

MNG.

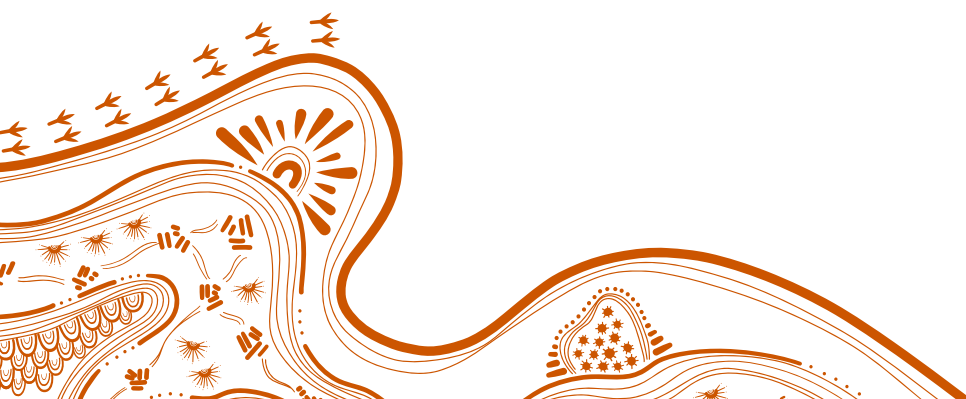
INNOVATE
RECONCILIATION
ACTION PLAN (RAP)

June 2024 - June 2026



RECONCILIATION
ACTION PLAN

INNOVATE



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 ZestHR for facilitating the process and drafting of our Innovate RAP 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 continue and build on our commitment to reconciliation through the Innovate Reconciliation Action Plan (RAP). Since the implementation of the Reflect RAP in 2023, we have commenced the journey of deepening our knowledge and understanding to continue to build upon our relationships within the wider community. Whilst we have started the journey, we acknowledge that this is just the start, and are excited to build and expand our operational strategies to reflect our reconciliation vision at MNG.

Our Innovate RAP will tie in to our MNG values of Teamwork, Innovation and Knowledge that drive everything we do and will continue to build upon the areas highlighted in our Reflect RAP:

- **Employment** – Development of an Aboriginal and Torres Strait Islander Employment Strategy, continuing to explore scholarships, traineeships, and other job opportunities to increase Aboriginal and Torres Strait Islander employment within MNG and the surveying sector.
- **Organisational Development & Cultural Awareness** – There will be a focus on the introduction of cultural awareness training for MNG staff, incorporating this into the way we work. Along with other broader organisational

reconciliation initiatives, this will assist in ensuring a culturally inclusive work environment for our Aboriginal and Torres Strait Islander stakeholders and employees.

- **Community Connection** – Our Innovate RAP will have a strong focus on building and maintaining mutually beneficial relationships with Aboriginal and Torres Strait Islander Peoples, stakeholders, and organisations to provide education, mentoring, scholarships, and support of community events.
- **Services and Projects** – Ongoing collaboration 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 data and incorporating Aboriginal businesses in our Procurement Strategy.

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

INAUGURAL INNOVATE RAP

Reconciliation Australia commends McMullen Nolan Group Pty Ltd 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 McMullen Nolan Group Pty Ltd 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, McMullen Nolan Group Pty Ltd 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. McMullen Nolan Group Pty Ltd is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals McMullen Nolan Group Pty Ltd'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 McMullen Nolan Group Pty Ltd on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer - Reconciliation Australia





Who WE ARE

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 across spatial solutions 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 150 team members with one team member identifying as an Aboriginal and/or Torres Strait Islander person, based in our offices located across Australia in both city and regional locations in Broome, Melbourne, Bunbury, and Perth.

