



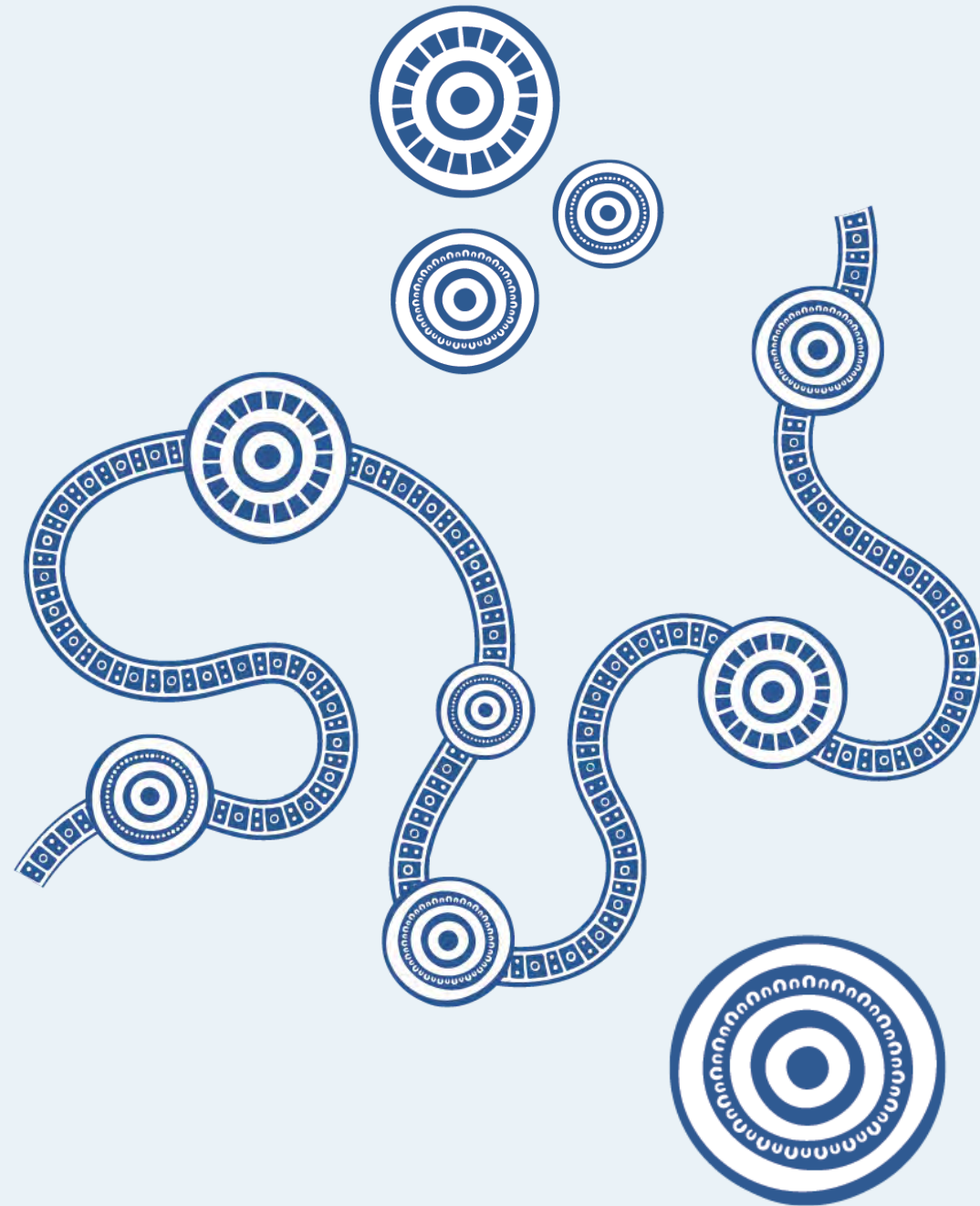
Barker Ryan Stewart

Reflect Reconciliation Action Plan

September 2024 – March 2026

Acknowledgement of Country

We would like to acknowledge the Traditional Custodians of the land we stand upon today, and pay our deepest respects to Elders past, present and emerging for they hold the culture, dreams, and memories of Aboriginal and Torres Strait Islander peoples. We recognise and respect their culture, beliefs, history, and enduring relationship with the land.





