BRYANT

RECONCILIATION ACTION PLAN
INNOVATE

Innovate Reconciliation Action Plan

October 2026 - October 2028



Acknowledgement Of Country

Bryant acknowledges the Traditional Owners and Elders past and present on whose ancestral land our offices are located and all the lands in which the company undertakes its projects.





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Our Partnership With YarnnUp: First Nations Consultants

Bryant is proud to partner with YarnnUp in the development, endorsement, and implementation of our third Innovate RAP, reinforcing our ongoing commitment to reconciliation.

YarnnUp, a First Nations–led agency headquartered in Mascot, NSW, acknowledges the Gadigal and Bidjigal peoples on whose lands they live and work. Specialising in engagement, strategy, and design, YarnnUp supports organisations working towards active reconciliation by providing them with the knowledge, skills and strategic direction needed to create authentic change.

Through policy reform, cultural transformation, training, and creative storytelling, YarnnUp helps organisations embed First Nations knowledge into their structures and initiatives. Their expertise ensures reconciliation efforts move beyond compliance to create meaningful, community–led impact that drives lasting social and cultural change.

YARNNUP



Artist Biography

Arone Meeks was a Kuku Midigi man. He grew up in Yarrabah and El Arish, Mission Beach, Far North Queensland, although his Country is the area around Laura, Cape York. At the time of his passing, he lived in Cairns.

Arone Meeks had both a traditional and formal education, having been taught by his grandfather and other relatives before going to study at the City Art Institute in Sydney. He later returned to Queensland to study with various tribal Elders, including those of the Lardil peoples of Mornington Island.

Meeks valued this combination of training and experience; his work employed both traditional images and themes arising out of his concern with the issues of Land Rights, Sexuality, Cultural Values and Belonging to Place. A Founding Member of Boomalli Aboriginal Artists Co-operative, he won an Australia Council Fellowship to study in Paris and went on to exhibit throughout Europe and North and South America.

Artwork Story

Building Together: This work describes the location: The Great Barrier Reef to the right, showing both the inner reef and outer reef, the virgin rainforest to the left, and the only place in the world where these two natural forces of nature come to meet. The internal design is a representation of the Bryant logo icon, reworked to take on the forms of windbreaks, humpies and traditional dwellings.

The boat above is that of an outrigger from the Torres Strait, and below an Aboriginal dugout canoe. To the left of the icon, there are three figures, each one representing (from the top) the Torres Strait, Bryant and an Aboriginal figure with a feathered headdress. They are supported by a windbreak/dwelling shape, and all have a hand attached to it, suggesting each has some input into the structure.




Arone R Meeks
Cairns
26/02/20

A Message From Our Directors











Bryant was built as a family business in Cairns, on Country, in a part of Queensland where the connection between place, people and community is impossible to ignore. That origin shapes who we are. It has always meant that the work we do — and how we do it — carries responsibility beyond the build.

We're proud to present Bryant Building Contractors' Reconciliation Action Plan. It's a step we've taken seriously — not because it's required, but because it's right. Across our seven offices and 155 people, from Cairns to Brisbane, we operate on Country every day. This plan is our commitment to doing that with genuine respect, understanding and accountability.

The values that have always defined Bryant — being safe, agile, accountable and a good team — are the same values that underpin this RAP. Reconciliation isn't separate from how we operate. It sits inside it. We manage issues and maintain momentum across complex projects in challenging environments. We know what it means to show up consistently for communities, and we intend to do that here too.

We've already begun. We've strengthened our procurement approach to actively support First Nations businesses, are active in cultural awareness training across our teams, and established relationships with First Nations communities. There's more to do, and we're on it.

We don't seek praise for this plan — we're focused on what it produces. That means measurable outcomes in employment, procurement and cultural capability. It means listening, learning and holding ourselves to the same standard we hold every project: on spec, on time, and done properly.

Reconciliation, like construction, is built solid – or it isn't built at all. We're committed to it for the long run.

Lorraine Grant, Max Bryant, Dan Fragg, Chris Bryant, Ben Grant
Directors, Bryant Building Contractors

BRYANT



A Message From Reconciliation Australia

Reconciliation Australia commends Bryant Building Contractors on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Bryant Building Contractors continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Bryant Building Contractors will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Bryant Building Contractors using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Bryant Building Contractors to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Bryant Building Contractors will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Bryant Building Contractors future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Bryant Building Contractors on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

Bryant Building Contractors Pty Ltd (Bryant) is a Queensland-based design and construction company with over 40 years of experience delivering projects across commercial, industrial, government and residential sectors. From its origins as a small, family-owned business in Cairns, Bryant has grown into a respected contractor known for delivering high-quality infrastructure across metropolitan, regional and remote locations. The company provides end-to-end project management and construction services, with a strong track record of working in complex and logistically challenging environments.