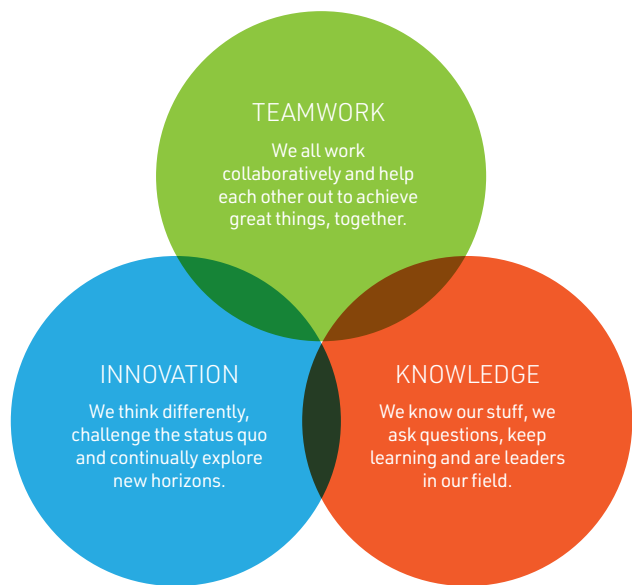
We offer a full suite of spatial solutions: surveying, geospatial, geophysical, digital engineering, subsurface utility location services, 3D modelling and visualisations, plus crucially, innovative solutions for clients across Australia and a host of industry sectors. True to our vision, we invest continuously 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. This is an advantage we're constantly improving because we are, and always will be, leaders our industry.

Our VALUES

OUR VALUES DEFINE WHO WE ARE AND GUIDE US IN ALL WE DO, FOSTERING A SHARED UNDERSTANDING OF WHAT'S IMPORTANT TO US AT MNG.

We role model Teamwork, Innovation and Knowledge through every task or project, no matter the size or complexity.

We are passionate about creating an inclusive and supportive workplace, that delivers great results to our clients and is at the forefront of all that we do. Our RAP journey is a reflection of our deep commitment to building upon and strengthening our values.



Our Vision FOR RECONCILIATION

MNG'S VISION FOR RECONCILIATION IS TO LEAD THE WAY IN THE SURVEYING AND SPATIAL INDUSTRY BY PURPOSEFULLY CONNECTING WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES' HISTORIES, CULTURES, TRADITIONS.

We are building a workplace where Aboriginal and Torres Strait Islander Peoples are represented at all levels of our organisation and through the work we do on Country.

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, cultures, and community. MNG respects and embraces the deep knowledge of lands and waterways held by Aboriginal and Torres Strait Islander Peoples.

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 RAP will be embedded in our internal processes, policies, business relationships & service delivery.

LEADERSHIP

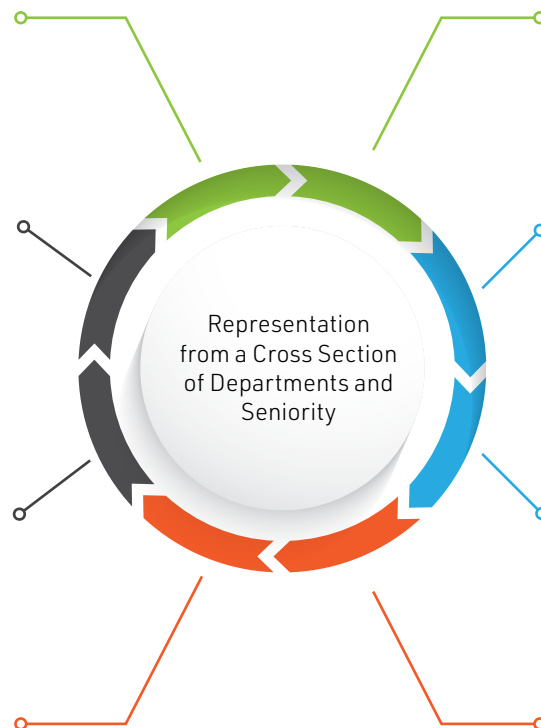
Commitment to our RAP is derived from our Board of Directors and Executive Team and driven by our dedicated RWG which has employee representation from a cross section of departments and seniority.

AWARENESS

We are committed to deepening our awareness and respect through ongoing learning and building our knowledge and understandings.

COLLABORATION

We will explore how we can connect with new and existing stakeholders to achieve great things together.



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 RAP is underpinned by MNG's values and strategic objectives with the genuine motivation to make a real contribution to Reconciliation in Australia.

ACTIONS

Our actions and targets contained in our 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.



*Kimberley Spirit Football Club members
Credit: Garnduwa*

Our journey & SPHERE OF INFLUENCE

OUR RECONCILIATION JOURNEY OFFICIALLY BEGAN AT THE END OF 2022 WITH THE CREATION OF AND PLANNING OF OUR REFLECT RAP.

Over the past year our teams have learnt, connected and collaborated with Aboriginal and Torres Strait Islander Peoples, communities, and businesses which has been an important step in deepening our connections and understandings.

