

MBM Reconciliation Statement

At MBM, we acknowledge the Traditional Custodians of the lands on which we operate and pay our respects to Elders past and present. We recognise the rich histories, knowledge, and enduring contributions of Aboriginal and Torres Strait Islander peoples, and we are committed to walking alongside First Nations communities in a spirit of respect, learning, and continuous improvement.

Our Business

MBM is a leading Australian consultancy, specialising in Quantity Surveying, Tax and Asset Services, Asset and Facilities Management Advisory, Infrastructure, Expert Witness, and Building Consultancy. Since opening our doors in 2002 with a single office in Sydney, we have expanded into a national operation with over 180 professionals. Today, we proudly operate across key locations on the traditional lands of First Nations peoples:

- Sydney – Gadigal Country
- Parramatta – Burramattagal Country
- Melbourne – Naarm Country
- Brisbane – Yuggera and Turrbal Country
- Canberra – Ngunnawal Country
- Adelaide – Kurna Country
- Perth – Whadjuk Country.

Our continued success is driven by the depth and diversity of our team. With expertise spanning multiple disciplines, our people form the foundation of our reputation for professionalism and integrity. We are active members of respected industry bodies such as the Australian Institute of Quantity Surveyors (AIQS), Property Council of Australia (PCA), Royal Institution of Chartered Surveyors (RICS), Owners Corporation Network, Local Government Procurement, JAS-ANZ, and the Tax Practitioners Board. In addition, MBM is certified to ISO 9001 (Quality), ISO 14001 (Environmental Management), ISO 45001 (Occupational Health and Safety), and ISO 27001 (Information Security), reflecting our commitment to rigorous standards and continuous improvement.

At MBM, diversity is more than a value—it is a strength that shapes our culture and approach. We are committed to social impact and actively seek to enhance engagement with Aboriginal and Torres Strait Islander communities through meaningful employment pathways, inclusive procurement practices, and community capacity-building initiatives. Our multicultural workforce is a testament to this commitment, and we are proud to include a team member who identifies as First Nations, as we continue striving for greater representation and inclusion.

Our dedication extends beyond our own operations. MBM has contributed to the development of infrastructure that supports Aboriginal and Torres Strait Islander communities across Australia. From schools and tertiary institutions to health services, our work supports equitable access to essential facilities and helps build stronger, more resilient communities. These projects reflect our broader commitment to reconciliation and delivering positive, culturally informed outcomes.

Despite our limits as a mid-sized consultancy firm to engage widely across multiple First Nations organisations, we are committed to reconciliation in ways that are both authentic to our size and capacity, and meaningful in their impact. Our focus is on implementing practical, achievable, and measurable actions that strengthen our role in reconciliation while remaining true to who we are as an organisation.

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Each year, MBM will set internal reconciliation goals that reflect our business model. We will track our progress, celebrate achievements, and refine our approach to ensure continual improvement. This commitment embeds reconciliation into our everyday operations, while also creating sustainable economic opportunities. This approach also ensures reconciliation remains an active and enduring part of our workplace culture—not a compliance exercise, but a lived value that shapes the way we work, the partners we collaborate with, and the contributions we make to the wider community.

Our Approach to Reconciliation

Our reconciliation journey will be guided by four key pillars:

1. Practical Action

- We will prioritise actions that are achievable within our size and structure, focusing on outcomes that create visible and measurable impact.
- This includes procurement, cultural learning opportunities, and direct engagement with First Nations suppliers and communities.

2. Cultural Learning

- We will create opportunities for our people to learn about the histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples.
- Training, events, and lived experiences will help embed cultural awareness into business practice.

3. Partnership and Procurement

- By directing at least 10% of our procurement spend to First Nations businesses, we will support economic participation and community capacity building.
- Our procurement practices will aim to create lasting, mutually respectful partnerships rather than transactional relationships.

