rodgers	Recruitment Adviser	Sydney (Warrang)
Daniel Sandrin	National Facilities and Administration Manager	Sydney (Warrang)
Matthew Smith	Partner	Sydney (Warrang)
Alena Titterton	Partner	Sydney (Warrang)

We have created individual working groups within the RWG for 'Relationships', 'Respect' and 'Opportunities' to provide a solid foundation on which we can build and focus on these three main pillars of our Reconciliation Action Plan.

The Co-Chairs of the RWG are Alena Titterton, Partner and Alison Gunning, Law Graduate. Alison is a proud Wiradjuri woman living on Gadigal Country.

### Our partnerships/current activities

As a law firm, one of the most effective ways in which we can make a positive contribution to our communities is by using our legal skills and expertise. The focus of those initiatives continues to be on having a positive impact on the communities around us and, having assessed the key issues facing those communities, our pro bono work broadly falls into three pillars: Young Lives; Equality before the Law; and Sustainability & Climate Change.

Our pro bono and advocacy practice seeks to uphold the principle that all people must be equally protected by the law. We are proud to be a member of several organisations that support communities and individuals affected by racism, promote racial equity and use the law as a vehicle for change, such as Justice Connect, a non-profit/non-government organisation that connects people locked out of the justice system to free legal support.

We have assisted the National Indigenous Australians Agency with awareness training on critical risks associated with their work. We have also provided reduced rates for legal work performed for Aboriginal and Torres Strait Islander owned organisations and performed pro bono work for Aboriginal and Torres Strait Islander organisations through our pro bono program, including providing legal assistance to various Local Aboriginal Land Councils in New South Wales. Our work has covered a range of issues, including solar licensing, easements, consultancy agreement and acquisition of land under the *Aboriginal Land Rights Act*. We have also assisted an Aboriginal and Torres Strait Islander organisation with respect to a dispute it had with a GEO.

Our Energy, Marine and Natural Resources group are acting for the Torres Strait Island Regional Council (TSIRC) on behalf of 15 island communities on a shipping matter against a monopoly freight provider.

We sponsored the University of Sydney (USYD) Indigenous Support Guide. The Guide showcases the support networks and programs available to Aboriginal and Torres Strait Islander students at USYD and is also used to advertise networking and academic events offered.

The firm made a donation to the Westerman Jilya Institute for Mental Health Indigenous Corporation for the Dr Tracy Westerman Indigenous Psychology Scholarship Program. The Scholarship provides eligible Aboriginal and/or Torres Strait Islander psychology students with financial assistance for study, living and transport costs, affording vital financial assistance at any stage of their undergraduate or postgraduate degree.

As part of National Reconciliation Week, the firm donated to the Griffith Law School's Joshua Creamer and Kara Cook Excellence in Law Award. The scholarship aims to encourage more Aboriginal and Torres Strait Islander women to come to the Bar by supporting female Aboriginal and Torres Strait Islander law students. The Law Award provides recipients with funds to contribute towards their studies, along with mentoring and internship opportunities. The firm encouraged our staff to make a donation to the scholarship award.



Photographer: Steffi Pereira

**Artist:** Rubyrose Bancroft  
**Work:** Ripple Effect  
**Year:** 2016

**Artist**  
**Rubyrose Bancroft**

Rubyrose Bancroft is a Bundjalung woman and artist from Northern New South Wales. Rubyrose completed her Bachelor of Fine Arts from the National Art School in 2020.

Rubyrose's stop motion film *The 7 Deadly Sins* was acquired by the National Art School collection. *7 Deadly Sins* has also been exhibited at Carriageworks and 107 Projects and was shortlisted for the 2022 HIDDEN Rookwood Sculptures Exhibition (Short Film category).

Rubyrose is an artist member of Boomalli Aboriginal Artists Co-operative. She has exhibited in several exhibitions at Boomalli's Sydney based gallery and in external group shows including MCA Art Bar, Museum of Contemporary Art Sydney (2018), BOOMALLI NOW, Moonah Arts Centre (2019), NO SHOW, Carriageworks Sydney (2021), Congregate, 107 Projects (2022), and Urbis Sydney (2021/22).

Rubyrose has been commissioned to produce unique artwork designs by Australian Indigenous Mentoring experience (AIME) and Budgy Smuggler swimwear.

Rubyrose's artwork *Ripple Effect II* was reproduced by NRMA as part of a series of billboards to acknowledge Country and increase awareness of the diverse Aboriginal language groups that exist within the NSW state boundaries.

