



RECONCILIATION ACTION PLAN

REFLECT RAP | APRIL 2025 - OCTOBER 2026



Acknowledgement of Country

In the spirit of reconciliation Moray & Agnew acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



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FEATURED ARTISTS

Bayadherra | Luke and Siena Tieri

Bayadherra is founded by proud Aboriginal Yorta Yorta brother and sister Luke and Siena Tieri. As descendants of the James Family, their cultural origins are embedded in Yorta Yorta Nation; Shepparton Victoria. Luke and Siena's grandfather Glenn James OAM is a respected Elder within community and is recognised as the first Indigenous man to umpire Australian rules football in the AFL.

As young emerging artists with an Aboriginal business, their purpose is to advance reconciliation and promote cultural awareness, education and understanding by reflecting their traditional storylines and Indigenous heritage in contemporary art pieces and graphic design. 'Bayadherra' in Yorta Yorta language means 'turtle', the spiritual animal totem of the Yorta Yorta clan: a name reflective of Luke and Siena's Aboriginal identity and connection to community and Country.

Community, authenticity and respect is at the heart of Bayadherra; Luke and Siena pride themselves on their collaborative attitude and unique ability to provide culturally meaningful art and design to support clients and community.

Bayadherra is 100% Aboriginal owned and operated and is a registered member of Supply Nation Australia, Kinaway Chamber of Commerce Victoria, Indigenous Art Code and the Aboriginal Art Association of Australia (AAAA).



ABOUT THE ARTWORK

Yanha yapaneyepuk - “walk together” in Yorta Yorta language

Yanha yapaneyepuk meaning ‘walk together’ depicts the beginning of Moray & Agnew Lawyers’ reconciliation journey and the collaboration and connection with Aboriginal and Torres Strait Islander communities. Central to the artwork are two large yarning circles with the blue representing Moray & Agnew and the green representing Aboriginal and Torres Strait Islander communities. The fluidity of colour and the subtle merging of dots between the yarning circles symbolise the beginning of reconciliation via strong community engagement where positive advancement, opportunities and cultural knowledge is shared, respected and celebrated. The three burgundy circles represent the voices of community and cultural conversations focused on the pillars of reconciliation: Relationships, Respect and Opportunities.

The flowing reconciliation pathway extends the perimeter of the artwork representing travelling and meeting with Aboriginal and Torres Strait Islander communities throughout Australia. Along these pathways are green meeting places and seven large circles symbolising the state offices of Moray & Agnew. Blue and green U shapes depicting people are positioned along the pathway representing the establishment of meaningful relationships with local Traditional Custodians.

The colours throughout the artwork reflect the various landscapes of Country capturing the synergy between waterways, wetlands and red desert. Community and Culture is strongly connected to Country and it is our responsibility to care, respect and appreciate Traditional lands nationwide.



STATEMENT FROM RECONCILIATION AUSTRALIA

Inagural Reflect RAP

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

Moray & Agnew joins a network of more than 3,000 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 Moray & Agnew 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 Moray & Agnew, 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

STATEMENT FROM OUR NATIONAL MANAGING PARTNER

Geoff Connellan

As National Managing Partner of Moray & Agnew, I am pleased to launch our 2025/26 Reflect Reconciliation Action Plan (RAP). Reconciliation is not just a commitment – it is a responsibility.

The RAP:

- ▲ Formalises our approach to reconciliation
- ▲ Commits us to a better understanding of and respect for Aboriginal and Torres Strait Islander cultures and communities
- ▲ Aims to improve socio economic outcomes for Aboriginal and Torres Strait Islander Australians and organisations
- ▲ Promotes reconciliation to be achieved by strengthening relationships with Aboriginal and Torres Strait Islander peoples and organisations, in turn, stimulating Aboriginal and Torres Strait Islander entrepreneurship and business development
- ▲ Sets clear actions and goals to foster cultural awareness and training, the improvement of job opportunities for Indigenous Australians and organisations and the enhancement of supplier diversity and
- ▲ Seeks to expand equitable access to justice.

