

The logo for MNG, consisting of the letters 'MNG' in a bold, black, sans-serif font. The letter 'M' has a small green square above its left vertical stroke, and the letter 'G' has a small orange square above its right vertical stroke.

REFLECT  
RECONCILIATION  
ACTION PLAN (RAP)

JANUARY 2023 - JANUARY 2024







#### ACKNOWLEDGEMENT OF ARTIST

My name is Brenda Mau and I am a Mandubarra (Mamu), Kalkadoon, Wuthathi, Ngadjonjii and Torres Strait Islander woman connected to Waiben (Thursday Island). I was born on Mamu Country, the Country of my maternal Ancestors. I am a wife, a mother of two boys, own and run two small businesses. I have worked with many other First Nations artists and businesses, as well as completed artworks for companies such as Philips, AMES Australia and Fenner.

I have always been artistic from a young age, but it wasn't until towards the end of my mining career that I knew I wanted to put together my love of art and the love of my culture, and use that to maintain and strengthen the relationships between First Nations and non-Indigenous communities. I love expressing my individual creativity, and continue to learn more about identity and connections to the lands, waters and stars.



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## ACKNOWLEDGEMENTS

We would like to acknowledge and thank all the contributors to this document. Thank you to the MNG RAP Working Group for your passion and commitment to this process and creating a RAP that we are all proud of. Thank you to Elevate Diversity for facilitating the process and to Christine Ross for her wisdom and guidance to help inform and shape a meaningful action plan into one we are truly proud of.

## ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the Country on which our offices are located, the Wardandi and Whadjuk people of the Noongar Nation, the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation, the Yawuru people in and around Rubibi (the town of Broome) as well as the Traditional Owners of Country throughout Australia.





# STATEMENT FROM CEO OF MNG



AT MNG, WE HAVE BEEN PROUD TO WORK ALONGSIDE MANY COMMUNITIES ACROSS AUSTRALIA SINCE 1989.

We care about people and the land we work on and are pleased to solidify our commitment to reconciliation through our first ever Reconciliation Action Plan (RAP). As with most organisations who commence this journey, we are aware there is much we don't know. As we embark on our journey of developing our Reflect RAP, we will centre our considerations on who we are, what reconciliation means to us and how we can best take thoughtful, meaningful, and sustainable steps towards reconciliation.

Our reflection RAP focuses on four key areas:

- **Employment** – explore scholarships traineeships and other job opportunities to increase Aboriginal and Torres Strait Islander employment within MNG and the surveying sector.
- **Organisational development & practice** – deliver cultural awareness training competence to our staff, incorporating this learning into meaningful and relevant practice and behaviour. Provide a culturally safe work environment for our Aboriginal and Torres Strait Islander employees.

- **Community Education** – establish and maintain mutually beneficial relationships with First Nations Peoples, stakeholders and organisations to provide education, mentoring, scholarships, and support of community events.
- **Services and Projects** – collaborate with Aboriginal and Torres Strait Islander communities, organisations, and suppliers, to develop initiatives that make a positive difference and align to our reconciliation journey and business objectives. This will include the respectful management of the collection and interpretation of indigenous data. We will ensure a percentage of our procurement is spent on services provided by Aboriginal and Torres Strait Islander businesses.

I thank all the contributors to this plan, and I look forward to learning, growing and evolving MNG as a business and personally throughout this journey.

**Scott Anderson**  
CEO and Managing Director, MNG

# STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA



RECONCILIATION AUSTRALIA WELCOMES MCMULLEN NOLAN GROUP TO THE RECONCILIATION ACTION PLAN (RAP) PROGRAM WITH THE FORMAL ENDORSEMENT OF ITS INAUGURAL REFLECT RAP.

McMullen Nolan Group joins a network of more than 2,200 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.

