

RECONCILIATION ACTION PLAN

INNOVATE

McCabes

November 2026 to November 2028



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



We are proud to officially deliver the next stage of McCabes' Reconciliation Action Plan (RAP), with the launch of our Innovate RAP.

Before we outline the next 24 months of our reconciliation journey, we continue to acknowledge the past and present disadvantages experienced by Aboriginal and Torres Strait Islander peoples. It is a deep rooted issue and we remain committed to the inclusion and celebration of diversity, guided by our values of integrity, excellence, and courage.

We are guided by Reconciliation Australia's framework and McCabes' Diversity and Inclusiveness Committee and our people continue to explore opportunities to take action to elevate the voices and provide real opportunities for Aboriginal and Torres Strait Islander peoples, through our engagement with Reconciliation Australia, the Aboriginal and Torres Strait Islander communities, and our legal profession.

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

Andrew Lacey

Managing Principal

I am proud to be McCabes' RAP Champion and a part of delivering McCabes' Innovate RAP.



This Innovate RAP outlines our continuing commitment to strengthening an inclusive workplace and the foundations for developing new and existing relationships with the Aboriginal and Torres Strait Islander communities, both within and outside the firm.

Adopting Reconciliation Australia's framework, our Innovate RAP adopts ambitious actions and initiatives with the intention to continue to strengthen awareness and create genuine and lasting opportunities to promote and support diversity and inclusion.

In implementing our Reflect RAP and developing this Innovate RAP, we have learnt much about the challenges and complexities involved in addressing social and economic disadvantage experienced by First Nations peoples, and we remain committed to our reconciliation journey.

Michael Nguyen
Principal and RAP Champion

Statement from CEO Reconciliation Australia



Reconciliation Australia commends McCabes on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for McCabes to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, McCabes will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. McCabes is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals McCabes's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations McCabes on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

Our vision for reconciliation is for an Australia that embraces unity between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, and a national culture that represents equality and equity, historical acceptance of our shared history and removal of negative race relations.

In the context of McCabes and the wider Australian legal industry, this represents equality and dignity under the law, historical acceptance in Australian institutions, equal outcomes for Aboriginal and Torres Strait Islander stakeholders, and an inclusive and diverse workplace.

Our business

McCabes is a dynamic 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 300 employees nationally. McCabes currently has three employees who identify as Aboriginal and/or Torres Strait Islander people.

McCabes has 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, SME's, family-owned enterprises, and entrepreneurs.

McCabes 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.


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Our Reconciliation journey

McCabes formally commenced its reconciliation journey in 2022 with the launch of our first Reflect Reconciliation Action Plan (Reflect RAP). Acknowledging that we have much to learn, our Reflect RAP laid the foundations for succession and long-standing engagement with the reconciliation process by:

- Establishing and strengthening relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
- Increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.
- Improving employment outcomes for Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

In implementing our Reflect RAP, we made significant progress in key areas, including:

- The launch of McCabes' Aboriginal and Torres Strait Islander Internship Program in 2024.
- The implementation of mandatory cultural competency training for all new and existing employees, a practice which continues to be included in the firm's onboarding procedures.
- The development of several impactful relationships with Aboriginal and Torres Strait Islander businesses.

We are immensely proud of the implementation of our Reflect RAP, and our achievements and positive progress towards reconciliation. However, we recognise that reconciliation is an ongoing journey and the learnings and challenges resulting from the implementation of our Reflect RAP have identified several areas for improvement.

A central challenge was maintaining resilient governance structures in the face of staff movements. This highlighted the importance of ensuring continuity and adaptable arrangements for our RAP Working Group, which is essential for ensuring continued accountability and consistency in the implementation of future RAPs.

We also learned that creating genuine ongoing partnerships with Aboriginal and Torres Strait Islander businesses and communities requires sustained engagement that moves beyond ad-hoc transactions interactions.

Our continued learnings have played a central role in the development of our Innovate RAP, ensuring that our commitments are closely monitored, maintained, and deeply embedded within our people and business practices.

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




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Our RAP

Our first Innovate RAP represents a renewed commitment to advancing the work commenced by our Reflect RAP.

Having identified the areas that require more attention, our Innovate RAP is intentionally designed to strengthen our governance and engagement practices while building upon our successes in the areas of cultural learning and employment outcomes for Aboriginal and Torres Strait Islander peoples.

We are committed to developing a greater understanding of the ways in which our firm can contribute to reconciliation and look forward to continuing our reconciliation journey with the implementation of our Innovate RAP.

RAP Champion and Working Group

McCabes' Innovate RAP will be implemented and overseen by the firm's RAP Working Group, a cross-functional and diverse team, including one Aboriginal member.

Our RAP Working Group is led by our RAP Champion Michael Nguyen, Principal and Chair of the firm's Diversity and Inclusiveness Committee, and includes:

- Rachael Britton, Chief People Officer.
- Katie Ogle, HR Operations Manager.
- Lisa Harrison, Senior Associate.
- Lyla Gook, Associate.
- Travis Pankhurst, Paralegal, and proud Wiradjuri man.





RAP Targets

Relationships

McCabes places great value in building long-term relationships, through expanding our understanding of the needs of our clients, our people, and our community.

As such, we are 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 continuing to provide a safe and inclusive environment for all employees and clients, including Aboriginal and Torres Strait Islander peoples. We will continue collaborating with our industry, business partners, clients, and our people to build and promote reconciliation together.

Action

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

Target	Timeline	Responsibility
• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2026	RAP Champion
• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2027	McCabes Chief People Officer

Action

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

Target	Timeline	Responsibility
• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April or May (annually)	McCabes Head of Knowledge
• RAP Working Group members to participate in an external NRW event.	June (annually)	RWG Chair
• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	June (annually)	RWG Co-Chair
• Organise at least one NRW event each year.	January (annually)	RWG Co-Chair
• Register all our NRW events on Reconciliation Australia's NRW website	February (annually)	RWG Co-Chair

Action 3

Promote reconciliation through our sphere of influence.