MORAY & AGNEW LAWYERS | REFLECT RAP APRIL 2025 - OCTOBER 2026



“Guided by fairness, integrity and service Moray & Agnew will pursue a coordinated firmwide approach to reconciliation by implementing this RAP.”

Geoff Connellan
National Managing Partner
Moray & Agnew Lawyers

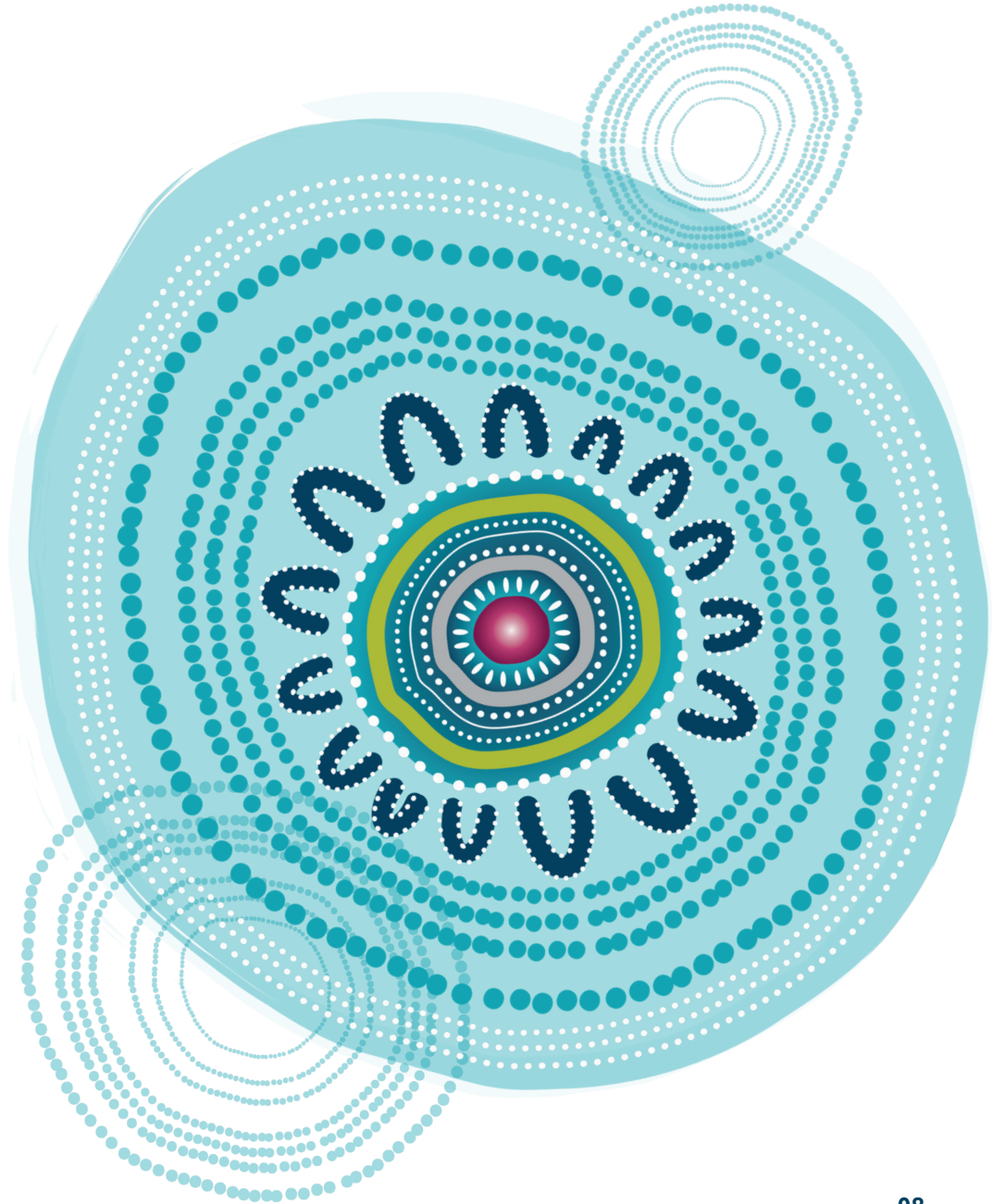
OUR BUSINESS

Moray & Agnew Lawyers is a national law firm, which acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

Built on a solid history in insurance law, we work in many areas of corporate and commercial law including dispute resolution, construction, and infrastructure, government, property and workplace legal services.