4. Accountability and Improvement

- Through annual goal setting, progress reviews, and transparent reporting, we will hold ourselves accountable to our commitments.
- Where challenges arise, we will adapt, learn, and refine our approach rather than allowing reconciliation to remain symbolic.

Leadership and Commitment to Reconciliation

At MBM, leadership is not only about setting direction—it's about modelling values. Our senior executives and board members have consistently demonstrated their support for reconciliation, elevating it as a priority across the organisation. This leadership has been critical in embedding reconciliation into strategic decision-making, daily operations, and internal culture.

When leaders champion reconciliation, it fosters accountability, inspires others to act, and ensures the movement is not confined to policy documents. It becomes visible in how we work, who we work with, and the decisions we make. This ongoing commitment to leadership in reconciliation is part of a broader vision—one that values diversity, drives equity, and builds a workplace where all voices are heard and respected.

Commitment to Learning and Celebrating Reconciliation

At MBM, our commitment to reconciliation is grounded in a belief that learning and awareness are essential drivers of meaningful change. We recognise that fostering a culturally informed and inclusive workplace starts with education—an understanding of the rich histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples.

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To support this, we actively promote participation in reconciliation-focused events. These opportunities provide employees with valuable moments of storytelling, cultural exchange, and reflection. By engaging in experiences that deepen awareness—whether through immersive workshops, First Nations guest speakers, or cultural training—we aim to encourage open dialogue and a stronger sense of connection.

We embed reconciliation into our everyday workplace culture, ensuring it becomes part of our organisational DNA. From integrating cultural protocols into team practices to aligning internal communications with key cultural dates, we reinforce that reconciliation is a shared responsibility. Workshops, learning sessions, and discussions with First Nation leaders help contextualise reconciliation within both professional and personal frameworks.

Key events like National Reconciliation Week and NAIDOC Week are embraced not just as observances, but as opportunities to build understanding across our entire workforce. We share curated state-wide event listings to help staff participate locally and we run engaging internal initiatives such as trivia and storytelling sessions that bring teams together in a spirit of learning and respect. This proactive, organisation-wide approach nurtures a more informed, inclusive, and culturally sensitive workplace.

The result is a workplace where reconciliation is not limited to annual moments but is woven into our culture. Our employees feel empowered to show curiosity, develop empathy, and bring their whole selves to work. Reconciliation at MBM is a continuous journey—one that enhances our organisational identity and strengthens our collective commitment to a fairer and more respectful Australia.

Inspiring Diversity and Equity in Business Practices

Our approach to achieving equity through external relationships is grounded in intentional procurement practices, long-term partnerships, and active promotion of culturally responsive business. We embed diversity and inclusion clauses in procurement processes, directly engage with First Nations-owned businesses through community connections and industry referrals, and provide our clients and partners with guidance on engaging First Nations suppliers in a culturally safe way.

In practice, we prioritise working with First Nations suppliers who combine commercial services with cultural value. For example, we engage **Sydney First Nations Catering**, a social enterprise that preserves First Nations culture through traditional cuisine while supporting the local community; **Kallico Catering**, which offers both First Nations and non-First Nations catering across Sydney; **FigJam & Co.**, a 100% First Nations-owned and operated company in Southeast Queensland, crafting premium catering and condiments sourced from First Nations-owned properties; and **Koori Kulcha**, whose catering is guided by the traditional Lores of their Ancestors, ensuring environmental sustainability and respect for seasonal harvesting.

Our approach to broadening participation in our supply chain and employment pathways includes identifying new First Nations businesses through targeted outreach, inviting them to participate in procurement opportunities, and fostering ongoing relationships through repeat engagement. We also work to ensure cultural safety by engaging in early dialogue with potential partners to understand their preferences, timelines, and protocols before any commitments are made.

We also continue to seek new partnerships where we can contribute meaningfully through donations, fundraising initiatives, community engagement, or volunteer programs. For example, we have initiated communication with organisations such as Red Dust, Children’s Ground, Yalari, and the Australian Marine and Research Rescue Institute (AMRRIC) to explore opportunities for involvement.

