



# Reflect Reconciliation Action Plan

December 2021 - December 2022

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**MBMPL operates on the land of the Gadigal people of the Eora Nation.**

**We acknowledge the ancestors and spirits of this great land and pay our respects to the Elders past and present. We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this land and extend this respect to all Aboriginal and Torres Strait Islander people.**





## Cover Artwork "Journey"

INYADOT ART has been Engaged by MP MPL to translate the internal values / principles within their organisation and how these values would reverberate externally when building relationships and engagement with Aboriginal and Torres Strait Islander peoples, businesses and communities.

The use of traditional ochre colours represents a return to the land and emphasises the significance of traditional values such as family, kinship, community and connection to country. This notion of interconnectedness is something that resonated strongly with the leadership team at MBMPL. There is a clear synergy between the operating style of the business, the impact they envision the RAP will have on the organisation and the broader context of Aboriginal culture, therefore it was only appropriate to reference this through this artwork.



This element is our sense of direction and knowing who and where we can turn to

The 5 figures represent:

- Land
- Sky
- Seas
- People
- Culture



Adding another inner circle represents support and strength which we gather from our networks that could include family, friends, co-workers and community.



The outer leaves represent time "turning a new leaf", striving to always better ourselves. Also the organic life cycle of all that we pursue.



All together these elements make up who we are as individuals and a community. Strength from within and support from those who surround us.



## A Message from Reconciliation Australia

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

MBMpl 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 MBMpl 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 MBMpl, 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



## A Message from our CEO

I am honoured to present our inaugural Reflect Reconciliation Action Plan (RAP), which formally demonstrates our intention to champion the reconciliation movement within our organisation and throughout our sphere of influence. This RAP speaks to our social responsibility towards Aboriginal and Torres Strait Islander peoples and working together to build the capacity of First Nations communities, businesses and individuals.

We are excited to execute on this RAP as it showcases clear goals and objectives and provides a framework that will keep us all accountable. This RAP reinforces our commitment to diversity within our business, with an existing workforce that is already culturally diverse, this RAP emphasises the need to focus on our Aboriginal and Torres Strait Islander participation and engagement.

Over the span of this RAP, we will use the framework to better understand the specific challenges faced by First Nations peoples and how help overcome these obstacles specifically within our sector to provide opportunities and pathways for individuals and communities.

We will take a proactive approach towards improving youth pathways and education into the sector, as well as providing employment channels through higher education opportunities and scholarship programs with the goal of employment within our business. We will also work to foster an internal culture of awareness, inclusiveness and acceptance of First Nations peoples readying our workforce for the intake of Aboriginal and Torres Strait Islander employees and ensure retention of these staff long term.

Overall, we will utilise this RAP to play our role in building relationships, respect and opportunities with First Nations peoples to work towards better social outcomes.

**David Pearson**  
CEO  
MBMpl



## Who we are

**MBMPL is an innovative independent advisory service to the Australian property and infrastructure sectors. Our expertise encompasses quantity surveying, building consultancy, tax and asset services, PPP advisory, infrastructure, facilities management advisory and expert witness.**

Our clients rely on us for expert advice across multiple disciplines, market segments and industries. Our project solutions range from residential refurbishments to multi-billion-dollar infrastructure projects catering to property owners or investors, builders, developers, government departments or private individuals. Our greatest asset is our people and the knowledge and proficiency they provide to any project size whether large, small or in-between. We relentlessly search for the best local and international talent with specialisations in quantity surveying, chartered surveying, building surveying, building services engineers, technical

advisors, facilities management consultants and property taxation specialists. Our dedication to precision, technical skill and experience has built our professional culture and industry reputation. We actively encourage staff growth through professional development and one of the main reasons why we have seen continuous growth from one office in 2002 into a national consultancy today. This is also showcased through our awards and accreditations as part of the Australian Institute of Quantity Surveyors, Property Council of Australia, RICS, JAS-ANZ, Owners Corporation Network and certified across ISO 9001, ISO 14001 and AS/NZS 4801.