First Nations Artwork Meaning

“Innovating Change”

The artwork by Jordan Lovegrove, Ngarrindjeri, of Dreamtime Creative represents Barker Ryan Stewart innovating change on their journey to reconciliation.

The central meeting place is Barker Ryan Stewart and the outer circles are the company’s six core beliefs. The large pathway represents Barker Ryan Stewart’s journey as they continue to grow as an innovative company making small incremental improvements to consistently deliver better outcomes for clients, communities and the environment.

The natural environment is represented by the green portion while the dark blue is the rivers and ocean. The light blue represents the buildings and civil infrastructure that supports their communities, represented by the orange and brown.



The Artist

Jordan Lovegrove
Ngarrindjeri

A Message from CEO of Reconciliation Australia



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

Barker Ryan Stewart 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 Barker Ryan Stewart 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 Barker Ryan Stewart, 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 CEO of Barker Ryan Stewart



I am very pleased to present Barker Ryan Stewart's Reflect Reconciliation Action Plan (RAP) for 2024 – 2026.

The implementation of our first RAP is an important step that allows us to apply our guiding value of believing in better, into becoming better, by taking meaningful action in our reconciliation journey.

In our RAP, we not only outline our ongoing commitment to reconciliation across all areas of our organisation but recognise key areas of improvement and future growth over the next 18 months.

A significant part of these key areas includes embedding further understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories and rights into our services, policies and company culture.

Furthermore, we are committed to cultivating future collaboration with Aboriginal and Torres Strait Islander-owned businesses, organisations, and stakeholders, alongside implementing strategies for the recruitment, retention and professional development of First Nations staff.

I look forward to seeing the important steps that our Reconciliation Action Plan Working Group will accomplish over the next 18 months and would like to acknowledge their dedication to our ongoing journey of reconciliation.

On behalf of the Barker Ryan Stewart team, we are delighted to join a growing community of organisations committed to taking meaningful action to help advance reconciliation by playing a role in creating better outcomes for First Nations communities.

Andrea McDonald
Chief Executive Officer
Barker Ryan Stewart



Our Organisation

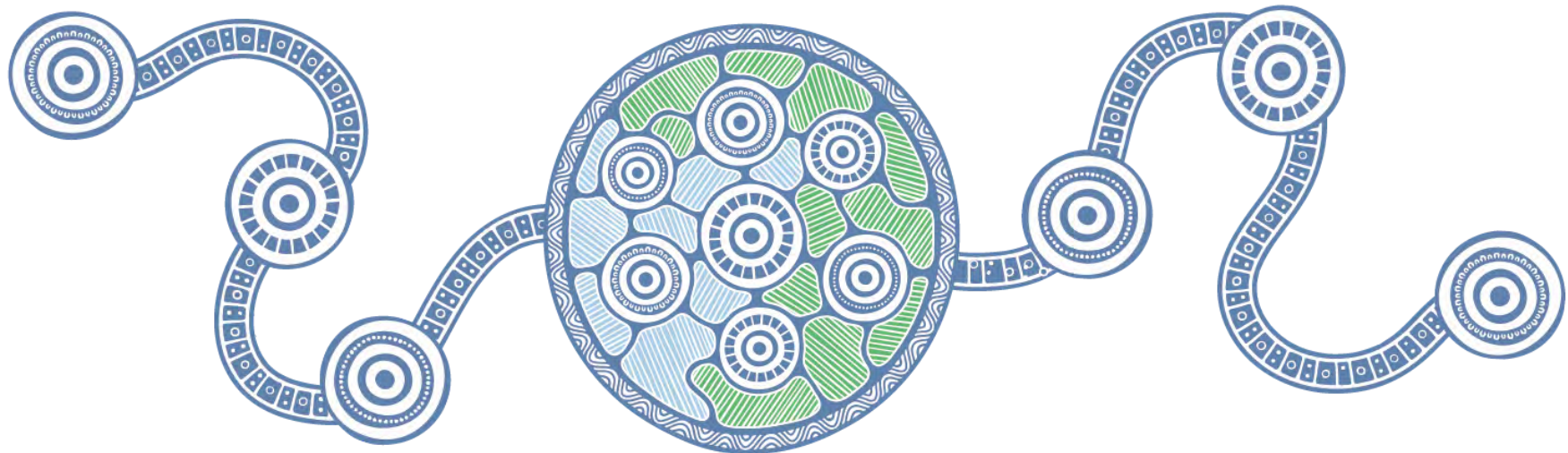
At Barker Ryan Stewart, our core value is simple: we believe in better. We believe in providing a better workplace for our team, delivering better outcomes for our clients, better service to our communities, and a better future for the environment. For our team, believing in better encompasses all we do from our culture to our operating practices.

