



RECONCILIATION
ACTION PLAN

REFLECT

McCabes

July 2022 to July 2023



Acknowledgment of Country

McCabes acknowledges Aboriginal and Torres Strait Islander peoples as the traditional custodians of our offices' land. We recognise their continuing connection to land, waters and community and pay our respects to their cultures and Elders, past and present. We stand in solidarity with Aboriginal and Torres Strait Islander peoples in their continuing struggles for justice.

McCabes

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A message from McCabes Senior Leadership



The legal profession has an instrumental role in elevating the voices of the Aboriginal and Torres Strait Islander communities. McCabes must share in this responsibility.

We are proud to officially deliver stage one of McCabes' Reconciliation Action Plan (RAP). Developing a RAP is an essential step that demonstrates the continued commitment that we, as a firm, are making to contribute to a more equitable Australian society.

Before we outline the next 12 months of our reconciliation journey, we must acknowledge the past and present disadvantages experienced by Aboriginal and Torres Strait Islander people. It is a deep-rooted issue, and a commitment to reconciliation has to go beyond words.

In order to achieve this, we are guided by Reconciliation Australia's framework. McCabes' Diversity and Inclusion Committee has also engaged in cultural competency training and seven months of research. The result is a multi-action plan that encapsulates McCabes' vision: the inclusion and celebration of diversity, guided by our values of integrity, excellence and courage.

The legal profession has an instrumental role in elevating the voices of the Aboriginal and Torres Strait Islander communities. McCabes must share in this responsibility.

I am greatly looking forward to seeing the RAP in place and the outcomes we achieve over the next 12 months.

Andrew Lacey
Managing Principal

We see genuine and exciting mutual opportunities in this approach. It has already produced good outcomes and changed our lives.



The launch of our first Reconciliation Action Plan reflects our firm commitment to achieving reconciliation and achieving equality for Aboriginal and Torres Strait Islander peoples.

In the time since we founded McCabes some 30 years ago, later merging with Curwood's, we have developed a growing understanding and awareness of the challenges faced by Aboriginal and Torres Strait Islander peoples. As a result, we have sought to provide a range of opportunities for Aboriginal and Torres Strait Islander peoples. These opportunities have aimed to assist Aboriginal and Torres Strait Islander peoples to overcome these challenges and, in turn, flourish within the legal profession. We see genuine and exciting mutual opportunities in this approach. It has already produced good outcomes and changed our lives.

Importantly, publishing our Reconciliation Action Plan is only a small step in our reconciliation journey and we must continue to work with Aboriginal and Torres Strait Islander peoples to overcome social injustice and alleviate structural disadvantage.

I look forward to watching our firm grow and develop as we continue our reconciliation journey.

Terry McCabe
Principal and Founding Partner



The legal profession has an instrumental role in elevating the voices of the Aboriginal and Torres Strait Islander communities. McCabes must share in this responsibility.

I am proud to be a part of delivering McCabes' first Reconciliation Action Plan (RAP). This plan outlines our commitment to strengthening an inclusive workplace and laying the foundations for building both new and existing relationships with the Aboriginal and Torres Strait Islander communities both within and outside the firm. We have set ourselves some ambitious actions and initiatives. The intention of our first RAP is to build awareness and create lasting and sustainable momentum to promote reconciliation at the firm and around us.

Adopting Reconciliation Australia's framework, our Reflect Plan defines our vision of engaging with the Aboriginal and Torres Strait Islander staff and communities to promote and support diversity and inclusion. In developing this RAP, we have learnt much about the history of the First Australians and confronted the challenge and complexity involved in addressing Indigenous social and economic disadvantage. Our motivation lies in empowering Aboriginal and Torres Strait Islander communities by providing support and acknowledgement through our RAP.

I also want to acknowledge the hard work and dedication of our Diversity and Inclusion Committee in making our first RAP a reality.

Peter Hunt
Principal

Our firm and our people will each make an important contribution to drive reconciliation through commitment to our Reconciliation Action Plan.



The launch of McCabes' first Reconciliation Action Plan is an important milestone in our reconciliation journey. Our firm is built on a diverse and inclusive workplace culture. We are committed to reconciliation and the first step is acknowledging the need for reconciliation and taking the necessary steps towards genuine reconciliation.

Our Diversity and Inclusiveness Committee have worked tirelessly to set the initiatives and goals for McCabes. Implementation of our Reconciliation Action Plan commenced well prior to its publication, a testament to our approach and commitment to improving relationships, respect and opportunities for Aboriginal and Torres Strait Islander peoples.

The preparation of our Reconciliation Action Plan has afforded us an opportunity to establish meaningful relationships with organisations such as Supply Nation who connect us with underutilised Aboriginal and Torres Strait Islander business sectors, take steps towards a culturally safe workplace through Cultural Competency Training, and establishing relationships with the Local Aboriginal Land Councils on which our offices conduct business.