Target	Timeline	Responsibility
• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2026	RAP Champion
• Communicate our commitment to reconciliation publicly.	January (annually)	McCabes Managing Principal
• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2027	RAP Champion
• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2027	RWG Chair

Action 4

Promote positive race relations through anti-discrimination strategies.

Target	Timeline	Responsibility
• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2026	McCabes Chief People Officer
• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	June (annually)	RAP Champion
• Develop, implement, and communicate an anti-discrimination policy for our organisation.	November 2026	McCabes Chief People Officer
• Educate senior leaders on the effects of racism.	April (annually)	RAP Champion

Respect

McCabes and the wider community will 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 will contribute to reconciliation in Australia.

By observing cultural protocols, celebrating Aboriginal and Torres Strait Islander cultures and histories, and educating our people and the wider community in cultural competencies, we will build respect and awareness of Aboriginal and Torres Strait Islander cultures and histories.

Action

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

Target	Timeline	Responsibility
• Conduct a review of cultural learning needs within our organisation.	March 2027	McCabes Head of Knowledge
• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	January 2027	RAP Champion
• Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2027	McCabes Head of Knowledge
• Provide opportunities for RAP Working Group members, HR managers, and other key leadership staff to participate in formal and structured cultural learning.	January (annually)	MC Managing Principal

Action

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

Target	Timeline	Responsibility
• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2026	RWG Co-Chair
• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	January 2027	RAP Champion
• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	January (annually)	RWG Chair
• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2026	RAP Champion

Action

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

Target	Timeline	Responsibility
• RAP Working Group to participate in an external NAIDOC Week event.	July (annually)	RWG Chair
• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June (annually)	McCabes Chief People Officer
• Promote and encourage participation in external NAIDOC events to all staff.	June (annually)	RAP Champion

Opportunities

As a firm, McCabes values providing opportunities to upcoming legal professionals to launch their careers. In consideration of the barriers currently faced by Aboriginal and Torres Strait Islander peoples looking to enter the legal profession, McCabes has developed an Aboriginal and Torres Strait Internship Program aimed at providing Aboriginal and Torres Strait Islander university students with the opportunity to gain:

- Paid employment, helping to alleviate the financial burden of attending university.
- Practical experience and legal training in both professional skills and substantive law.
- Networking opportunities, allowing students to interact with and develop connections with a range of legal practitioners to support their professional development.

Aboriginal and Torres Strait Islander peoples are under-represented within the legal profession, and we are committed to closing this gap and promoting equity within employment-related areas.

Focus area:

- Career Opportunities: McCabes is determined to remove barriers to employment, and grow our Aboriginal and Torres Strait Islander internship program, which addresses the need for improvement to access of employment and career development.

Action

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

Target	Timeline	Responsibility
• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December (annually)	RWG Chair
• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June (annually)	RAP Champion
• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	January 2027	McCabes Chief People Officer
• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2026	McCabes Chief People Officer
• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December (annually)	McCabes Chief People Officer

Action 9

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

Target	Timeline	Responsibility
• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2026	RAP Principal
• Investigate Supply Nation membership	November 2026	RAP Principal
• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	January 2027	RAP Principal
• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	January 2027	RAP Champion
• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	January (annually)	RAP Champion

Action 10

Investigate opportunities to support Aboriginal and Torres Strait Islander law students.

Target	Timeline	Responsibility
• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy for the firm's Aboriginal and Torres Strait Islander Internship Program.	December 2026	RAP Champion and McCabes Chief People Officer
• Meet with local Aboriginal and Torres Strait Islander stakeholders to identify opportunities to effectively advertise and remove barriers to Aboriginal and Torres Strait Islander engagement with the firm's Aboriginal and Torres Strait Islander Internship Program.	January (annually)	RAP Champion and McCabes Chief People Officer
• Develop our Aboriginal and Torres Strait Islander Internship program, to recruit and retain two Aboriginal and/or Torres Strait Islander Law Students.	June 2027	RAP Champion and McCabes Chief People Officer

Governance, Tracking progress and reporting



Action 11

Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Target	Timeline	Responsibility
• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June (annually)	RWG Chair
• Review and maintain a Terms of Reference for the RWG.	June (annually)	RWG Chair
• Meet at least four times per year to drive and monitor RAP implementation.	Mar, Jun, Sept, Dec (annually)	RWG Co-Chair

Action 12

Provide appropriate support for effective implementation of RAP commitments.

Target	Timeline	Responsibility
• Define resource needs for RAP implementation.	April (annually)	RWG Co-Chair
• Engage our senior leaders and other staff in the delivery of RAP commitments.	April (annually)	RWG Chair
• Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2027	RWG Co-Chair
• Maintain a senior leader to champion our RAP internally.	November 2026	RWG Chair and McCabes Chief People Officer

Action 13

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Target	Timeline	Responsibility
• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	June annually	RWG Co-Chair
• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September (annually)	RWG Chair
• Report RAP progress to all staff and senior leaders quarterly.	Mar, Jun, Sept, Dec (annually)	McCabes Managing Principal
• Publicly report our RAP achievements, challenges, and learnings, annually.	June (annually)	RWG Chair
• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2028	RAP Champion
• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2028	RWG Chair

Action 14

Continue our reconciliation journey by developing our next RAP.

Target	Timeline	Responsibility
• Register via Reconciliation Australia's website to begin developing our next RAP.	May 2028	RWG Chair and Co-Chair

McCabes

Contact details

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