Barker Ryan Stewart is involved in the entire lifecycle of infrastructure and property development. We provide surveying, planning, and engineering services at the design and approval stage, project management and civil inspections at the construction stage, and certification services at the completion stage. This multifaceted service offering over the lifecycle of a project allows us to be involved at any stage of the project, or from its inception right through to its completion.

With our diverse skillset and personalised approach, Barker Ryan Stewart advises property developers, publicly listed companies, consultants, accredited non-government organisations, and all levels of government. We work closely alongside our clients to understand what they want to achieve, and the company's multidisciplinary and collaborative approach means that we provide a better solution for our client's project.

In 2009, founding Directors Glenn Barker, Garry Ryan, and Ian Stewart established Barker Ryan Stewart with three offices in Sydney, Central Coast and the Hunter regions. The founding Director's vision was simple, they believed there was a better way of doing business in the consulting industry. They wanted to create a company culture with a secure and supportive work environment, to provide their team with the opportunities to thrive both within the workplace and within their own personal and professional development.

Barker Ryan Stewart is led by our Chief Executive Officer and Director, Andrea McDonald, who is responsible for proactively leading the team and managing the overall operations of Barker Ryan Stewart through the development, delivery, and continual refinement of the company's business strategies and actions. Alongside Andrea, the company's Board of Directors is comprised of fellow Directors Glenn Barker, Garry Ryan, Ian Stewart, Glenn Jameson, and Senior Associate, Chris Borg. The Board of Directors is responsible for the overall governance, management, and strategic direction of Barker Ryan Stewart as well as delivering accountable corporate performance in accordance with the company's goals and objectives.



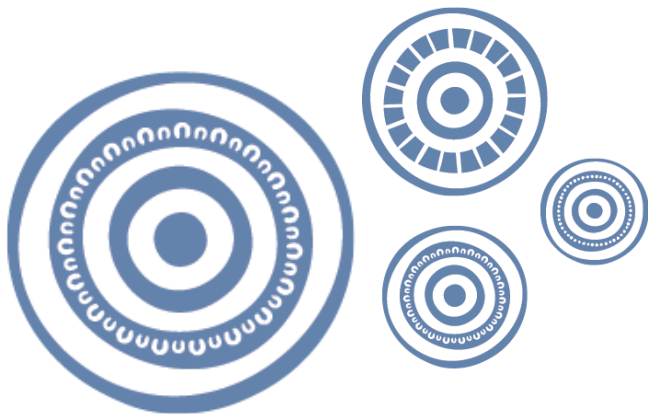
Our Organisation

Our team is now made up of over 80 experienced, enthusiastic staff spread across six offices. These include our Sydney office on Bidjigal Land, our Central Coast office on Darkinjung Land, our Hunter office on Awabakal and Worimi Land, our Coffs Harbour office on Gumbaynggirr Land, our Northern Rivers office on Bundjalung Land and our South-East Queensland office on Kombumerri Land. We work within New South Wales and Queensland, with projects throughout many communities in each state.

As a company, we are fully committed and passionate about diversity and inclusion within our organisation as we strongly believe that having a diverse and inclusive team allows us to create the best workplace possible which is a key determinant to our success.