There have been some key milestones achieved since the initiation of our RAP which are monumental in MNG's reconciliation journey. Alongside our successes, we undertook a valuable learning process. Taking the time to listen to our staff, stakeholders and Aboriginal and Torres Strait Islander communities helped shape our understanding through the Reflect RAP process. Our largest challenge was Aboriginal and Torres Strait Islander Peoples employment as over the RAP period we retained one Aboriginal and/or Torres Strait Islander team member and are very keen to increase representation within MNG.

'KIMBERLEY SPIRIT' (GARNDUWA)

Garnduwa is a proud Aboriginal organisation which has been operating for over 30 years and focuses on youth development through sport and recreation – primarily Australian Rules Football.

The 'Kimberley Spirit' program connects talented sporting youth in the Kimberley region with the West Australian Football League (WAFL) as well as mentoring, study and employment opportunities in Perth.

MNG are proud to have forged a strong partnership with the 'Kimberley Spirit' football program to assist with employment opportunities of those within the program. We have three successful hires to date and more pending and are excited to expand on this partnership over the years to come.

MNG is also proud to sponsor the Kimberley Spirit football team

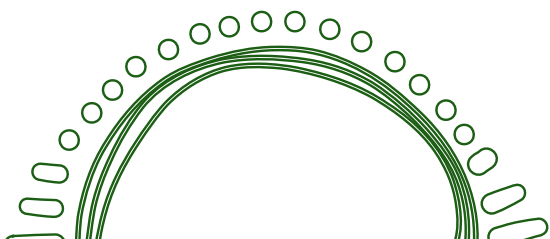
BLACK COFFEE

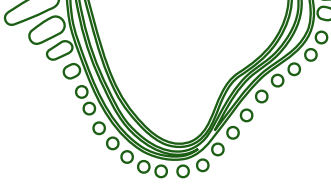
'Black Coffee' is a grassroots Aboriginal and Torres Strait Islander Peoples business networking gathering held in regions across Australia each month.

MNG has connected with this platform throughout 2023 and members from MNG's Reconciliation Working Group (RWG) have regularly attended these networking events.

These gatherings have been pivotal in MNG establishing connection to Aboriginal and Torres Strait Islander businesses as well as strengthening connections with like-minded businesses.

MNG is proud to not only be involved with but to sponsor 'Black Coffee' and are excited to strengthen this relationship and connect with many other like-minded businesses throughout 2024 and 2025.





MNG attendance at the 2024 National Reconciliation Week Breakfast Event (Boorloo)
Credit: MNG



Kimberley Spirit Football Club members
Credit: Garnduwa

Increasing

CULTURAL AWARENESS THROUGH LEARNING & CONNECTION

WITH THE INTRODUCTION OF THE REFLECT RAP IN 2023, THERE WERE BASIC EDUCATION INITIATIVES INTRODUCED AT MNG TO BEGIN THE UPSKILLING PROCESS SURROUNDING CULTURAL AWARENESS OF OUR EMPLOYEES.

In 2024, we are excited to take the next step with the introduction of e-learning cultural awareness training for MNG staff as well as the opportunity for staff to attend in-person cultural training. We recognise the importance of our leaders and front-line personnel in having a deeper cultural respect and understanding to forge and strengthen relationships with Aboriginal and Torres Strait Islander businesses and individuals. MNG will look at more in-depth cultural awareness training options for the Senior Executive Team (SET), wider management group, the RWG and our People, Strategy & Brand (PSB) focused team.

MNG aims to participate in a broad range of reconciliation focused events held by a variety of organisations throughout 2024 and 2025 to assist MNG in fostering connections with other like-minded organisations and individuals as we progress on our RAP journey.

2023 EVENTS ATTENDED BY MNG STAFF

- Attendance at the “Celebrating Aboriginal and Torres Strait Islander Women’s Voices” event on International Women’s Day (March 2023)
- National Reconciliation Week – Noongar Stories Event (May 2023)
- MNG Sponsored Kimberley Spirit football team’s game at Optus Stadium prior to Round 10 Fremantle v Geelong (May 2023)
- Noongar Language and Cultural Class (June 2023)
- NAIDOC week Flag Raising Ceremonies (30 June & 3 July 2023)
- RAP Ready event held by Reconciliation WA (August 2023)
- Voices of First Peoples event held by the Premier Business Network (October 2023)
- ‘Black Coffee’ Networking events (Ongoing throughout 2023)





MNG Reconciliation Working Group (RWG)

The RWG hold regular meetings to collaborate and ensure oversight and accountability of reconciliation deliverables. Since its formation in late 2022, 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 shape the MNG RAP journey.