Bryant operates across Queensland, as well as parts of New South Wales and the Northern Territory, with offices in Brisbane (head office), Cairns, Gold Coast, Sunshine Coast, Rockhampton, Darwin and Toowoomba. Its workforce comprises approximately 155 employees, supported by additional project-based personnel, enabling the business to deliver a diverse portfolio of projects including schools, healthcare facilities, housing, commercial developments and community infrastructure. Bryant is particularly experienced in delivering projects in regional and remote communities, including across Cape York, the Torres Strait and the Gulf of Carpentaria, where it has built long-standing relationships with local stakeholders. Our head office is headquartered in Brisbane on the traditional lands of the Turrbal and Yuggera peoples.

At the core of Bryant's operations is a clear purpose – Built Solid. We build spaces that work, anywhere. Byrant's vision is to keep growing as a trusted construction partner – one that delivers complex projects with confidence, care and accountability, staying on it from concept to completion and delivering outcomes our clients can depend on. This commitment to doing what we say we will do, regardless of location or complexity, is what has shaped Bryant into the company it is today. Bryant is guided by four core values: Safety First, Respect, Accountability and Professionalism. These values shape how the company works, how decisions are made and how people are treated, reinforcing a culture where safety is prioritised, relationships are valued, commitments are honoured and high standards are maintained.

Bryant recognises that construction is more than delivering physical infrastructure. Through its work, the company seeks to create meaningful social and economic outcomes, particularly when operating in partnership with Aboriginal and Torres Strait Islander communities. Over many years, Bryant has delivered projects that provide not only essential infrastructure but also opportunities for local employment, training and business participation. The company is committed to building respectful, collaborative relationships with communities and stakeholders, and to ensuring that its projects contribute positively to the regions in which it operates.

Currently, we have 13 employees who have self–identified as First Nations peoples within our core business. Furthermore, we are aware of First Nations representation within our contracting work – specific to the Bickerton Project there are 12 contract employees who identify as First Nations peoples. As part of our RAP work, we are exploring culturally appropriate options to introduce consistent systems that will enable us to track or report First Nations representation respectfully in the future.

Together with its strong values, experienced workforce and long–standing community partnerships, these systems enable Bryant to deliver projects responsibly and sustainably while contributing to reconciliation and positive outcomes for Aboriginal and Torres Strait Islander peoples.



Our Vision For Reconcilation

Our vision for reconciliation is an Australia where Bryant helps build strong, respectful and enduring partnerships with Aboriginal and Torres Strait Islander peoples, communities and businesses through the projects we deliver. Reconciliation achieved means First Nations cultures, knowledge and participation are respected, embedded and visible across our worksites, supply chains and communities, creating lasting social, cultural and economic outcomes wherever we work.

Our people recognise that reconciliation is not the responsibility of a few individuals or a standalone initiative, but a shared commitment that must be reflected consistently across every part of our business. Bryant aspires to foster a workplace where cultural awareness, understanding and respect are embedded into our behaviours, decision-making and relationships, empowering our workforce to engage confidently, respectfully and meaningfully with First Nations peoples and communities.

We believe reconciliation is strengthened through listening, learning and building trust over time. Bryant is committed to developing long-term partnerships with Aboriginal and Torres Strait Islander communities, businesses and organisations that are founded on collaboration, accountability and mutual respect. We seek to ensure these relationships create tangible opportunities in employment, training, procurement and economic participation, while supporting the preservation and recognition of cultural knowledge and heritage.

Bryant understands that achieving meaningful reconciliation requires visible leadership, clear accountability and organisation-wide ownership. Our vision for reconciliation embeds it into our systems, processes and governance so that it becomes part of "business as usual" across all regions and projects. Through strong leadership, open communication and shared responsibility, we aim to build momentum, strengthen awareness and ensure every employee understands their role in contributing to reconciliation outcomes.

Ultimately, Bryant's vision is to create a culturally capable and inclusive organisation that leaves a positive and lasting impact wherever we work. We are committed to continuous learning, sustained action and practical outcomes that contribute to reconciliation and support a more equitable future for Aboriginal and Torres Strait Islander peoples.