We recognise that being part of a diverse company not only offers a pragmatic and welcoming workplace environment, but also surges the talent within our team by creating a space for innovative and creative perspectives, therefore allowing well-rounded decision-making processes.

We currently have one individual on our team who identifies as a First Nations person, this is one of the primary reasons for the implementation of our RAP; to ensure inclusivity, respect, and cultural comprehension in order to create a workplace where every employee feels valued and heard.



Our Reconciliation Action Plan

At Barker Ryan Stewart, we understand that our words are only as good as our actions and recognise that we cannot create meaningful change in the broader community without acknowledging that every citizen, company and organisation in Australia serves a role in reconciliation.

We are fortunate to witness the progressive direction the property development and infrastructure industry is advancing in, but it is important to recognise the extent of work that must be achieved in order to produce equitable outcomes for the communities we work within. By embracing Reconciliation Australia's actions and deliverables, Barker Ryan Stewart will embed further understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories and rights into our services, policies and company culture.

The implementation of our Reconciliation Action Plan will occur across all levels of the company through adapting internal communications, relationships and interactions with our team, clients, stakeholders and the wider community. The instigation of a Reconciliation Action Plan was an essential formal undertaking for BRS by applying our values "We Believe in Better" into being better.

This positive progression of our company is devised to occur through; providing further training to staff, formally acknowledging traditional custodianship in our reports, correspondence and services, research and encouraged partnership and collaboration with Aboriginal and Torres Strait Islander owned businesses, organisations and stakeholders and implementing strategies for the recruitment, retention and professional development of First Nations staff.

We believe that our influence in the industry is most advantageous as a platform to encourage reconciliatory efforts amongst our peers. Historically, the property development and infrastructure industry has lacked diversity and inclusive opportunities.

We are thrilled to witness an increase of diversity within our profession, which has gradually become more representative of the extensive spectrum of backgrounds which collectively create contemporary Australian society. Ensuring respectful consideration of the cultural and spiritual knowledge of Aboriginal and Torres Strait Islander peoples is essential within our field of work in order to produce, responsible, ethical and successful infrastructure.

Through collaboration with First Nations peoples, as well a broader acknowledgement of Aboriginal and Torres Strait Islander customs, emerging developments will represent inclusivity and tradition. In the spirit of encouraging accessibility and diversity in the industry,

Barker Ryan Stewart is in the process of preparing internship opportunities with universities in NSW and QLD to be implemented in 2023, with specific openings reserved for women and First Nations students interested in gaining experience in the fields of surveying, planning, engineering, project management and certification. With these opportunities we aim to uplift the talent of Aboriginal and Torres Strait Islander students and provide the resources necessary for interns to achieve at their full potential and cultivate their professional development.

Our Reconciliation Action Plan

We are entirely committed to all aspects of sustainability across our business endeavours, and we deliver our services based on our detailed understanding of and commitment to sustainable design and practices.

We are qualified members of the EnviroDevelopment Professionals Program, allowing us to guide and assist developers in achieving high-quality sustainability solutions under their six sections - ecosystems, waste, energy, materials, water, and community. However, we understand that sustainability cannot exist without first acknowledging the disparities faced by First Nations communities throughout Australia, nor without upholding the land, water and cultural rights of Aboriginal and Torres Strait Islander Australians.

We highly value the protection of our environment and acknowledge that climate change disproportionately affects First Nations peoples on a global scale; therefore, sustainability is not possible without first committing to reconciliation. We are committed to furthering the education of our staff to emphasise the importance of respectful and protective practices when providing our services to our clients.

Barker Ryan Stewart also recognises the immense cultural significance associated with Country and the importance of upskilling our professionals to ensure respect and cultural competence is maintained while working on Indigenous land. We find it crucial to recognise that the land our services centre around has always been, and will always be Aboriginal and Torres Strait Islander land, and must be respected as such.

In ratifying our Action Plan, we have put into place a Reconciliation Action Plan Working Group (RAPWG), who will commit to attending external National Reconciliation Week activities, NAIDOC Week activities and conduct reviews of HR policies and cultural learning needs. Our RAPWG consists of a broad combination of team members from across all of Barker Ryan Stewart's diverse office locations.