We have approximately 800 people including over 110 Partners located in seven offices across five states/territories within Australia (Sydney, Newcastle, Canberra, Melbourne, Brisbane, Perth and Cairns). We currently have 2 self-identified Aboriginal Torres & Strait Islander employees.

Through our Reflect Reconciliation Action Plan (RAP), we have committed to building a better understanding of, and respect for, Aboriginal & Torres Strait Islander communities, improving socio-economic outcomes for Aboriginal and Torres Strait Islander peoples and organisations, and promoting reconciliation.



OUR VISION FOR RECONCILIATION

As a firm we are committed to our reconciliation journey and believe that this is a pertinent time in our firm's evolution to develop a more cohesive and formalised approach to our activities through our first Reconciliation Action Plan.

In our Reflect RAP we will be investigating how we can best begin to implement consistent changes across our firm. Our journey to date has been more ad hoc, and our activity has been incorporated into our broader commitment to being a strong Corporate Citizen as we begin to work towards positive and measurable actions.

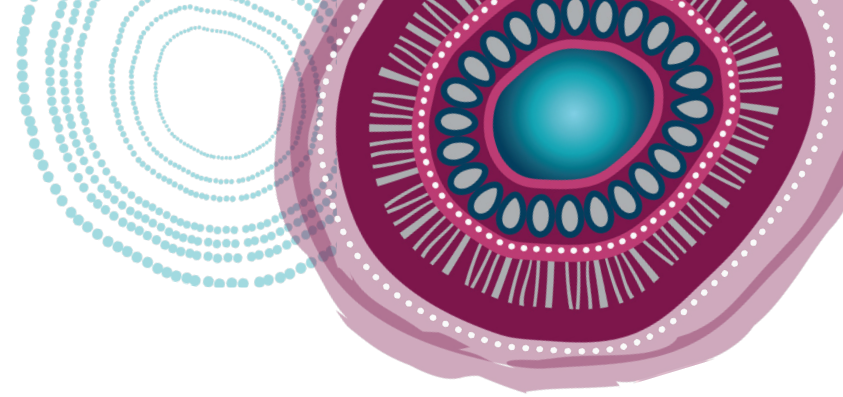
We have established an Employee Reference Group which includes staff from a variety of backgrounds and roles, to discuss and obtain views on the RAP and our policies and practices relating to Aboriginal and Torres Strait Islander peoples. They will also help to drive the plan into the implementation phase ensuring accountability within the firm.

We intend to approach the development of a RAP by an email to all employees, confirming our commitment and the extension of our journey, which to date has included the following initiatives:

- ▲ Becoming a signatory to the Law Council of Australia's Diversity and Equality Charter
- ▲ Initiating a scholarship program for Aboriginal students in partnership with the University of Newcastle. We are currently in our third year of providing this scholarship
- ▲ Implementing an Acknowledgement of Country nationally that is used for our training and seminars, as well as appearing on every page of our external website
- ▲ The Acknowledgement of Country appears at the beginning of every PowerPoint presentation and is given at all client facing events
- ▲ Adopting the inclusion in our staff email signatures a recognition of Aboriginal and Torres Strait Islander people
- ▲ Having a secondee at the Aboriginal Legal Service in Western Australia.

We would like to look at additional actions we can take while on this journey, including:

- ▲ Reporting regularly on our RAP progress
- ▲ Engaging with First Nations stakeholders to seek guidance and advice
- ▲ Referring to our Employee Reference Group to ensure deliverables are rolled out across the firm in a timely manner
- ▲ Taking a top-down approach by ensuring that all senior partners/managers are assigned deliverables.