In 2022 Rubyrose completed an artist-in-residency with Youth Hostels Australia at their property in The Rocks, Sydney. In 2023 Rubyrose will present a series of stop motion videos and accompanying artworks, in the exhibition *Fantastic Forms* at Bundanon Art Gallery.

**Ripple Effect**

"I was 17 when I created a series of computer graphics based on my Ripple Effect drawings. I love drawing and was captivated by the layering I could achieve by utilising photoshop on my computer.

I am inspired by being in nature and the beauty of that and also being in it."





## Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	– Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	June 2023	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2024	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations at least twice per year to continuously improve Clyde & Co's guiding principles for engagement.	September 2023 and March 2024	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Develop new, and continue existing, relationships with key Aboriginal and Torres Strait Islander stakeholders by inviting relevant parties to attend Clyde & Co events, programs, and training opportunities, both virtually and at our Clyde & Co office nationally.	August 2024	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
2. Build relationships through celebrating National Reconciliation Week (NRW).	– Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023 and 2024	Diversity, Inclusion & Wellbeing Manager
	– RAP Working Group members to participate in at least one external NRW event.	27 May- 3 June, 2023 and 2024	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2023 and 2024	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Organise one NRW event each year in each of Clyde & Co's offices.	May 2023 May 2024	Diversity, Inclusion & Wellbeing Manager
	– Register all of Clyde & Co's NRW events on Reconciliation Australia's NRW website.	May 2023 May 2024	Diversity, Inclusion & Wellbeing Manager

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	– Communicate Clyde & Co's commitment to reconciliation to all staff.	May 2023	Diversity, Inclusion & Wellbeing Manager
	– Send quarterly staff communications on the progress against the RAP, community events and reference materials to increase understanding.	August, November 2023 February, May, August 2024	Diversity, Inclusion & Wellbeing Manager
	– Create a calendar of Aboriginal and Torres Strait Islander calendar culturally significant dates and circulate to staff.	October 2023	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Include information about Clyde & Co's RAP and commitment to reconciliation to all new starters undertaking our induction program.	February 2024	HR Coordinator
3. Promote reconciliation through our sphere of influence	– Include information regarding Clyde & Co's RAP in all tenders and capability statements provided to clients and third parties.	June 2023	Head of Business Development, Australia
	– Identify external stakeholders that our organisation can engage with on our reconciliation journey including considering our supply chain.	August 2023	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2023	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Build a register of the key Aboriginal and Torres Strait Islander peoples, communities, and organisations (with a focus on legal and student associations) specific to each of the national Clyde & Co offices to assist, advise and guide Clyde & Co on our reconciliation journey.	August 2023	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG





## Respect

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	<ul style="list-style-type: none"> <li>– Join and maintain memberships with:               <ul style="list-style-type: none"> <li>• Reconciliation Queensland</li> <li>• Reconciliation Western Australia</li> <li>• Reconciliation NSW</li> <li>• Reconciliation Victoria</li> </ul> </li> </ul>	August 2023	Diversity, Inclusion & Wellbeing Manager
4. Promote positive race relations through anti-discrimination strategies.	– Research best practice and policies in areas of race relations and anti-discrimination.	September 2024	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2023	Diversity, Inclusion & Wellbeing Manager
	– Engage with Aboriginal and Torres Strait Islander stakeholders and employees annually to continuously improve our Workplace Bullying, Discrimination and Harassment policy.	October 2023	Diversity, Inclusion & Wellbeing Manager

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	– Develop a business case for increasing understanding and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	February 2024	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Conduct a review of cultural learning needs within our organisation.	July 2024	Diversity, Inclusion & Wellbeing Manager
	– Engage with Aboriginal or Torres Strait Islander advisors to develop and implement a cultural awareness training session for employees.	January 2024	Diversity, Inclusion & Wellbeing Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	– Develop an understanding of the local Traditional Owners and Custodians of the lands and waters within our organisation's operational area.	December 2023	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings hosted by Clyde & Co, including client events (in person and online events).	July 2023	Diversity, Inclusion & Wellbeing Manager