Their essential roles within the implementation and execution of our RAP include Glenn Barker as our RAP champion, Arabella Stewart as our RAP Coordinator, Ossie Welsh in providing perspective, guidance and innovation as a First Nations person, and Elske Barker and Andrea McDonald in aiding with actions and deliverables where needed. Our RAPWG will also communicate our commitment to reconciliation and encourage and support staff in their own pursuits of furthering their understanding, knowledge, and acceptance of First Nations cultures across Australia.

RAP Working Group



RAP Champion
Glenn Barker
Director



RAP Coordinator
Arabella Stewart
Administration Officer



Ossie Welsh
Surveyor



Elske Barker
Administration
Officer

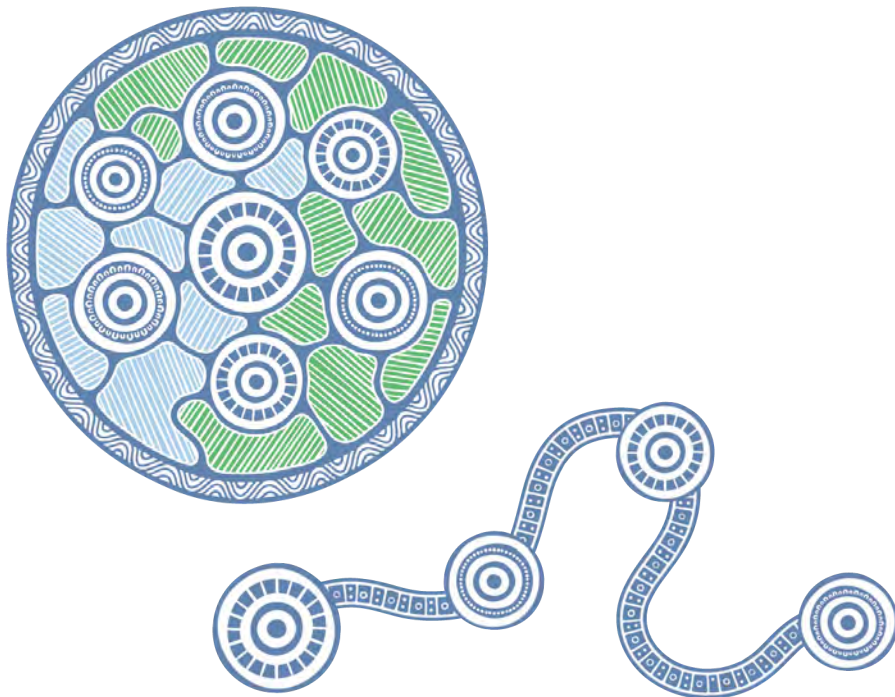


Andrea McDonald
CEO and Director

Our Partnerships and Current Activities

We are extensively appreciative of the opportunity to work alongside Aboriginal and Torres Strait Islander peoples on numerous projects to date, including working in consultation with several Aboriginal Heritage Advisors and archaeologists, including Heritage Now, to develop impact assessments for numerous infrastructure and property development projects.

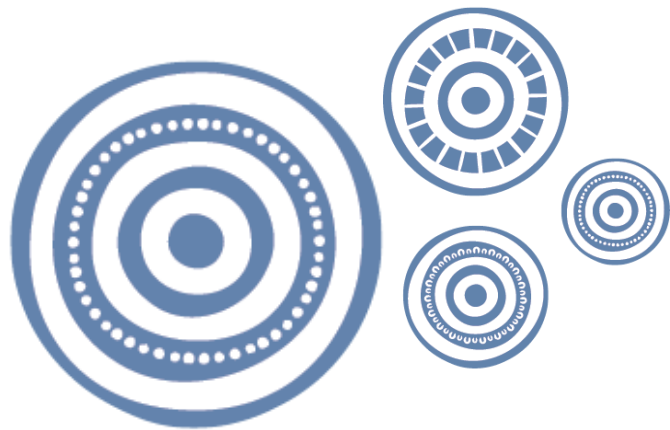
We have worked alongside the Aboriginal Land Council and provided services for the Pemulwuy Project in Redfern for the Aboriginal Housing Company. Our services have also qualified BRS a placement on the Kowanyama Aboriginal Shire Council's panel of pre-qualified suppliers. In preparing a Reconciliation Action Plan, our RAPWG hopes to demonstrate our commitment to initiating and cultivating future collaboration with Aboriginal and Torres Strait Islander-owned businesses and organisations. We are privileged to have the opportunity to actively support all dimensions of reconciliation through our organisation. Although reconciliation is an ongoing journey, we will do everything possible to advance and evolve as a business.