This Innovate Reconciliation Action Plan is a public statement of Bryant's ongoing commitment to reconciliation and to building respectful, accountable and enduring relationships with First Nations peoples and communities.

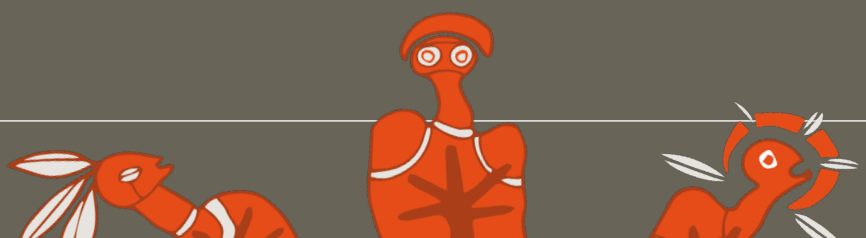




Image owned by Bryant Building Contractors

Our Reconciliation Journey To Date

Workplace Culture and Environment

Bryant Building is committed to fostering a culturally safe, inclusive and respectful workplace where all employees feel valued, empowered and supported. Our workplace culture and environment reflect the same values that guide our broader operations: Safety First, Respect, Accountability and Professionalism.

We recognise that a culturally safe workplace begins with clear policies, consistent leadership and the active participation of all staff in building an environment free from discrimination, harassment and unconscious bias.

Bryant's policies work towards providing a safe, equitable and respectful workplace for all employees, contractors and representatives by setting the behavioural standards expected of all staff, contractors and project personnel. The Code of Conduct specifically includes commitments to respectful communication, cultural sensitivity and zero tolerance for racial discrimination. This is supported by Bryant's Anti-Bullying, Harassment and Discrimination Policy which builds on Bryant's zero tolerance for bullying, harassment, discrimination, victimisation and violence in any form, whether on worksites, in accommodation camps, at work-related events or while representing Bryant in any locations.

Specifically, Bryant's Indigenous Affairs and Diversity Policy reinforce the organisation's commitment to equal opportunity, respect and inclusion across all parts of the business. The policy recognises the value of a diverse workforce and outlines Bryant's commitment to creating employment, training and business opportunities for Aboriginal and Torres Strait Islander peoples, while also supporting the protection of cultural heritage in the communities where it operates. It applies to directors, employees, contractors and consultants, and places clear responsibility on leadership to promote equality, support sustained employment and training, provide cultural awareness education, and work in partnership with communities to maintain culturally significant places and practices.

These expectations apply equally across all offices, project sites and remote locations. Together, the policies reinforce the importance of psychosocial safety, and ensures that complaints are managed seriously, promptly and privately, with appropriate action taken where conduct breaches the policy to create a safe, inclusive and culturally appropriate environment that aligns with our values at Bryant.

Strategic and Policy Alignment

Bryant has established early structural foundations to support its reconciliation journey. This includes the formation and reactivation of a RAP Working Group, supported by a defined charter and renewed governance cadence. Initial guiding documents—such as First Nations engagement principles—have been developed to provide consistency in approach, particularly across projects.

While reconciliation is increasingly aligned with broader organisational values such as inclusion, community and social impact, it is not yet fully embedded into core business strategy or operational policies. Existing efforts reflect a transition from informal or project-based activity toward more coordinated, organisation-wide systems and accountability mechanisms.

Cultural Awareness and Cultural Events

Building on our first Reflect RAP and two previous Innovate RAPs, Bryant has made visible progress in promoting cultural awareness by celebrating and participating in key events such as National Reconciliation Week and NAIDOC Week, alongside other reconciliation-related activities. These initiatives have helped build awareness and normalise engagement with First Nations cultures across the organisation.

Employees are increasingly open to engaging in reconciliation initiatives and participating in learning opportunities. Cultural protocols, such as Acknowledgement of Country, are becoming more standardised across the organisation, signalling early cultural integration. Bryant has also delivered hands-on and online cultural awareness training to almost all staff, strengthening baseline understanding and capability.



First Nations Community Engagement and Sponsorship

At Bryant, we understand the importance of our role as a project lead business in creating, nurturing and respecting First Nations engagement. To date, much of our First Nations engagement has centred around ensuring the First Nations communities of project sites and locations are correctly engaged. Building relationships through direct interaction, local presence, and dedicated roles responsible for engagement.