OUR RAP WORKING GROUP

Our Employee Reference Group/RAP Working Group (RWG) is representative of different offices and practice areas within our firm, and includes partners, lawyers and shared services personnel to help guide our activities in relation to reconciliation.

Name	Role	Office
Jane Thomson	RAP Partner Representative	Canberra
Jacqueline Plater	National Marketing & Business Development Manager	Sydney
Kalli Reztis	Senior Manager, People & Development	Sydney
Samantha Munro	Talent Specialist	Sydney
Tim Wood	People & Development Manager	Melbourne
Lauren Stubbs	Senior Associate (Pro Bono)	Sydney
Jared O'Neill	Lawyer	Brisbane
Denise Serdenes	Paralegal	Melbourne



Jane Thomson, Partner
RAP Champion

PARTNERSHIPS & CURRENT ACTIVITIES

Community Partnerships

In 2021, our Newcastle office established “The Moray & Agnew Indigenous Shaping Futures Scholarship in Law” with the University of Newcastle. This equity scholarship focuses on supporting Indigenous law students who are facing disadvantage, and makes a tangible difference to their legal study journey. The University has a national leadership role and outstanding track record in Indigenous education.

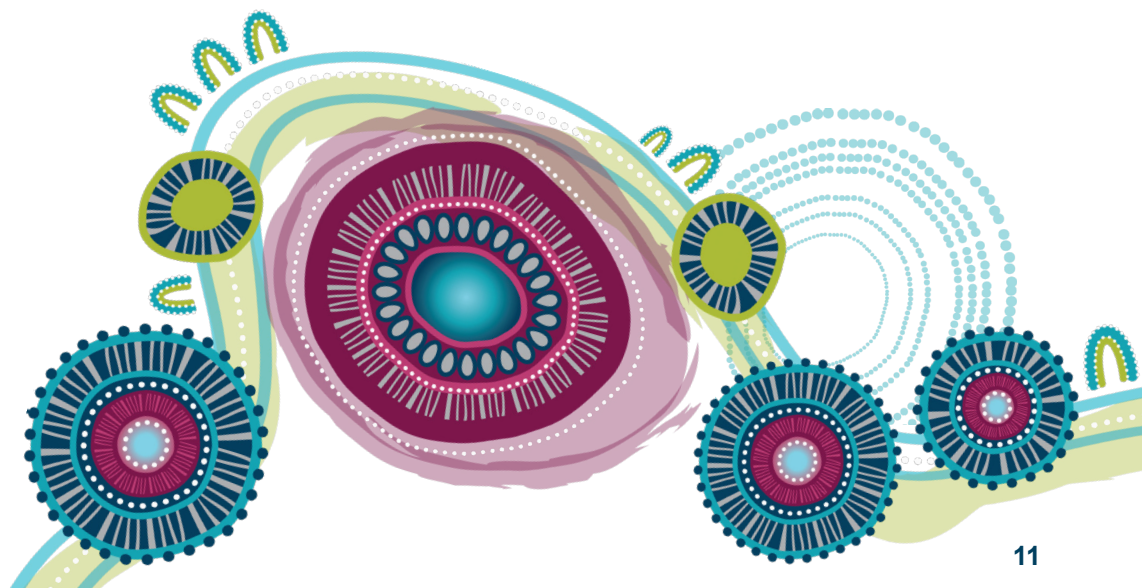
Engaging Aboriginal and Torres Strait Islander students in the legal profession is a strategic priority for the University and the Wollotuka Institute at a local, national and global level so we are proud of our collaboration with them in relation to this particular scholarship.

Moray & Agnew has become a member of Social Traders, a directory of certified suppliers and businesses who incorporate various forms of social enterprise within their supply chain. Social Traders is itself a social enterprise, and suppliers include charitable or not-for-profit organisations, Aboriginal and Torres Strait Islander organisations, people living with disabilities, people living with mental illness and those who are experiencing social disadvantage which enables us to make a genuine impact with our procurement.