Our firm and our people will each make an important contribution to drive reconciliation through commitment to our Reconciliation Action Plan.

Scott Kennedy
Principal

A message from Reconciliation Australia



**Congratulations McCabes,
welcome to the RAP program, and
I look forward to following your
reconciliation journey in the years
to come.**

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

McCabes 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 McCabes 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 McCabes, 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





Our business

McCabes is a new firm with a long history operating nationally from Sydney, Melbourne, Brisbane and Perth. Our team delivers a client centric culture that is proactive, efficient and effective, balanced with technical excellence, emotional intelligence, commercial focus and innovation.

We want our clients to benefit from opportunities and business challenges that come with being successful. With combined experience of over 40 years, we now have approximately 400 people nationally. We have three core divisions being Commercial, Insurance, and Government. Our clients operate across every industry. They include multi-national corporations in the public and private sectors, insurers, government departments, SMEs, family-owned enterprises and entrepreneurs.

At the time of writing, one member of our firm has identified themselves to us as an Aboriginal person.

Our firm has a strong commitment to building long-term relationships and make it our priority to learn about our clients' businesses and our people. We believe in our people and operate by our values of Integrity, Excellence and Courage. Our commitment is to promote equity in employment-related initiatives and decisions and help foster an environment which encourages and values diversity in our workforce.



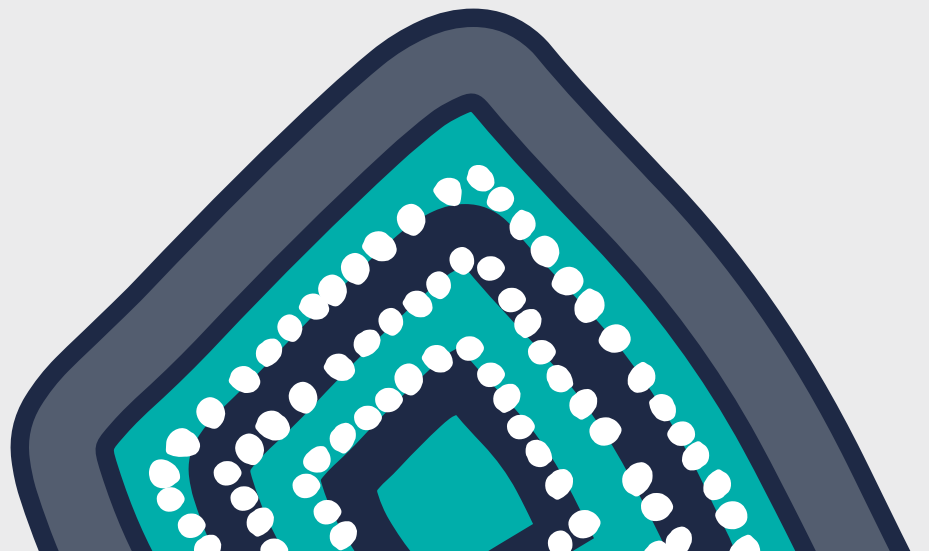
Our RAP journey

McCabes is commencing its journey in committing to promote reconciliation. 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 and we hope to reflect this with acknowledging our commitment through the development of this RAP.

We make this commitment acknowledging that we have a lot to learn, but we intend to lay the foundations for successful and long-lasting engagement through the RAP process. With increased involvement and commitment to our RAP, we can increase awareness of Aboriginal and Torres Strait Islander cultures, histories and build pathways to reconciliation within our firm as a start.

This is the first time McCabes has developed a RAP and it 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 RAP Champion is Peter Hunt. Peter is a Principal of McCabes and is member of the Diversity and Inclusion Committee. In addition to Peter, the following individuals are part of the RAP Committee and RAP Working Group:

- Benjamin Karalus, Principal
- Karl Maakasa, Special Counsel
- Isabel Cusumano, Senior Associate
- Mia Ioannou, Associate
- Jacob Goodwin, Law Clerk
- Ella Trevena, Law Graduate
- Georgina Le Sueur, Law Graduate
- Lily Grills, Human Resources Assistant





The design

The McCabes Reconciliation Action Plan design created by First Nations design studio, ingeous studios represents McCabes journey towards understanding and respect of Australia First Peoples.

Through simple stylised modern Aboriginal and Torres Strait Islander design elements the design represents McCabes commitment towards building a better tomorrow for all Australians. This primarily achieved through the recognition and respect of Aboriginal and Torres Strait Islander peoples histories, cultures, lands and waters as Australia's First Peoples.

At the centre of the McCabes reconciliation design is an acknowledgement/reconciliation icon which represents the work of McCabes and their journey towards reconciliation.