These actions ensure that our supply chain and employment pathways contribute directly to reconciliation in measurable and meaningful ways—supporting economic participation, celebrating culture, and creating authentic opportunities for First Nations businesses to thrive.

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Our Reconciliation Working Group (RWG) Approach

To ensure our reconciliation journey is supported across all areas of our business, MBM will maintain a **Reconciliation Working Group (RWG)**.

- **Composition:** The RWG will include representatives from each state office, led by our National Operations Manager. Where possible, First Nations voices will be included, though participation will always remain voluntary and culturally safe. Where internal representation is not available, MBM will seek to engage an external First Nations advisor for guidance.
- **Role:** The RWG will oversee reconciliation initiatives, monitor progress against targets, and promote awareness within their offices.
- **Accountability:** The RWG will prepare a mid-year progress update and an annual report to the leadership team, ensuring transparency, accountability, and continuous improvement.

Overcoming Challenges in Reconciliation

As with any meaningful journey, our path towards reconciliation has involved honest reflection and adaptive thinking. A key challenge we identified early on was the limited engagement with First Nations culture among some employees, particularly when reconciliation efforts were perceived as formalities rather than integral to our identity.

To address this, we shifted our approach. We began integrating reconciliation into the everyday fabric of our workplace—through open conversations, ongoing cultural learning opportunities, and visible leadership support. These efforts have resulted in greater participation and deeper curiosity among our staff, creating a more inclusive and culturally respectful environment.

Despite our commitment to increasing Aboriginal and Torres Strait Islander employment, we recognise the current limitation in application numbers from First Nations candidates. This has highlighted the importance of building stronger external relationships, enhancing visibility through culturally safe recruitment strategies, and establishing pathways that encourage Aboriginal and Torres Strait Islander peoples to see MBM as a welcoming and supportive employer.

Ongoing Commitment

At MBM, we recognise reconciliation as a continuous journey rather than a destination. We remain committed to embedding reconciliation into our values and practices through consistent, practical, and measurable actions. This Statement reflects not only our organisational commitment, but also the dedication of our people who bring reconciliation to life in their daily work.

To further reinforce this commitment and to provide clear leadership direction, our CEO has shared the following statement.

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CEO Statement for RAP

At MBM, we are deeply committed to encouraging a workplace culture that values diversity, inclusivity and reconciliation. Our journey towards reconciliation has been both challenging and rewarding and I am proud to announce our decision to pursue another Reflect RAP (Reconciliation Action Plan).

This initiative underscores our unwavering dedication to reconciliation and our recognition of its importance in creating a more inclusive and respectful workplace. Our National Operations Manager, Jayne Mazlin, along with representatives from across the country, have worked diligently to develop this second Reflect RAP. Their efforts reflect our collective commitment to understanding and appreciating the rich cultural heritage of First Nations peoples.

Our leadership team, including senior staff and board members, has been instrumental in driving these initiatives. Their active participation and commitment to reconciliation serve as a powerful example for all employees, encouraging everyone to engage and support proactive change within our organisation.

As we move forward, we will continue to motivate our staff to advocate for diversity and equity in their professional interactions. We will also encourage our partners and clients to embrace culturally sensitive practices, particularly in procurement and employment pathways.

Our commitment to reconciliation is not just a statement of intent but a call to action for all of us at MBM. We believe that by working together and supporting each other, we can create a more inclusive and respectful environment for everyone.

I am excited about the journey ahead and confident that, with the collective effort of our entire team, we will make meaningful strides toward reconciliation. Thank you for your continued dedication and support.

Sincerely,



David Pearson

CEO

Version Control

Version	Date	Revision Details	Approved By
1	September 2025	Original Issue	Jayne Mazlin
2	November 2025	Updated Logo and Font	Jayne Mazlin

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