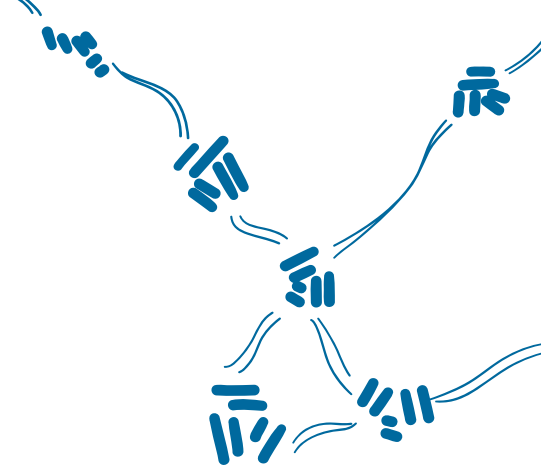
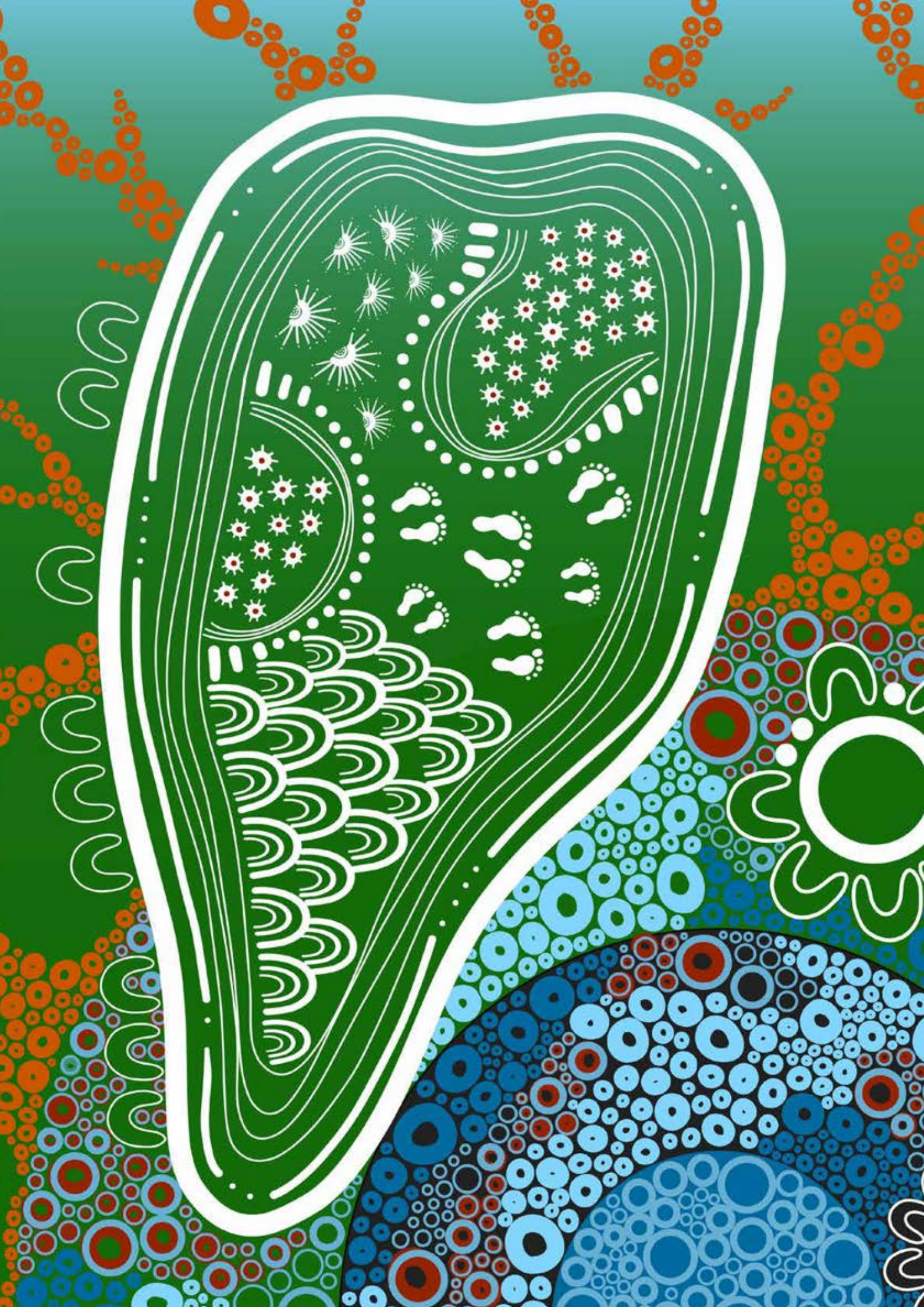
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables McMullen Nolan Group 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 McMullen Nolan Group, 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

MNG (MCMULLEN NOLAN GROUP PTY LTD) WAS ESTABLISHED IN 1989 WITH A MISSION TO SHAKE UP THE SURVEYING INDUSTRY IN AUSTRALIA.