This culture of growth and continuous development has led to a desire to do more in relation to our corporate social responsibility particularly relating to our Aboriginal and Torres Strait Islander engagement and relationship building. Whether internally or through our vast range of clients and stakeholders we are positioned strongly to provide pathways for genuine opportunities through employment, procurement and capacity building.

Diversity is one of our essential pillars at MBM and this is showcased through our current workforce cohort whether it's diversity of age, culture, thought or opinion. We have built a culturally safe environment for all to flourish with a multicultural workforce from countries across the globe. It is now time to build the foundation for the intake of Aboriginal & Torres Strait Islander peoples across our business and create an environment that is welcoming and culturally appropriate.

Through our range of advisory services including quantity surveying, we are strongly positioned and have the capacity to refer and recommend various subcontractors to our clients which gives us the ability to provide supplier and contractor opportunities for eligible Aboriginal Torres Strait Islander businesses. This influence is broad and can apply to major metropolitan areas, regional and rural areas where projects are being commissioned.

We currently do not employ any Aboriginal or Torres Strait Islander identified staff directly and we recognise the opportunity presented to us and this forms part of the objective of this RAP document.

Our head office is located in Sydney, NSW but we have a national footprint accommodating to all our client needs across Australia. We currently employ over 120 permanent staff with the majority located in our head office in Sydney.



## Our Vision for Reconciliation

MBMpl acknowledges that as major independent advisors in the construction and property space, we can play a significant role in encouraging Aboriginal and Torres Strait Islander education, skills development and financial independence which means broader benefits to the community at large particularly for Aboriginal and Torres Strait Islander people and communities.

We understand that First Nations communities and business are interconnected and the reverberations of positive outcomes can be widespread and flow through communities which is ultimately our vision and objective

We are actively looking to develop relationships with Aboriginal and Torres Strait Islander businesses and communities to start working towards connections that are mutually beneficial.

Forming part of these associations will be to ultimately increase our direct employment with members of First Nations communities across all our market segments where we operate. Our vision is based on shared knowledge where MBM can also benefit from the cultural knowledge and skills that can be attained from local Aboriginal and Torres Strait Islander communities.

Our ability to contribute toward communities where we operate and ensure our stakeholders are held responsible to a similar commitment is part of our vision for the development of this RAP.

Part of the grand vision is to create a diverse and inclusive workplace with significant Aboriginal and Torres Strait Islander representation across direct employment as well as supplier and contractor engagement where possible.



## Progressing Towards a Reconciliation Action Plan

Throughout the process of developing our inaugural Reflect RAP we have been in consultation with both internal and external stakeholders ranging from our executive team to members of the local Aboriginal communities within metropolitan Sydney.

As part of this Reflect RAP we have developed an internal RAP Working Group (RWG) to govern the RAP internally and ensure we are progressing toward implementing the deliverables set out in this document. The RWG will keep our business and employees accountable and on the right track toward achieving our part in this reconciliation journey.

At MBM we are bound by our values that incorporate expertise, innovation, reputation and reliability. We continuously look at ways to become better at what we do and how we can be of betterment to the broader community. Delivery of our vision does not just rely on our ability to provide expert advice, but requires MBM to support host communities where our projects and operations are commissioned to manage a business where all stakeholders can share in the benefits.

We recognise that as a company operating in Australia on the Traditional Lands of Aboriginal and Torres Strait Islander peoples, MBM has a responsibility and role to play in moving towards reconciliation. Consistent with our values, our commitment to reconciliation is based on building effective and lasting relationships with our Aboriginal and

Torres Strait Islander stakeholders based on mutual respect, understanding and dignity. As an organisation with influence, we can contribute to the awareness of this vital initiative of reconciliation and become a leading example of progress and authenticity with Aboriginal and Torres Strait Islander communities. To ensure our journey starts authentically we acknowledge that it needs to start with MBM acting with integrity to promote fairness within our workplace and create an environment in which everyone, including Aboriginal and Torres Strait Islander peoples can achieve success.

We realise and acknowledge that although our intentions have been in the right place, we are only at the start of our reconciliation journey with plenty of work to be done to achieve our intended outcomes. This Reflect RAP provides MBM with a great opportunity to bring all our operations and employees together to develop a shared understanding which will inform our actions towards reconciliation into the future. This RAP will also formalise the process of reconciliation and provide a clear roadmap toward our aspirations and solidify our intentions into a process that the entire organisation can conceptualise.