We work with the Justice and Equity Centre (JEC) previously known as Personal Interest Advocacy Centre to provide pro bono support on Aboriginal and Torres Strait Islander-specific policy and legal matters.

We have seconded a full-time lawyer to JEC, who undertakes public interest casework and legal policy and advocacy to advance JEC’s priorities and strategy for working with First Nations people and communities.

We have a full-time legal secondee at Aboriginal Legal Services in Western Australia, and have provided pro bono employment advice to a First Nations Charity.



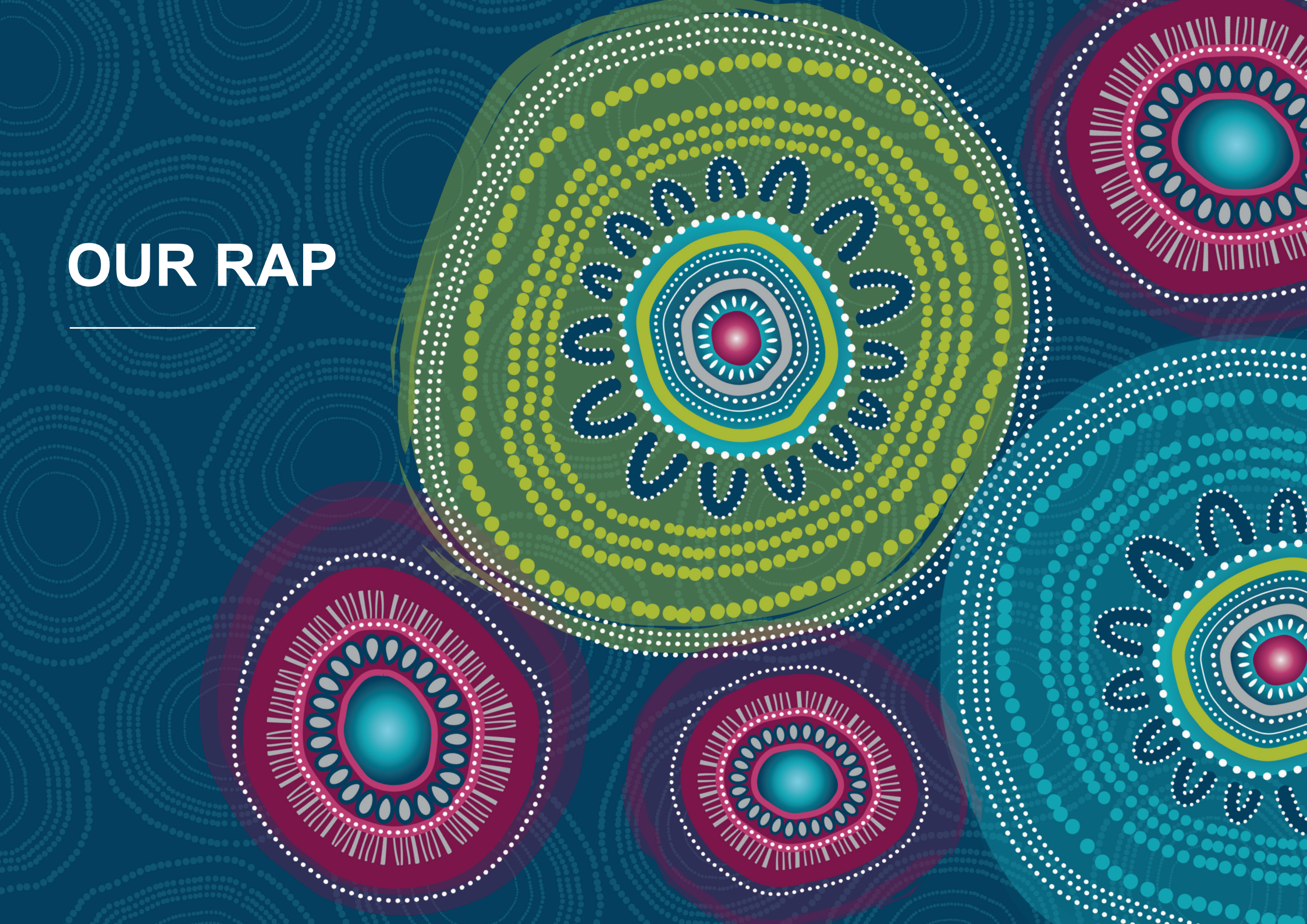
PARTNERSHIPS & CURRENT ACTIVITIES

Internal Activities and Initiatives

We have worked on an array of impactful initiatives, and more will be implemented in the near future. These include:

- ▲ The implementation of Sorry Business Leave to support Aboriginal and Torres Strait Islander customs around mourning loss for Aboriginal and Torres Strait Islander employees.
- ▲ When candidates apply for a role with us through our online recruitment tool, they are asked whether they identify as of Aboriginal or Torres Strait Islander origin, to which they can answer yes, no, or leave the field blank. This is also the case for those applicants that come via a recruitment agency.
- ▲ We track Aboriginal / Torres Strait Islander languages in our internal database for employees.
- ▲ As outlined above, we have rolled out a National standard for Acknowledgement of Country, which is available at Reception in all offices, as well as for all PowerPoint presentations and internal/external events.
- ▲ Our Newcastle Office features various Aboriginal artworks, and has a room named 'Biraban' after the leader of the Awabakal people, the Country on which the Newcastle office is based.
- ▲ We have renamed a number of our meeting rooms within the Sydney office, including the large communal kitchen (now Café Ngarra) and breakout areas, to promote local Traditional Aboriginal and Torres Strait Islander language in consultation with Aunty Glendra Stubbs.

OUR RAP



RELATIONSHIPS



Action	Deliverable	Timeline	Responsibility
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.	September 2025	Lead: RAP Partner Representative Support: Senior Manager, People & Development
	▲ Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2026	Lead: RAP Partner Representative Support: Senior Manager, People & Development