And that's exactly what we've done, combining specialist experience that spans the surveying spectrum with state-of-the-art technology and our trademark personalised approach. It's an award-winning combination that ensures we not only deliver the accurate information our clients need but discover the critical insights behind it. We equip and empower our partners to make smarter decisions and extract maximum value from your investments and resources.

Today, MNG has more than 140 team members based in our offices located across Australia with headquarters in Perth and we deliver our services to clients spanning the nation.

We offer a full suite of land surveying, GIS, geospatial, geophysical, digital engineering, subsurface utility location services, 3D modelling and visualisations, plus crucially, innovative solutions for clients across Australia and a host of industry sectors. True to our founders' vision, we invest continuously in developing the best talent and the most

advanced, often ground-breaking survey, computing and mapping technologies. The result is a constantly evolving organisation and suite of capabilities that give us and, more importantly, our clients a competitive advantage. An advantage we're constantly improving because we are, and always will be, pioneers in our industry.

### MNG Values:

At MNG, our values define who we are and how we do things. We role model our values of Teamwork, Innovation and Knowledge every day, in everything we do.

- **Teamwork** – we all work collaboratively and help each other out to achieve great things, together.
- **Innovation** – we think differently, challenge the status quo, and continually explore new horizons.
- **Knowledge** – we know our stuff, we ask questions, keep learning, and are leaders in our field.

Creating an inclusive and supportive workplace, that delivers great results to our clients is front and centre to all that we do.





## MNG VISION FOR RECONCILIATION ACTION PLAN

AT MNG WE ACKNOWLEDGE ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AS THE TRADITIONAL CUSTODIANS OF THIS LAND AND HONOUR THEIR CONTINUED CONNECTION TO LAND, SEA, CULTURE, AND COMMUNITY.

MNG respects and embraces the deep knowledge of lands and waterways held by Aboriginal and Torres Strait Islander peoples.

MNG's vision for Reconciliation is to lead the way in the surveying and spatial industry by purposefully connecting, understanding, respecting, and embracing Aboriginal and Torres Strait Islander history, culture, traditions, and stories into MNG's day-to-day business decisions, service, and relationships.

MNG is committed to planning, leading, and delivering sustainable change to forward Reconciliation in Australia. We want to empower our staff to learn and make an active contribution to Reconciliation by being more culturally aware and drawing on the unique perspectives of our Aboriginal and Torres Strait Islander employees and stakeholders. We will lead by example and be accountable, and in doing so, we will inspire, shape and embed our internal culture and practice.

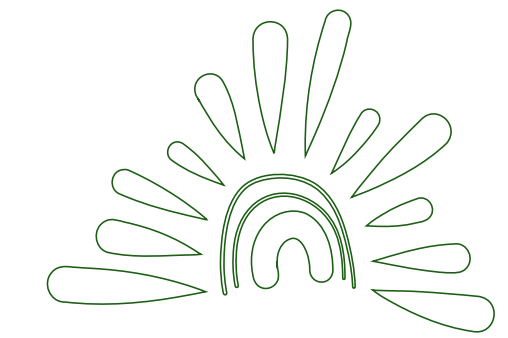
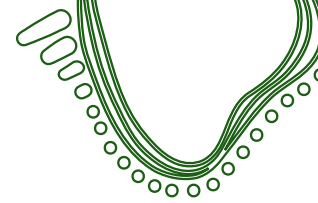
MNG is committed to enhancing our surveying practice and making a difference within Aboriginal and Torres Strait Islander communities, by delivering on the following key areas:

- **Employment** – explore scholarships, traineeships and other job opportunities to increase Aboriginal and Torres Strait Islander employment within MNG and the surveying sector.
- **Organisational development & practice** – we will deliver cultural awareness training and competence to our staff and incorporate this learning into meaningful and relevant practice and behaviour. Provide a culturally safe work environment for our Aboriginal and Torres Strait Islander employees.
- **Community Education** – consult and partner with Aboriginal and Torres Strait Islander communities and organisations to offer meaningful education, mentoring, scholarships, and support of community events.
- **Services and Projects** – collaborate with Aboriginal and Torres Strait Islander communities, organisations, and suppliers to develop initiatives that make a positive difference and alignment to our reconciliation journey and business objectives. We will ensure a percentage of our procurement is spent on services provided by Aboriginal and Torres Strait Islander businesses.

MNG aspires to be more courageous, mindful and consultative in our actions and processes. Our RAP is our promise to reflect and embrace the principles of Reconciliation for a more diverse, inclusive, and culturally rich organisation and society. We're on the start of this journey to collaborate and authentically make positive change together.