Collaboration in key regions and participation of First Nations stakeholders in industry sessions and project processes are positive initiatives taken to strengthen these relationships. That said, engagement is not yet consistent across all projects or regions, and there is an opportunity to strengthen continuity, deepen partnerships, and formalise engagement approaches beyond individual projects.

Aurukun Splashpad 2017–2019

A benchmark initiative for Bryant's engagement with First Nations communities can be seen within our work on the Aurukun Splashpad project.

The Aurukun Splashpad Facilities project demonstrates how community infrastructure delivery can be used to create meaningful local employment, training and First Nations business participation outcomes. As a Queensland Government identified First Nations project, the Splashpad was delivered under a formal First Nations Economic Opportunities Plan negotiated with the client and community, with Bryant committing to a minimum of 10% of total labour hours being performed by local First Nations workers. Through this approach, Bryant created 490 agreed employment hours for Aurukun community members, supported local apprenticeship and labouring pathways, and partnered with Cape York Employment to help prepare local jobseekers before construction commenced, including through a 12–week pre–employment program completed by 15 community members.

These economic and workforce outcomes were delivered alongside the construction of a purpose–built recreational water play environment for young children and the broader Aurukun community. The project included a new splashpad supported by ancillary infrastructure such as a kiosk, amenities, shade structures, synthetic turf areas and BBQ facilities. The scope also incorporated demolition and modification of existing structures, installation of a new pump station, external lighting and security systems, and construction of a new masonry block pump room to support ongoing operations.

Bryant also exceeded its local First Nations business procurement commitment, achieving approximately $133,466 in local spend against a minimum IEOP commitment of $40,000. This included engagement with local businesses for food, fuel, accommodation and site supply arrangements, as well as broader community supply initiatives that returned value to local First Nations organisations. Delivered in a remote Cape York community, the project required careful coordination of materials, services and construction sequencing to ensure efficient delivery and long–term durability. The completed facility provides a vibrant, safe and inclusive recreational space while also demonstrating Bryant's ability to deliver measurable employment, training, procurement and compliance outcomes, with government compliance fully verified following audit closure in December 2019.



Aurukun Splashpad
Image owned by Bryant Building Contractors

First Nations Employment, Education and Training

Bryant has initiated several employment-related programs, including traineeships, cadetships and scholarship initiatives, with redesign to broaden the reach. These programs demonstrate a clear intent to create pathways and opportunities for First Nations peoples within the organisation.

Opportunities to scale Aboriginal and Torres Strait Islander employment directly within Bryant are currently limited by the location of the head office and local labour market demographics. Bryant has seen stronger outcomes through its projects—working with contractors and local partners to support First Nations participation, employment and providing skills-based, on-site training that can help individuals build experience for future employment..

Bryant recognises the significant role its projects can play in creating meaningful employment and skills development opportunities for First Nations peoples. Over the past two years alone, across three major projects, Bryant has employed more than 80 First Nations workers and 10 First Nations apprentices. Through project-based employment, mentoring and on-the-job training opportunities, Bryant has been able to support workforce participation while helping individuals build valuable skills, experience and pathways to future employment. These outcomes demonstrate the important contribution infrastructure projects can make in supporting economic participation and strengthening community capacity.

Bickerton Island Project Case Study, 2017-ongoing

The Bickerton Island Project is Bryant's largest project to date and one of the most logistically complex due to its remote location, with people typically travelling via charter aircraft and all food, water, materials and equipment barged to the island and cleared through biosecurity. Bickerton Island is a small community of approximately 128 First Nations peoples, with population on the island generally around 40–80 people at any given time.

Across the Bickerton Island Early Works phase (Feb 2025 – Oct 2026), Bryant engaged 13 First Nations workers, 18 First Nations businesses, and recorded 4,099 First Nations hours, representing 33.65% of total project hours. Bryant also supported on-site training and upskilling for 12 First Nations employees working in roles including kitchen hand and labourer, with three team members undertaking apprenticeships. In addition, carpenter Nathan Vanderpluym completed training and certification to operate a Skid Steer, Front End Loader and Excavator.

In the Bickerton Island School Main Works phase (Oct 2026 – ongoing), Bryant has engaged 16 First Nations workers, with 4,083.42 First Nations hours worked, contributing 14.3461% of overall project hours. The project has also supported 2 First Nations apprentices, engaged 5 First Nations businesses contributing 6.17% of overall business engagement, and generated $152,184 in community spend.