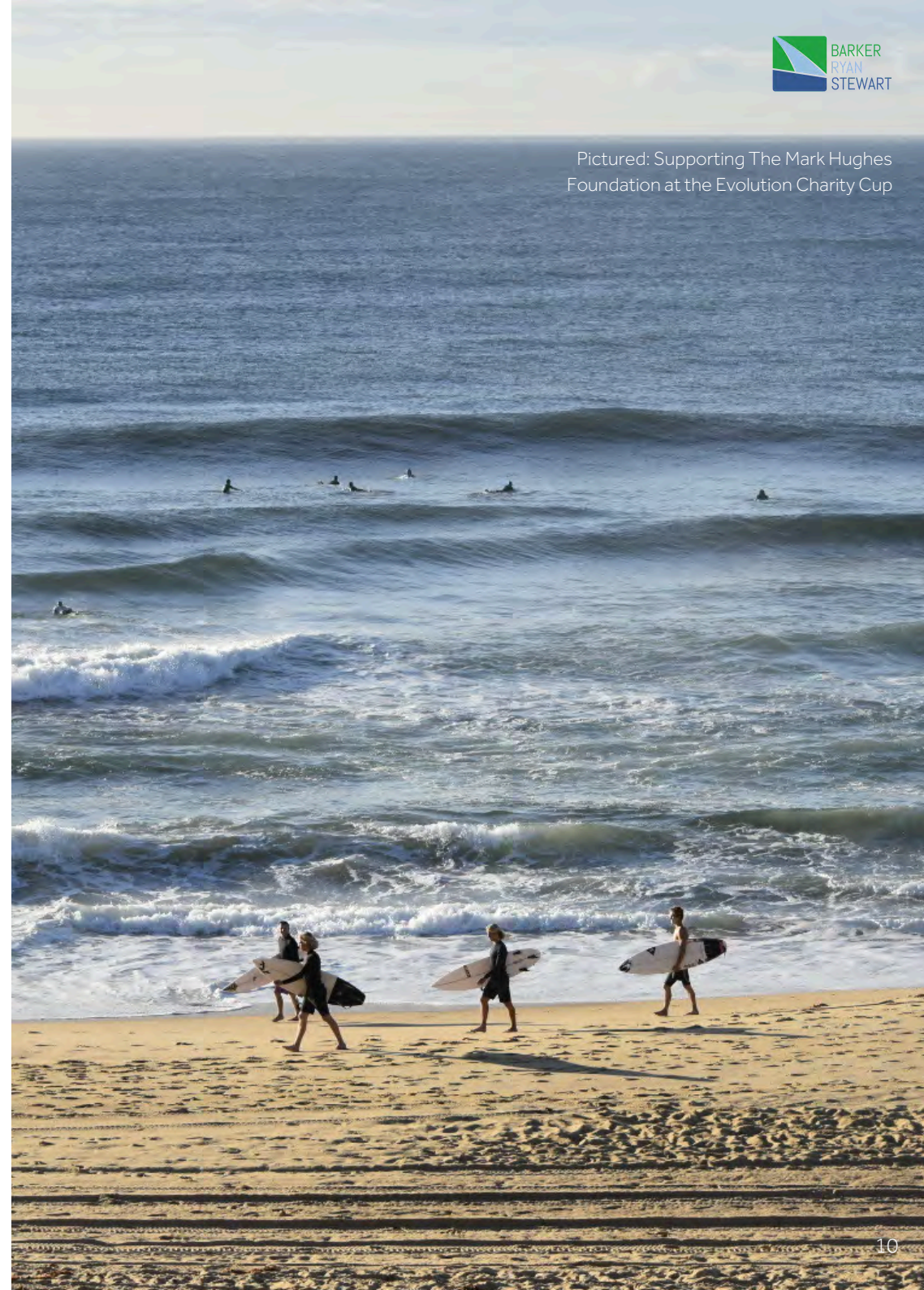
Our Partnerships and Current Activities

Barker Ryan Stewart's philosophy encourages us to give back to the communities in which we work through supporting a broad range of charities and not-for-profit organisations. We do this by providing pro bono services for such organisations, who are essential in creating better outcomes for varying communities around Australia. We also financially assist charities that advocate for important causes including North West Disability Services, Cancer Council, The Mark Hughes Foundation, and Push for Better Foundation. Our commitment to reconciliation will extend to offering our services on a pro bono basis for projects targeted at reducing the disparities faced by First Nations communities, including in the healthcare, employment, and education sectors.

We take pride in the diversity of our team and believe that a successful future is only attainable when it is created with diversity and inclusivity in mind. At Barker Ryan Stewart, we have a firm stance against discrimination of any kind in the work force. It is essential to us that our team and clients experience an environment comprised of acceptance and inclusivity, where difference is respected and celebrated. We maintain and enforce our Diversity and Inclusion Policy company-wide to ensure a safe space for everyone, regardless of ethnicity, gender identity, Indigenous identity, sexual orientation, disability, or religion.



Pictured: Supporting The Mark Hughes Foundation at the Evolution Charity Cup





Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	September 2024	RAP Coordinator and Administration Officer
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	September 2024	RAP Coordinator and Administration Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	March 2025	Administration Officer
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	March 2025	RAP Coordinator and Administration Officer
	<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. 	September 2024	Administration Officer
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	September 2024	Administration Officer
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	December 2024	Director
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	January 2025	RAP Coordinator
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	May 2025	EnrichHR, Director, and Administration Officer
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	May 2025	EnrichHR, Director, and Administration Officer



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	April 2025	RAP Coordinator
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	April 2025	Administration Officer
	<ul style="list-style-type: none"> Monitor upcoming events pertaining to reconciliation, Closing the Gap and "Designing with Country"; organise and encourage attendance of staff to educational conferences and seminars promoting First Nations people's insight into Property Development and Infrastructure 	February 2025	RAP Coordinator