## OUR REFLECT RAP

OUR REFLECT RAP MARKS THE START OF MNG'S RECONCILIATION JOURNEY, AND WE ARE EXTREMELY EXCITED ABOUT THE DIRECTION AHEAD.

Our Reflect RAP will guide how our team learns, connects and collaborates with Aboriginal and Torres Strait Islander people, communities, and businesses.

MNG expects to be challenged and we commit to challenging others while we progress along our RAP journey. It is our intention to use every opportunity to take practical action on Reconciliation. We are committed to making a difference now and into the future in the following ways:

- **Embed** - Our Reflect RAP will be embedded in our internal processes, policies, business relationships and service delivery.
- **Commitment** - MNG is committed to our shared history and what can be achieved through open and honest dialogue and walking together to achieve Reconciliation.
- **Values** - Our Reflect RAP is underpinned by MNG's values and strategic objectives and the genuine motivation to make a real contribution to Reconciliation in Australia.
- **Actions** - Our actions and targets contained in our Reflect RAP demonstrate our commitment to continuously improve our efforts and achievements.

- **Approach** - We will draw on our core strengths, skills and resources to promote equality among First Nations Peoples and all other Australians.
- **Collaboration** - MNG will explore how we can connect with new and existing stakeholders to achieve great things together.
- **Awareness** - We are committed to deepening our awareness and respect through ongoing learning and building our knowledge and understandings.
- **Leadership** - Commitment to our Reflect RAP is derived from our Board of Directors and Executive Team and driven by our active and dedicated RAP Working Group (RWG) which has employee representation from each of our sites around Australia, and a cross section of departments and seniority. We hold regular RWG meetings where we collaborate and plan the journey ahead. The RWG has undertaken significant staff engagement, sought robust external consultant advice and support and engaged directly with Aboriginal and Torres Strait Islander Elders, leaders and suppliers to build awareness and shaping the RAP Reflect action plan. MNG's General Manager Strategy, Brand and Culture is proud to champion this important work for MNG.



## OUR PARTNERSHIPS AND CURRENT ACTIVITIES

AT MNG, OUR FOUR OFFICES ARE SITUATED IN METROPOLITAN, REGIONAL AND REMOTE SETTINGS.

We regularly engage with local Elders and representatives from local Aboriginal and Torres Strait Islander organisations as we plan and deliver our services on behalf of clients.

Currently, our working relationships with Aboriginal and Torres Strait Islander communities are stronger in our regional and remote offices. For example, the MNG Kimberley Office often work with Aboriginal and Torres Strait Islander groups and peoples. Based on the strength of these relationships, our MNG Kimberley Office has collaborated on various local initiatives such as supporting local sporting and community groups.