	▲ Include supporting First Nations persons as a priority focus area in our Pro-Bono policy and develop relationships with Aboriginal organisations to engage in pro-bono work.	September 2025	National Pro Bono Coordinator
Build relationships through celebrating National Reconciliation Week (NRW).	▲ Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2025, 2026	Lead: National Managing Partner Support: RAP Partner Representative
	▲ RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025, 2026	Lead: RAP Partner Representative Support: Senior Manager, People & Development
	▲ Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025, 2026	Lead: National Managing Partner Support: Senior Manager, People & Development
	▲ Encourage each office to participate on an internal event in each office to promote reconciliation.	27 May – 3 June 2025, 2026	Lead: RAP Partner Representative Support: Senior Manager, People & Development
	▲ Communicate our commitment to reconciliation to all employees, including displaying prominent Aboriginal artwork on the intranet.	May 2025	National Managing Partner
	▲ Promote Aboriginal artwork and/or symbols in all offices.	October 2026	Lead: RAP Partner Representative Support: Senior Manager, People & Development
Promote reconciliation through our sphere of influence.	▲ Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2026	Lead: RAP Partner Representative Support: Senior Manager, People & Development
	▲ Identify external stakeholders that our organisation can engage with on our reconciliation journey.	January 2026	Lead: RAP Partner Representative Support: Senior Manager, People & Development
	▲ Communicate our commitment to reconciliation to all employees regularly through an all employee email.	April 2025	National Managing Partner
	▲ Publish our RAP on our external and internal website and LinkedIn.	April 2025	National Head of Marketing & BD

RELATIONSHIPS



Action	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies.	▲ Ensure training provided to all employees includes information on race discrimination and that it is not acceptable in the workplace and that employees undertake this annually.	August 2026	Senior Manager, People & Development
	▲ Organise workplace behaviours training.	August 2026	Senior Manager, People & Development
	▲ Research best practice and policies in areas of race relations and anti-discrimination.	January 2026	Senior Manager, People & Development
	▲ Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2025	National People & Development Manager