	<ul style="list-style-type: none"> Promote an understanding of the Country(s) on which our offices reside and the Traditional Ownership of the land. 	September 2025	Administration Officer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Include Acknowledgement of Country in email signature. 	November 2025	Marketing Coordinator
	<ul style="list-style-type: none"> Include Traditional names of Country in reports when referring to the site of the project. 	November 2025	RAP Coordinator and Marketing Coordinator
	<ul style="list-style-type: none"> Develop a deepened understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	June 2025	RAP Coordinator
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	June 2025	RAP Coordinator and Administration Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	July 2025	Administration Officer
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	July 2025	Administration Officer
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	July 2025	RAP Working Group



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Build internship opportunities for Aboriginal and Torres Strait Islander students with universities throughout New South Wales to encourage diversity within our business and the industry in which we work. 	October 2025	Director and Administration Officer
	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	November 2025	EnrichHR and Director
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	December 2025	EnrichHR and Director
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	February 2026	Director
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	May 2025	Director



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.	September 2024	RAP Coordinator
	• Draft a Terms of Reference for the RWG.	September 2024	RAP Coordinator
	• Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG.	September 2024	Director
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	September 2024	Director
	• Continue to engage senior leaders in the delivery of RAP commitments.	November 2024	Director
	• Appoint a senior leader to champion our RAP internally.	November 2024	Director
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2024	RAP Coordinator
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.	February 2025 and annually	RAP Coordinator
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 July 2025 (annually)	RAP Coordinator
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	July 2025 (annually)	RAP Coordinator
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	September 2025	RAP Coordinator

Contact

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Position: Administration Officer

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