Bickerton Island Project
Image owned by Bryant Building Contractors

Energy Queensland Training & Development Buildings, 2024

The Energy Queensland Training Centre project demonstrates how major infrastructure delivery can create meaningful First Nations employment, training and apprenticeship outcomes while meeting complex construction and heritage requirements. Central to the project's success was the engagement of 61 First Nations workers, the delivery of 7,014 First Nations hours worked and the support of 8 First Nations apprentices, creating practical pathways for skills development and workforce participation within a significant commercial build.

These outcomes were achieved as part of the redevelopment of the former depot facility in McLeod Street, Cairns, which transformed the site into a modern training centre, office accommodation and workshop facility.

The project required careful integration of contemporary building solutions while preserving key features and the heritage character of the original Cairns Powerhouse structure. Through detailed planning, stakeholder coordination and quality-focused delivery, Bryant successfully balanced operational, heritage and social impact objectives, with the project recognised at the 2022 Far North Queensland Master Builders Awards, winning the Commercial Building category for projects valued between $5 million and $50 million.

First Nations Procurement and Business Participation

In the initial stages of the tendering process, Bryant maintains a register of First Nations suppliers and subcontractors who are invited to provide pricing for upcoming projects. This forms a standard component of our procurement process and actively encourages the participation of First Nations businesses in line with Federal Government Quality Assurance requirements. We have also introduced systems to assist in identifying First Nations businesses and tracking procurement spend with contracted suppliers.

Bryant has further strengthened its commitment to First Nations economic participation through its partnership with Indigenous Contractors Australia (ICA), an Aboriginal labour hire business. This partnership has enhanced Bryant's ability to identify, engage and support Aboriginal and Torres Strait Islander workers and businesses across project delivery, while creating pathways for sustainable employment and workforce participation.

Together, these initiatives have strengthened Bryant's ability to engage, support and procure from First Nations businesses in a more deliberate and measurable way. By embedding these practices into our procurement processes, we have increased visibility of First Nations suppliers, improved engagement opportunities and enhanced our capacity to deliver meaningful economic participation outcomes.

As a result, over the past two years Bryant has engaged more than 20 First Nations businesses across the Bickerton Island Early Works Project (February 2025 – October 2026) and the Bickerton Island School Main Works Project (October 2026 – ongoing). These partnerships have contributed to project delivery while creating opportunities for local businesses to participate in and benefit from major infrastructure investment within their communities.

IPCC Sponsorship

Bryant Building has been an active member of the IPCC, formerly known as the Construction Industry Indigenous Participation Reference Group (CIIPRG). Throughout this time, we have proudly supported the committee's objectives to identify and implement innovative ways to increase participation and opportunities for First Nations jobseekers and businesses within the construction industry.

As part of our continued commitment to supporting First Nations employment, training, and business development opportunities, Bryant Building is pleased to provide an ongoing annual financial contribution of $1,500 to assist with the delivery of planned IPCC events and initiatives.

These events play an important role in fostering knowledge-sharing, strengthening relationships between First Nations and non-Indigenous construction-related businesses, and advancing the broader objectives of the IPCC.

ESG Commitments and Initiatives

Reconciliation is increasingly being positioned within Bryant's broader ESG and social impact agenda. Activities across employment, procurement, community engagement and culture demonstrate alignment with ESG principles, particularly in relation to social responsibility and inclusive growth.

Systems for tracking, reporting and governance are beginning to emerge, including action tracking and re-established reporting processes to the RWG.





Continuing Our Journey

Bryant's reconciliation journey has been shaped by three consecutive Innovate Reconciliation Action Plans, with each RAP representing an important stage in our organisation's learning and growth. Across this journey, our previous RAPs have provided meaningful opportunities to test approaches, build relationships, strengthen cultural understanding and learn what reconciliation looks like within the context of our people, projects and operations. The experiences and outcomes of these RAPs have created the foundation from which our third Innovate RAP has been developed.

Throughout our previous Innovate RAPs, Bryant has made meaningful progress across cultural awareness, community engagement, employment, procurement and participation in significant cultural events such as NAIDOC Week. Just as importantly, these initiatives have created opportunities for our people to learn through experience. Project teams, leaders and internal champions have developed a deeper understanding of the importance of relationships, local context, cultural capability and genuine engagement with First Nations peoples and communities.