The RWG have attended several events over this period and are looking forward to many more as we progress through 2024 and 2025. These events create opportunity for connection as well as cultural awareness and understanding, which is pivotal in our reconciliation journey.

Roles	Person	Responsibilities
Executive Sponsor	Ainsley Barahona , General Manager People, Strategy & Brand	Responsible for senior executive leadership of the project, acting in the role of chairperson and overseeing the overall success of the project.
Project Lead	Kaitlen Dakin , Culture & Capability Manager	Responsible for managing the project team, assigning of deliverables and monitoring overall progress of the project to ensure key targets are met.
RAP Champion	Brad Hobson , Senior HSEQ Advisor	Responsible for promoting and driving reconciliation across the business.
Consultant	Christine Ross , Managing Director Christine Ross Consultancy	Responsible for providing guidance and advice on overall reconciliation and the MNG RAP process and ensuring Aboriginal & Torres Strait Islander representation on the RAP Working Group.
RAP Working Group Members	Braith McClure , General Manager, Victoria Operations Brad Gillett , Regional Manager North West Coast Operations Tavis Lavell , Manager SubSpatial Alex Dowd , Operations Coordinator MNG Locate Glenn Caporn , Team Leader Geospatial Operations Scott Wittber , Manager Drafting Services Greg Suffling , Licensed Surveyor Rielly Gigney , Surveyor Melanie Murdock , Culture & Capability Coordinator Brianna Portelli , Corporate Administrator	Responsible for representing all locations of the business (Melbourne, Broome, South West) comprising of both field and office based staff. The RAP Working Group members act as representatives for their respective teams.



TEAMWORK

Building and strengthening relationships to increase Aboriginal & Torres Strait Islander representation at MNG is pivotal in working together to achieve great things.



INNOVATION

Getting creative and thinking outside the box of how we can forge new relationships and connect with Aboriginal & Torres Strait Islander Peoples.



KNOWLEDGE

Increasing our awareness of how we can better connect with Aboriginal & Torres Strait Islander Peoples.



Relationships

Building authentic and long-term relationships with Aboriginal and Torres Strait Islander communities, businesses, networks and individuals is pivotal to the success of our Innovate RAP. We have started to build some meaningful networks and connections through our involvement with 'Kimberley Spirit' and 'Black Coffee' but acknowledge that this is just the beginning, and we are excited to grow our network and strengthen further relationships as we progress through our Innovate RAP. Our aim is that the initiatives implemented will forge meaningful partnerships that will aid us in growing and connecting deeper with Aboriginal and Torres Strait Islander Peoples on our RAP journey.

At MNG, our 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, especially in the Kimberley of Western Australia.

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

Deliverable	Timeline	Responsibility
• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2025	Culture & Capability Manager
• Establish relationships with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement in the communities we operate in.	February 2025	Culture & Capability Manager
• Maintain and look to further deepen our partnerships with the "Kimberley Spirit" program and "Black Coffee" and explore similar partnerships on the East Coast.	June 2024	Culture & Capability Manager





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

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Post National Reconciliation Week article on the MNG intranet with a list of National Reconciliation Week events, a link to Reconciliation WA website and Reconciliation Australia website to engage all staff in our reconciliation journey. 	May, June 2024/2025	Events & Communications Coordinator
<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	May, June 2024/2025	Culture & Capability Manager
<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	May, June 2024/2025	Culture & Capability Manager
<ul style="list-style-type: none"> Organise an NRW event to be held across each state office. 	May, June 2024/2025	Culture & Capability Manager
<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW Website. 	May, June 2024/2025	Events & Communications Coordinator

3. Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	July 2024/2025	Culture & Capability Manager
<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	February 2025	Executive Sponsor / RAP Champion
<ul style="list-style-type: none"> Expand on how we build upon relationships with RAP and other like-minded organisations, networks, programs and groups to develop ways to advance reconciliation and increase collaboration. 	February 2025	Executive Sponsor / RAP Champion
<ul style="list-style-type: none"> Support local community projects that acknowledge and promote reconciliation such as current sponsorship initiatives. 	June 2024/2025	Executive Sponsor / RAP Champion
<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly via LinkedIn and review content on our external website. 	June 2024/2025	Events & Communications Coordinator





4. Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Conduct an annual review of relevant HR policies and procedures to identify existing anti-discrimination provisions, and future requirements to ensure they are aligned with any legislation amendments or reconciliation updates. 	July 2024/2025	Culture & Capability Manager
<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or an Aboriginal and Torres Strait Islander Advisor/s to consult on the ongoing improvement of our Equity, Diversity & Inclusion Policy, including anti-racism and anti-discrimination provisions. 	December 2025	Culture & Capability Manager
<ul style="list-style-type: none"> Review, update and communicate our anti-discrimination policy for our organisation. 	February 2026	Culture & Capability Manager
<ul style="list-style-type: none"> Educate senior leaders on the effects of racism and any relevant policies. 	June 2024	Culture & Capability Manager
<ul style="list-style-type: none"> Review the MNG Code of Conduct to ensure it is aligned with our reconciliation journey. 	July 2024	Culture & Capability Manager
<ul style="list-style-type: none"> Continue to promote and educate the MNG team on Equity, Diversity and Inclusion (including the effects of racism). 	February 2026	Culture & Capability Manager

5. Increase staff competency with best practice engagement strategies with Aboriginal and Torres Strait Islander Peoples.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Support the capability of our managers to successfully engage with Aboriginal and Torres Strait Islander Peoples and businesses via ongoing education and coaching as well as engaging with our Consultant to ensure the support is meaningful for Aboriginal and Torres Strait Islander Peoples. 	February 2025	Culture & Capability Manager
<ul style="list-style-type: none"> Develop, promote and maintain resources on best practice Aboriginal and Torres Strait Islander engagement strategies. 	February 2025	Culture & Capability Manager





Respect

At MNG Respect underpins everything we do. We believe that by increasing our knowledge and understanding, this in turn builds and fosters a respectful and safe work environment. We plan to deepen our knowledge and understanding of Aboriginal and Torres Strait Islander cultures via the creation of a cultural learning strategy which will incorporate both internal and external training opportunities for MNG staff, as well as more in-depth training for the Senior Executive Team (SET), Management and People, Strategy & Brand (PSB) teams. We aim to create a culturally inclusive work environment at MNG in which and Aboriginal and Torres Strait Islander Peoples will feel valued, and inspired so they are able to thrive and grow.

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

Deliverable	Timeline	Responsibility
• Conduct a review of cultural awareness training needs within our organisation.	June 2024	Culture & Capability Manager
• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander Advisors on the development and implementation of a cultural learning strategy.	June 2024	Culture & Capability Manager
• Develop, implement and communicate a cultural awareness strategy for all staff including senior leadership.	September 2024	Culture & Capability Manager
• Introduce a "First Nations" e-learning module for all MNG staff to increase cultural awareness as well as provision of the opportunity for all staff to attend in-person cultural awareness training.	September 2024	Culture & Capability Manager
• Provide further training opportunities for RAP Working Group members, PSB team and leadership to participate in formal and structured cultural learning.	September 2024	Culture & Capability Manager

7. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
• Develop, implement, and communicate a cultural protocol document for our organisation, including protocols for Welcome to Country and Acknowledgement of Country.	September 2024	Culture & Capability Manager



7. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols. Cont.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	September 2024	Culture & Capability Manager
<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events including national gatherings 	June 2024/2025	Culture & Capability Manager
<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	June 2024/2025	Culture & Capability Manager
<ul style="list-style-type: none"> Investigate the addition of a section into the cultural protocol document to include a process for when staff are required to go on Country or visit areas of cultural significance. 	September 2024	Culture & Capability Manager
<ul style="list-style-type: none"> Implement the use of Noongar names for the new Perth Office meeting rooms. 	June 2024	Culture & Capability Manager
<ul style="list-style-type: none"> Investigate the purchase of local Aboriginal artwork to display in all offices in addition to the national artwork already on display. 	December 2024	Culture & Capability Manager
<ul style="list-style-type: none"> Display of Acknowledgement to Country in all MNG office buildings. 	December 2024	Culture & Capability Manager
<ul style="list-style-type: none"> Include reference to the Traditional Owners of the lands on which we work as part of our pre-start documentation and risk assessments. 	February 2025	Senior HSEQ Advisor

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

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander staff participating in NAIDOC Week. 	June 2024	Culture & Capability Manager
<ul style="list-style-type: none"> Promote and encourage participation for staff to participate in external NAIDOC events. 	July 2024/2025	Culture & Capability Manager
<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	July 2024/2025	Culture & Capability Manager





Opportunities

MNG aims to be recognised as an organisation that Aboriginal and Torres Strait Islander Peoples choose to partner with. Whilst we have started our reconciliation journey, we see this as a key focus area as we progress through the next two years. Our Innovate RAP will have a strong focus on increasing our engagement and participation with Aboriginal and Torres Strait Islander businesses as well as individuals to increase our employment representation.