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## The RAP Process

**MBM's first RAP has been primarily developed by our internal RAP champions as well as external stakeholders including our Aboriginal consulting partner Yarnnup and a member of the local Sydney Aboriginal Land Council.**

Internally the RAP was initially and continues to be championed by our RAP Lead Helga Maynier along with members of the RWG from our organisation including Marketing Manager Isaac Attard, HR and Events Manager Jayne Mazlin as well as State representatives from NSW Stoyan Dimitrov and Alan Menere, from Victoria Antonia Yakubova, the ACT Andrew Park, South Australia Natalie Beasley, Perth Laura Berezynsky and Queensland Gabriela Croce.

Part of the development process included several workshops and envisioning sessions between internal and external stakeholders to understand the processes involved and realistic objectives to be set

to adequately formulate our RAP guidelines.

Delivery of this Reflect RAP will be overseen by the internal RWG made up of the above mentioned RWG members while engaging with members of the Sydney Metropolitan Aboriginal Land Council and local Aboriginal community representatives. As most of MBM's current staff are based out of our Sydney office, we will spearhead the operations of this RAP from our head office and engage with off-site and national representatives to roll out the initiatives and ensure compliance across all the locations where we operate.

Training and education will be delivered to all staff across MBM regardless of location. This will help inform our responsibilities while raising cultural awareness and objectives of the RAP across the business. We will proceed to develop our internal capacity to ensure we are adequately equipped to build on new and existing relationships through specific cultural capability training for all our staff.

Part of this education and formalisation process will involve the development and implementation of policies and procedures that outline our organisational protocols as it relates to effective engagement with Aboriginal and Torres Strait Islander peoples ensuring that cultural sensitivities and unique issues are understood and acknowledged.

Our education to internal staff will also inform all employees of our ability to create impact across our sphere of influence including with our large database of existing clients. We will utilise this RAP as a stepping stone to influence of our stakeholders to join us on the journey of reconciliation through joint initiatives and

programs where the opportunities may arise.

There will be direct communication and training to our human resources department to ensure they are well equipped to provide culturally appropriate and engaging employment advertisements, interview processes as well as liaising with appropriate employment partners to increase the chances of attracting Aboriginal and Torres Strait Islander employees. This approach will include inviting a member of the local Aboriginal and/or Torres Strait Islander communities to sit in on interviews with potential candidates.

We will also encourage our staff to promote and influence our partners and clients to commit to diversity and fairness through their own procurement processes and employment pathways, as well as through cultural consultation when undertaking construction projects and developments that are culturally sensitive.

## MBM Scholarship Program

In our initial discussions, we have expressed our interest in setting up an MBM scholarship program for Aboriginal and Torres Strait Islander students transitioning from school to tertiary education through to employment. We understand the challenges of entering the workforce and our industry in-particular, so as part of the scholarship program MBM would mentor and provide on-site experience for students looking for a career in the quantity surveying space or any of our other advisory services.

Creating the framework for such an initiative will be part of our initial Reflect RAP journey as an additional objective. We will provide significant value add as part of the education process and invaluable work experience while assisting in some capacity to the financial commitment required to proceed through tertiary education. Students will be supported for the duration of their degree with financial support. We realise that our industry is currently under represented by Aboriginal and Torres Strait Islander peoples and this will be a step in the right direction toward increasing employment within the industry.

To bring this scholarship program to life, we have partnered with Yarnnup Aboriginal consultants who have strong ties to First Nations communities particularly across NSW. We have discussed this program in detail with Yarnnup, utilising their networks across tertiary education institutions, employment agencies and the business sector to ensure we are well positioned to receive candidates once we start the process. Yarnnup will also provide guidance throughout the scholarship program, such as mentoring candidates to assist them on their journey and working with MBM to conduct cultural awareness and capability training to ensure staff are equipped with the skillset to engage effectively with First Nations peoples once employed in our workforce. This is all part of the process to build our capacity as a business to become an employer of choice, remove the current barriers in place for employment and change the industry dynamics by appealing more to First Nations peoples.