RESPECT



Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	▲ Organise a walking tour or similar cultural experience for employees with local Aboriginal and Torres Strait Islander organisations at each of our office locations.	March 2026	Lead: RAP Partner Representative Support: Senior Manager, People & Development
	▲ Investigate and discuss the possibility of renaming various office spaces in local Traditional Aboriginal and Torres Strait Islander language in conjunction with local community representatives.	April 2026	Senior Manager, People & Development
	▲ Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2025	Lead: RAP Partner Representative Support: Senior Manager, People & Development
	▲ Conduct a review of cultural learning needs within our organisation.	August 2026	Lead: National People & Development Manager Support: Senior Manager, People & Development
	▲ Purchase merchandise from Aboriginal and Torres Strait Islander providers that displays Aboriginal artwork or logos.	April 2026	National Head of Marketing & BD
	▲ When purchasing artwork for the firm, purchase Aboriginal and Torres Strait Islander artwork in our offices.	September 2026	Lead: RAP Partner Representative Support: Senior Manager, People & Development
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	▲ Include an Acknowledgement of Country at the beginning of all significant internal and external meetings.	April 2025	National Head of Marketing & BD
	▲ Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2025	Lead: National People & Development Manager Support: Senior Manager, People & Development
	▲ Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2025	Lead: RAP Partner Representative Support: Senior Manager, People & Development
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	▲ Raise awareness and share information amongst our employees about the meaning of NAIDOC Week.	June 2025, 2026	Lead: National Managing Partner Support: RAP Partner Representative
	▲ Introduce our employees to NAIDOC Week by promoting and attending external events in our local area.	June 2025, 2026	Lead: RAP Partner Representative
	▲ RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025, 2026	Lead: RAP Partner Representative Support: Senior Manager, People & Development

OPPORTUNITIES



Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	▲ Continue to build understanding of current Aboriginal and Torres Strait Islander workforce requirements to inform future employment and professional development opportunities.	April 2026	National People & Development Manager
	▲ Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	January 2026	National People & Development Manager
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.	January 2026	National Operations Manager
	▲ Investigate Supply Nation membership and investigate opportunities for company training on Supply Nation.	August 2025	National Operations Manager
	▲ Maintain Social Traders membership for procurement.	December 2025	National Operations Manager
	▲ Use First Nations suppliers for events and sponsorships where appropriate/possible.	September 2025	National Head of Marketing & BD



GOVERNANCE



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	▲ Maintain a RWG to govern RAP implementation.	April 2025	Lead: RAP Partner Representative Support: Senior Manager, People & Development
	▲ Review and update Terms of Reference for the RWG.	April 2025	Lead: RAP Partner Representative Support: Senior Manager, People & Development
	▲ Establish Aboriginal and Torres Strait Islander representation on the RWG.	April 2025	Senior Manager, People & Development
Provide appropriate support for effective implementation of RAP commitments.	▲ Define resource needs for RAP implementation.	May 2025	RAP Partner Representative
	▲ Engage senior leaders in the delivery of RAP commitments through a presentation to Management Committee.	May 2025	Lead: RAP Partner Representative Support: Senior Manager, People & Development National Managing Partner
	▲ Appoint a senior leader to champion our RAP internally.	April 2025	National Managing Partner
	▲ Define/review and update appropriate systems to Track, measure and report on progress of RAP commitments.	November 2025	Lead: RAP Partner Representative Support: Senior Manager, People & Development
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	▲ 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	Senior Manager, People & Development
	▲ Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Senior Manager, People & Development
	▲ Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September Annually	Lead: RAP Partner Representative Support: National People & Development Manager
Continue our reconciliation journey by developing our next RAP.	▲ Register via Reconciliation Australia's website to begin developing our next RAP.	April 2026	Senior Manager, People & Development

CONTACT DETAILS

Jane Thomson

Partner and RAP Champion

+61 02 6210 4263

jane.thomson@moray.com.au

www.moray.com.au