The design represents through stylised modern design elements which signify key elements to the reconciliation journey of race relations, equality and equity, institutional integrity, unity and historical acceptance.

The agency

ingeous studios is a full service Indigenous graphic design and digital creative agency based in Cairns which specialises in creating unique and impactful experiences for both new and existing brands. Established in 2000 ingeous studios works locally, nationally and international throughout the design, digital creative and innovation spaces.

www.ingeousstudios.com





Our partnerships and current activities

McCabes purchases from Aboriginal and Torres Strait Islander businesses by purchasing via Supply Nation, Australia's largest national directory of verified Aboriginal and Torres Strait Islander businesses.

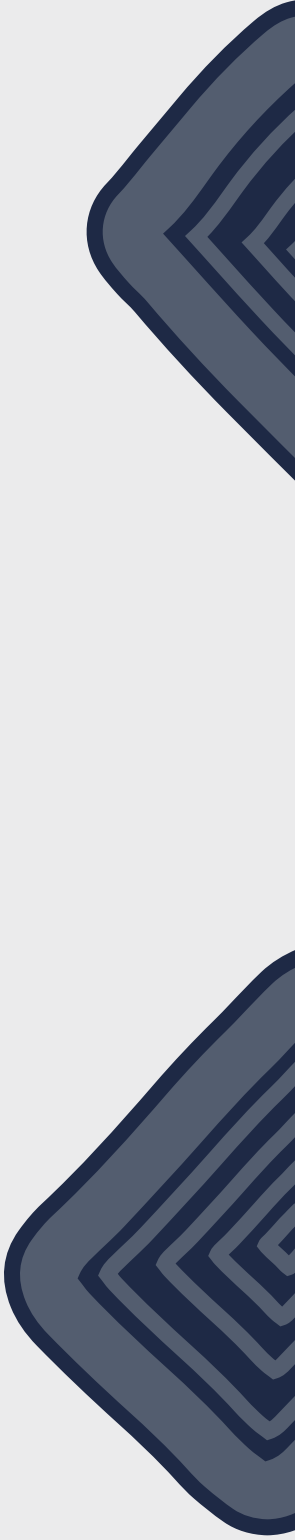
Some of the Aboriginal and Torres Strait Islander businesses we have purchased from include:

- Stationery and office supplies through Muru Office Supplies (MOS) (based in Lidcombe, NSW).
- Merchandise and office supplies through Alpha Apparel, also a regional business (based in Tamworth, NSW)
- Catering supplies and kitchenware through Miranda Plastics (based in Taren Point, NSW)

Internally, we have already committed to ensuring that prior to any firmwide or client presentation an Acknowledgement of Country is done. We have undertaken a staff survey to enable us to better engage with Aboriginal and Torres Strait Islander peoples within the firm and will use the RAP to ensure we are committed to this.







The background features several overlapping squares with concentric borders in shades of blue and grey. Two of these squares are filled with a teal color and contain a pattern of white dots arranged in a square grid. On the right side, a large teal wave shape curves upwards.

RAP Targets



McCabes is committed to building 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 and provide opportunities for Aboriginal and Torres Strait Islander peoples.

McCabes intends to do this by providing a safe and inclusive environment for all employees and clients including Aboriginal and Torres Strait Islander peoples.

We will collaborate with our industry, business partners and clients to build and promote reconciliation together.

Action

1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Target	Timeline	Responsibility
<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	July 2022	RAP Principal
<ul style="list-style-type: none"> Develop best practice and principles to support existing partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	July 2022	RAP Principal
<ul style="list-style-type: none"> Meet with Aboriginal and Torres Strait Islander stakeholders within the business to develop and ultimately establish a model Aboriginal Engagement Plan 	August 2022	RAP Principal

Action

2 Build relationships through celebrating National Reconciliation Week (NRW).

Target	Timeline	Responsibility
<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff in NRW 	27 May - 3 June 2023	Head of Marketing at McCabes (MC)
<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June 2023	RAP Champion
<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW by providing program of events. 	27 May - 3 June 2023	RAP Champion
<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website 	27 May - 3 June 2023	RAP Principal
<ul style="list-style-type: none"> Launch our Reflect RAP 	July 2022	MC Managing Principal

Action

3 Promote reconciliation through our sphere of influence.

Target	Timeline	Responsibility
<ul style="list-style-type: none">Communicate our commitment to reconciliation publicly by promoting the steps taken by MC to implement the RAP and on the first page of our website	January 2023	Head of Marketing at MC
<ul style="list-style-type: none">Identify external stakeholders that our organisation can engage with on our reconciliation journey.	January 2023	RAP Principal
<ul style="list-style-type: none">Collaborate with RAP and other like-minded organisations, to develop ways to advance reconciliation	January 2023	RAP Principal