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

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities on a regular basis throughout the year. 	June 2024/2025	Culture & Capability Manager
<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	October 2024	Culture & Capability Manager
<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Employment Strategy including initiatives and actions on attraction, recruitment, retention (including additional support that may be offered throughout employment cycle) and professional development. 	October 2024	Culture & Capability Manager
<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates. 	October 2024	Culture & Capability Coordinator
<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	October 2024	Culture & Capability Coordinator
<ul style="list-style-type: none"> Increase and aim to set targets to increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	October 2024/2025	Culture & Capability Manager
<ul style="list-style-type: none"> Investigate the MNG HR/ recruitment system capability to be able to track data on both candidates and employees who identify as Aboriginal and Torres Strait Islander to aid in increasing participation. 	June 2024	Culture & Capability Coordinator
<ul style="list-style-type: none"> Investigate what Aboriginal Employment Services or Community Organisations operate across our locations to forge partnerships as we progress through our Innovate RAP. 	October 2024/2025	Culture & Capability Coordinator





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

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Investigate how to best support the retention of Aboriginal and Torres Strait Islander employees in looking at additional support that can be provided in the early stages and ongoing throughout their employment. 	October 2024/2025	Culture & Capability Coordinator
<ul style="list-style-type: none"> Investigate the development in offering Cultural Leave at MNG for Aboriginal and Torres Strait Islander employees. 	June 2024	Culture & Capability Manager

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

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	February 2025	Executive Sponsor / RAP Champion
<ul style="list-style-type: none"> Review procurement processes to incorporate the use of Aboriginal and Torres Strait Islander business. 	February 2025	Executive Sponsor / RAP Champion
<ul style="list-style-type: none"> Re-visit the Supply Nation membership when considering 2025 and 2026 budgets. 	June 2024/2025	Executive Sponsor / RAP Champion
<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff as well as incorporating the use of the MNG Register of Aboriginal and Torres Strait Islander businesses into procurement practices. 	February 2026	Executive Sponsor / RAP Champion
<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	February 2026	Executive Sponsor / RAP Champion
<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	February 2026	Executive Sponsor / RAP Champion





Governance

Ensuring we have the systems and processes in place increases our accountability as well as our ability to achieve RAP deliverables. This will also create transparency to internal and external stakeholders, creating further support and buy in as we continue our RAP journey. The focus in Governance will be on what processes are required to track and evaluate each action deliverable, as well as ensuring full visibility on our progress to understand where improvements or more resources are required.

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

Deliverable	Timeline	Responsibility
• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2024/2025	Culture & Capability Manager
• Review and update the Terms of Reference for the RAP Working Group.	June 2024/2025	Culture & Capability Manager
• RWG to meet at least four times per year to drive and monitor RAP implementation.	June 2024/2025 October 2024/2025 February 2025/2026 April 2024/2026	Culture & Capability Manager

12. Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
• Define resource requirements for RAP implementation.	June 2024/2025	Culture & Capability Manager
• Engage senior leaders and other staff in the delivery of RAP commitments.	June 2024/2025	Culture & Capability Manager
• Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2024/2025	Culture & Capability Manager
• Appoint and maintain an internal RAP Champion from senior management.	June 2024/2025	Culture & Capability Manager





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

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September 2024/2025	Culture & Capability Manager
<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	June 2024/2025 October 2024/2025 February 2025/2026 April 2024/2026	Culture & Capability Manager
<ul style="list-style-type: none"> Investigate adding RAP as an agenda meeting item at Senior/ Executive meetings on a quarterly basis. 	June 2024/2025 October 2024/2025 February 2025/2026 April 2024/2026	Culture & Capability Manager
<ul style="list-style-type: none"> Report our RAP achievements, challenges and learnings publicly on an annual basis. 	June 2024/2025 October 2024/2025 February 2025/2026 April 2024/2026	Culture & Capability Manager
<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's Biannual Workplace RAP Barometer. 	May 2026	Culture & Capability Manager
<ul style="list-style-type: none"> 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 2024/2025	Culture & Capability Manager
<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	August 2024/2025	Culture & Capability Manager
<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	June 2024/2025	Culture & Capability Manager

14. Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	November 2025	Culture & Capability Manager

MNG.