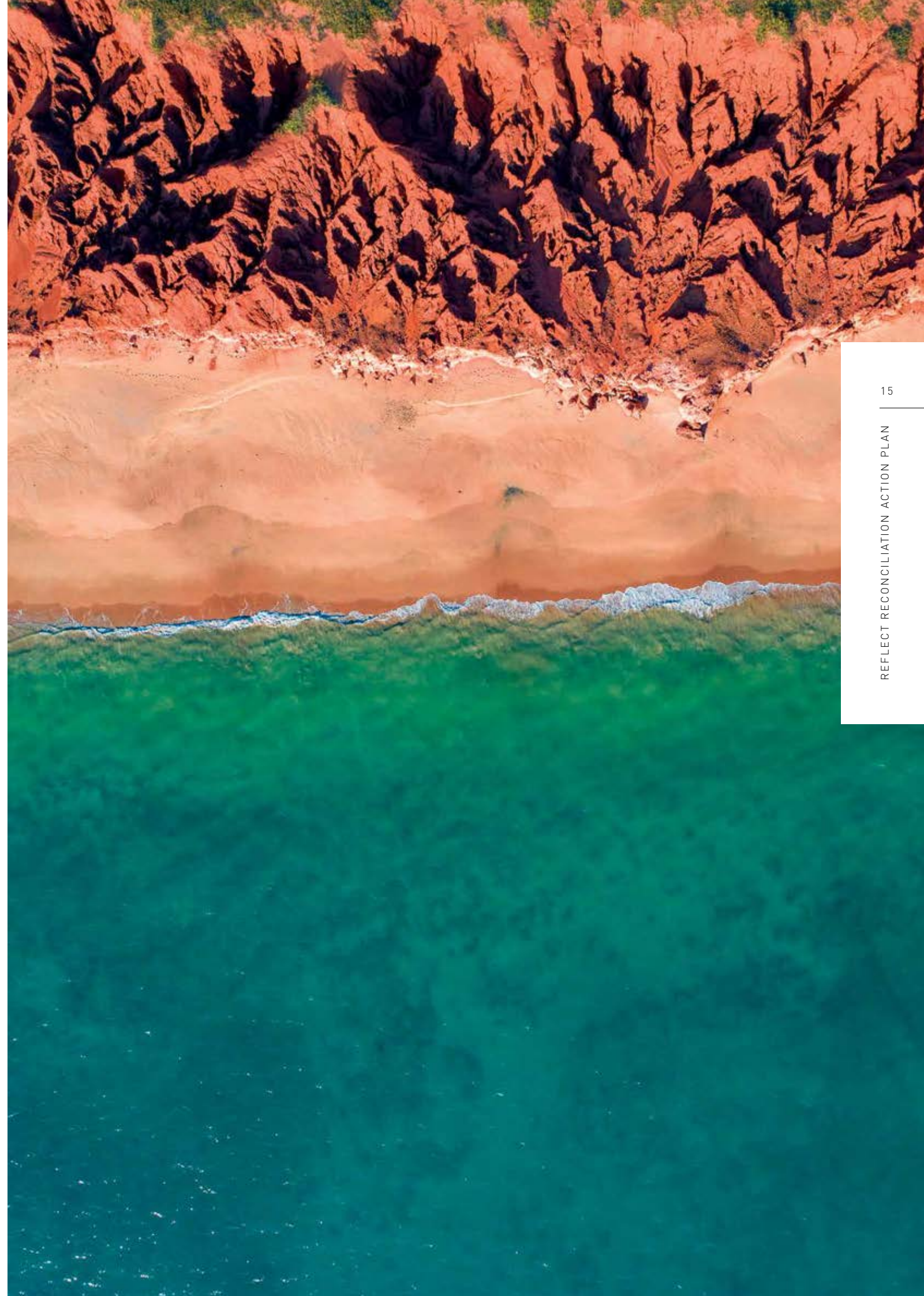
At MNG we work with Contractors to inform and execute Cultural Heritage Management Plans. We also play a role in informing and supporting Contractors to meet their Cultural Heritage obligations.

While there is a strong functional element to our current relationships, there is also a strong focus on establishing trust, good will and achieving mutual benefit

with Aboriginal and Torres Strait Islander stakeholders. MNG also currently engages Aboriginal and Torres Strait Islander suppliers and is committed to increasing this via Supply Nation membership.

In the past, MNG has implemented several Reconciliation based initiatives. An excellent example was the establishment of Traineeship program in collaboration with Clontarf to support individuals to pursue a career in Surveying. While this initiative ended some time ago, the legacy of this work lives on with MNG.

MNG recently conducted a staff survey to support the development our Reflect RAP. The staff survey reflected a very strong desire from staff to engage with Aboriginal and Torres Strait Islander communities and develop partnerships and collaborations that make a difference. Enacting this RAP will allow MNG to be more deliberate, considered, and strategic in the formation of our partnerships and future activities that will contribute to reconciliation outcomes in Australia.