## Opportunities

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	– Ensure all Aboriginal and Torres Strait Islander artwork on display in Clyde & Co's offices and publications are acknowledged and licensed appropriately.	July 2023	National Facilities & Administration Manager
	– Invite a local Traditional Owner or Custodian to provide a Welcome to Country for at least one significant event hosted by Clyde & Co each year.	May 2024	Lead: Diversity, Inclusion & Wellbeing Manager Support: Head of Business Development Australia
	– Display an Acknowledgement of Country at reception in all Clyde & Co's offices nationally.	June 2023	National Facilities & Administration Manager
	– Encourage staff to include an Acknowledgement of Country on their Clyde & Co email signature.	June 2023	Diversity, Inclusion & Wellbeing Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	– Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2023	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2023	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– RWG to participate in an external NAIDOC Week event.	First week in July, 2023 and 2024	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Encourage and support staff and senior leaders to participate in at least one external event to recognise NAIDOC week.	July 2023 and 2024	Diversity, Inclusion & Wellbeing Manager

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	– Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	January 2024	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2024	Diversity, Inclusion & Wellbeing Manager
	– Investigate opportunities to provide and build mentoring support networks for Aboriginal and Torres Strait Islander employees.	March 2024	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Review and update Clyde & Co's recruitment policies to ensure diversity details and inclusive language are included in all job advertisements to encourage more Aboriginal and Torres Strait Islander applicants.	July 2023	Early Careers Advisor
	– Support Clyde & Co's Recruitment team to build relationships with four university campuses and student organisations nationally to promote Clyde & Co as an employer of choice for Aboriginal and Torres Strait Islander Law Students.	May 2023 and 2024	Lead: Early Careers Advisor Support: RWG



## Governance

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	– Distribute copies of Clyde & Co's Reflect RAP as part of the information available for university students at university events and career fairs.	May 2023 and 2024	Early Careers Advisor
	– Proactively promote internship, clerkship, and graduate position opportunities which are specifically targeted at Aboriginal and Torres Strait Islander candidates.	February 2024	Early Careers Advisor
	– Provide an internship / cadetship opportunity for at least one Aboriginal and Torres Strait Islander law student in 2023.	February 2024	Lead: Early Careers Advisor Support: Diversity, Inclusion & Wellbeing Manager
9. Create opportunities for Aboriginal and Torres Strait Islander business through the provision of legal services	– Identify opportunities to support Aboriginal and Torres Strait Islander Organisations through the provision of pro bono and advocacy work.	January 2024	Lead: Pro Bono Champion Support: RWG
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	– Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses and communicate these opportunities across Clyde & Co.	April 2024	Lead: National Facilities & Administration Manager Support: RWG
	– Investigate Supply Nation membership.	June 2024	Diversity, Inclusion & Wellbeing Manager
	– Explore membership with Business Council of Australia – Indigenous Network and any contributions Clyde & Co could make to the network.	December 2023	Diversity, Inclusion & Wellbeing Manager

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	– Maintain a RWG to govern Clyde & Co's RAP implementation.	May 2024	Diversity, Inclusion & Wellbeing Manager
	– Review Terms of Reference for the RWG.	April, 2024	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May, 2024	Diversity, Inclusion & Wellbeing Manager
	– RWG to meet bi-monthly to drive and monitor RAP implementation.	May 2023	Diversity, Inclusion & Wellbeing Manager
12. Provide appropriate support for effective implementation of RAP commitments.	– Register at least one member of the RWG and have them attend the Reconciliation Australia National RAP Conference annually	May 2024	Diversity, Inclusion & Wellbeing Manager
	– Define resource needs for RAP implementation.	June 2023	Diversity, Inclusion & Wellbeing Manager
	– Engage senior leaders in the delivery of RAP commitments.	June 2023	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2023	Diversity, Inclusion & Wellbeing Manager

Action	Deliverable	Timeline	Responsibility
	– Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Diversity, Inclusion & Wellbeing Manager
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	– Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Diversity, Inclusion & Wellbeing Manager
	– Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September, annually	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
	– Produce annual report for the Australian D&I Steering Committee on RAP progress.	30 September, annually	Lead: Diversity, Inclusion & Wellbeing Manager Support: RWG
14. Continue our reconciliation journey by developing our next RAP.	– Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	August 2024	Diversity, Inclusion & Wellbeing Manager

Contact details:



### Christie McGregor

Diversity, Inclusion & Wellbeing Manager (APAC)  
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# 480

Partners

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# 2,400

Lawyers

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# 3,200

Legal professionals

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# 5,000

Total staff

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# 60+

Offices worldwide\*

[clydeco.com](https://clydeco.com)

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