## Relationships



Action	Deliverables	Timeline	Responsibility
1	Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Develop a list of Aboriginal and Torres Strait Islander organisations and peoples within our local community or sphere of influence	March 2022 RAP Lead.
		1.2 Research and implement best practices that support partnerships with Aboriginal and Torres Strait Islander peoples	May 2022 RAP Lead and State Representatives.
2	Build relationships through celebrating National Reconciliation Week.	2.1 Introduce staff to National Reconciliation Week by circulating resources and materials.	March 2022 Marketing Manager
		2.2 Have RAP Working Group members participate in external National.	May 27th – 3rd June 2022 Event Manager
		2.3 Reconciliation Week events.	
		2.4 Encourage staff to attend at least one National Reconciliation Week event.	May 27th – 3rd June 2022 Event Manager
3	Promote reconciliation through our sphere of influence.	3.1 Educate all staff on our reconciliation commitment and responsibilities within our RAP.	December 2021 RAP Lead and State Representatives
		3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2022 RAP Lead and State Representatives
		3.3 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2022 Marketing Manager
		3.4 Amend Human Resources on-boarding documents to include reference to our RAP.	June 2022 HR Manager
4	Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of current Human Resources policies and procedures to identify any anti-discrimination provisions and future needs.	May 2022 HR Manager
		4.2 Research best practice and policies in areas of race relations and anti-discrimination.	April 2022 HR Manager

## Respect

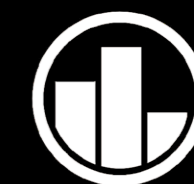


Action	Deliverables	Timeline	Responsibility
1	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	1.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2022 Marketing Manager and State Representatives
		1.2 Review current cultural learning training and identify training needs required within the organisation.	September 2022 HR Manager
		1.3 Organise the delivery of cultural awareness training for internal staff.	October 2022 Marketing Manager
2	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	2.1 Recognise Aboriginal and Torres Strait Islander dates of significance.	March 2022 RAP Lead and State Representatives
		2.2 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisations operational area.	April 2022 RAP Lead and State Representatives
		2.3 Develop and implement a policy to increase staff's understanding of the purpose and significance of cultural protocols. This includes understanding the significance and reason for Acknowledgement of Country and Welcome to Country protocols.	February 2022 HR Manager
3	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	3.1 Raise awareness and share information amongst staff about the meaning of NAIDOC Week.	May 2022 Marketing Manager
		3.2 Introduce staff to NAIDOC Week by promoting external events in our local area.	4th-11th July 2022 Marketing Manager
		3.3 RAP Working Group to participate in external NAIDOC Week events.	4th-11th July 2022 Marketing Manager



## Opportunities

Action	Deliverables	Timeline	Responsibility		
1	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	1.1	Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities.	August 2022	HR Manager
		1.2	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March 2022	HR Manager
2	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	2.1	Investigate Supply Nation membership.	September 2022	RAP Lead
		2.2	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2022	RAP Lead and State Representatives



## Governance

Action	Deliverables	Timeline	Responsibility		
1	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	1.1	Maintain RAP Working Group (RWG) to govern and implement RAP.	April 2022	RAP Lead
		1.2	Establish Aboriginal and Torres Strait Islander representation on the RWG.	May 2022	RAP Lead
		1.3	Draft a terms of reference document for the RWG.	June 2022	RAP Lead
2	Provide appropriate support for effective implementation of RAP commitments	2.1	Identify and define resource needs for RAP implementation.	December 2021	Marketing Manager
		2.2	Engage senior leaders in the delivery of RAP commitments.	December 2021	RAP Lead
		2.3	Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2022	HR Manager
3	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	3.1	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	September 30th 2022	Marketing Manager
4	Continue our reconciliation journey by developing our next RAP	4.1	Review RAP based on achievements, challenges and lessons learned	September 2022	RAP Lead
		4.2	Register via Reconciliation Australia's website to begin developing our next RAP	September 2022	RAP Lead



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**RECONCILIATION  
ACTION PLAN**

**REFLECT**