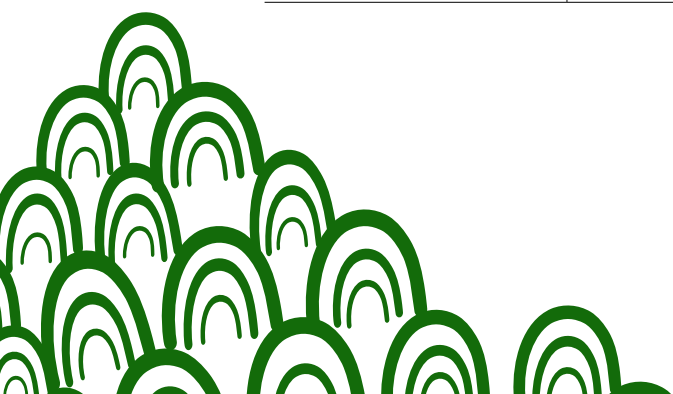
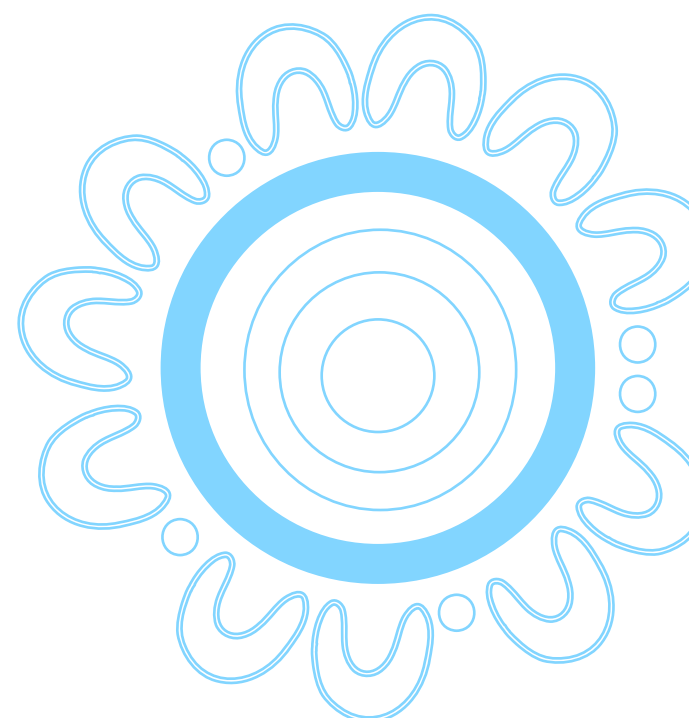
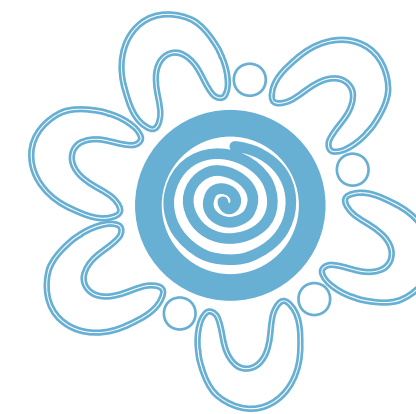
## RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2023	General Manager, Strategy Brand & Culture
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2023	Culture & Capability Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	General Manager, Strategy Brand & Culture
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2023	General Manager, Strategy Brand & Culture
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2023	General Manager, Strategy Brand & Culture
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	January 2023	General Manager, Strategy Brand & Culture
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	January 2023	General Manager, Strategy Brand & Culture
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January 2023	General Manager, Strategy Brand & Culture
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	March 2023	Culture & Capability Manager
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2023	Culture & Capability Manager



## RESPECT

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2023	General Manager, Strategy Brand & Culture
	• Conduct a review of cultural learning needs within our organisation.	April 2023	General Manager, Strategy Brand & Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2023	Culture & Capability Manager
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2023	General Manager, Strategy Brand & Culture
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	General Manager, Strategy Brand & Culture
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	General Manager, Strategy Brand & Culture
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023	General Manager, Strategy Brand & Culture







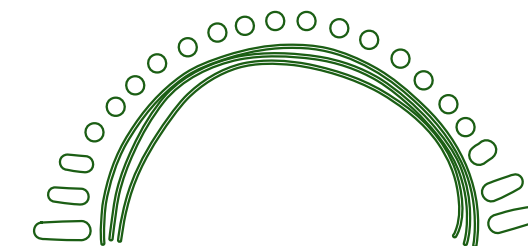
## OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	April 2023	Culture & Capability Manager
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2023	Culture & Capability Manager
9. 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.	February 2023	Group Manager, Business Development
	• Investigate Supply Nation membership.	March 2023	Sales Manager



## GOVERNANCE

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	January 2023	General Manager Strategy Brand & Culture
	• Draft a Terms of Reference for the RWG.	January 2023	Culture & Capability Manager
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	January 2023	Culture & Capability Manager
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	January 2023	General Manager Strategy Brand & Culture
	• Engage senior leaders in the delivery of RAP commitments.	January 2023	General Manager Strategy Brand & Culture
	• Appoint a senior leader to champion our RAP internally.	January 2023	General Manager Strategy Brand & Culture
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2023	General Manager Strategy Brand & Culture
12. 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	Culture & Capability Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Culture & Capability Manager
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Culture & Capability Manager
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	September 2023	Culture & Capability Manager







**MNG.**

For information about our RAP please contact Kaitlen Dakin (*Culture & Capability Manager*)  
P 08 6436 1599 E [kaitlen.dakin@mngsurvey.com.au](mailto:kaitlen.dakin@mngsurvey.com.au)