Action

4 Promote positive race relations through anti-discrimination strategies.

Target	Timeline	Responsibility
<ul style="list-style-type: none">Conduct a review of HR policies and procedures to identify existing antidiscrimination provisions, and future needs that pertain to combatting racism	January 2023	Head of Human Resources at MC
<ul style="list-style-type: none">Research best practice and polices in areas of race relations and anti-discrimination	March 2023	RAP Principal
<ul style="list-style-type: none">Demonstrate our commitment to reconciliation and anti-discrimination, by delivering mandatory cultural competency training	July 2022	RAP Principal
<ul style="list-style-type: none">Educate senior leaders on the effects of racism, by implementing cultural competency training	July 2022	RAP Champion

An understanding that McCabes and the wider community could be enriched through building cultural understanding, respect, and awareness of Aboriginal and Torres Strait Islander peoples' cultures and histories. We acknowledge there is much to learn but by listening, engaging with, and learning from Aboriginal and Torres Strait Islander peoples, we could contribute to reconciliation in Australia.

Action

5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Target	Timeline	Responsibility
<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors, on the development and implementation of a cultural learning strategy. 	October 2022	RAP Principal
<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	July 2022	RAP Principal
<ul style="list-style-type: none"> Arrange for Tracy Goodwin's cultural training to be pre-recorded training so that it can be provided to new starters at MC through the program Vidversity 	September 2022	Head of MC Knowledge Management
<ul style="list-style-type: none"> Mandatory Cultural competency training for all staff provided by Walu Win led by proud Wiradjuri woman Tracy Goodwin 	July 2022	Head of MC Knowledge Management

Action

6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Target	Timeline	Responsibility
<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	July 2023	RAP Principal
<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	July 2023	MC Managing Principal
<ul style="list-style-type: none"> Provide an Acknowledgement of Country and First Nations People at the start of all internal and client-facing seminars 	July 2023	RAP Principal
<ul style="list-style-type: none"> Include Acknowledgement of Country and First Nations People in firm Capability statements. 	July 2023	Head of MC Marketing and Business Development

Action

7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Target	Timeline	Responsibility
<ul style="list-style-type: none">Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2022	RAP Principal
<ul style="list-style-type: none">Introduce our staff to NAIDOC Week by promoting external events in our local area and developing an internal event	July 2022	RAP Principal and MC Head of Marketing
<ul style="list-style-type: none">RAP Working Group to participate in an external NAIDOC Week event.	July 2022	RAP Champion

We acknowledge 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 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

Action

8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Target	Timeline	Responsibility
<ul style="list-style-type: none"> Review our Graduate Program to ensure it promotes Cultural competency among all our graduates 	August 2022	Head of Human Resources at MC
<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	July 2023	RAP Principal
<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	July 2023	RAP Champion
<ul style="list-style-type: none"> Develop a program for Aboriginal and Torres Strait Islander students to obtain work experience or internships within the firm. 	August 2022	Head of Human Resources at MC
<ul style="list-style-type: none"> Develop communication channels including updating the MC Website and arranging attendances at Universities and High schools to promote program of encouraging Aboriginal and Torres Strait Islander students to obtain work experience or internships within the firm. 	August 2022	Head of Marketing and Business Development

Action

9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Target	Timeline	Responsibility
<ul style="list-style-type: none"> Develop on the current business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	July 2023	Head of Marketing and Business Development
<ul style="list-style-type: none"> Investigate Supply Nation membership 	July 2022	RAP Principal

Governance, Tracking progress and reporting



Putting in place governance structures to oversee the implementation of our RAP including a RAP Committee consisting of the people listed on the back page of this RAP that meeting on a monthly basis to oversee, monitor, and evaluate the implementation of the RAP.

The working groups within the RAP Committee will be dedicated to Relationships, Respect, and Opportunities which are responsible for leading the activities, actions, and targets committed to under those headings in our Reflect RAP. Our intention is to ensure accountability, implementation and sustainability

Action

10 Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

Target	Timeline	Responsibility
<ul style="list-style-type: none"> Form a RWG to govern RAP implementation and who will meet at least four times per year to drive and monitor RAP implementation. 	July 2022	RAP Champion
<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	July 2022	RAP Champion
<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	December 2022	RAP Champion

Action

11 Provide appropriate support for effective implementation of RAP commitments.

Target	Timeline	Responsibility
<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	August 2022	RAP Champion
<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	August 2022	RAP Champion and Head of Human Resources at MC
<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	November 2022	RAP Champion

Action

12 Build accountability and transparency through reporting RAP achievements, challenges and

Target	Timeline	Responsibility
<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September 2022	RAP Champion

Action

13 Continue our reconciliation journey by developing our next RAP internally and externally.

Target	Timeline	Responsibility
<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	July 2023	RAP Champion

MCCabes

Position: RAP Champion

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