Our journey has also taught us that reconciliation develops differently across a diverse and project-based organisation. Some projects and teams have had greater opportunities to engage directly with First Nations communities, while others have been at earlier stages of building their knowledge, relationships and confidence. Rather than viewing these differences as shortcomings, they have provided valuable insight into what our organisation needs to enable reconciliation to grow consistently across the business.

Each Innovate RAP has therefore been a meaningful learning exercise. Through implementation, we have gained a clearer understanding of what works well, where additional support creates better outcomes, and how reconciliation can become more relevant and accessible to people working across different roles, projects and regions. We have learned the value of internal champions, while also recognising the opportunity to broaden participation so that reconciliation is increasingly understood as a shared responsibility. We have seen the impact of strong, place-based relationships and learned that these relationships need time, continuity and care. We have also developed a stronger understanding of how governance, communication and measurement can support our people to turn good intent into consistent action.

These learnings are not separate from our achievements—they are an important outcome of them. Every initiative undertaken, relationship developed, conversation held and challenge worked through has contributed to Bryant's growing organisational knowledge and capability. Our previous RAPs have given us the practical experience to understand where we can build on our strengths and where our approach can continue to evolve.



Our third Innovate RAP brings those lessons together. The commitments within this RAP have been informed by what our people have experienced and learned throughout our reconciliation journey to date. We are using that knowledge to strengthen governance and accountability, build greater capability and confidence across our workforce, support more consistent implementation across projects and regions, and deepen our relationships with First Nations peoples and communities.

This RAP is therefore not a reset of Bryant's reconciliation journey. It is the continuation of it. It reflects three Innovate RAPs of listening, participating, building relationships, learning and progressively strengthening our approach. We enter this next chapter with greater organisational knowledge, stronger foundations and a clearer understanding of what is required to create meaningful and sustainable change. As Bryant moves forward, our focus is on turning that accumulated learning into increasingly embedded practice.

By carrying forward what has worked, responding thoughtfully to what we have learned and continuing to strengthen our approach, we can build on the contribution of everyone who has participated in Bryant's reconciliation journey and create stronger, more measurable outcomes through this RAP and beyond.



Our Innovate RAP

Achieving our vision for reconciliation means ensuring First Nations cultures, knowledge and participation are respected, embedded and visible across our worksites, supply chains and communities — creating lasting social, cultural and economic outcomes wherever we work. This Innovate RAP sets out the practical steps Bryant is taking to get there:

- **On our worksites**, we will develop and implement a First Nations Cultural Safety Policy, prioritise our Cultural Learning Strategy, and roll out an organisation-wide Calendar of Cultural Events to build capability and confidence across the workforce.
- **Across our supply chains**, we will document and embed successful procurement practices into standardised, organisation-wide processes, strengthen relationships with First Nations businesses, and set measurable targets for procurement spend.
- **In our communities**, we will deepen project-based partnerships with local First Nations communities and Traditional Custodians — building on models like Bickerton Island — and scale employment and training pathways such as our Trinity Bay State High School program and traineeship/cadetship model.
- **On outcomes**, we will strengthen ESG reporting and measurement frameworks so reconciliation progress is tracked, transparent and accountable across the life of this RAP.

Workplace Culture and Environment

The organisation aspires to build a culturally safe, inclusive and confident workplace where all employees understand and actively contribute to reconciliation. While awareness is growing, there is a clear focus on deepening cultural capability, embedding learning into everyday practice, and ensuring staff feel empowered and supported in their roles.

As part of this Innovate RAP, Bryant will develop and implement a First Nations Cultural Safety Policy to provide clear organisational guidance on creating and maintaining culturally safe environments for Aboriginal and Torres Strait Islander employees, subcontractors and community members across all Bryant operations and project sites.

This policy will establish minimum standards for culturally appropriate behaviour, outline responsibilities for managers and project leaders, and provide a framework for identifying and addressing cultural safety concerns. It will be developed in consultation with First Nations staff, the RAP Working Group and external advisors, and will be communicated to all staff through existing induction, training and internal communication channels.

The Cultural Safety Policy will sit alongside Bryant's existing Code of Conduct, Indigenous Affairs and Diversity Policy, and Anti-Bullying and Harassment Policy, providing a cohesive suite of frameworks that together support a respectful, inclusive and culturally aware workplace. Progress against this action will be reported to the RAP Working Group quarterly and will be included in Bryant's annual public RAP reporting.

Bryant is committed to reviewing and strengthening these frameworks throughout the life of this RAP, ensuring they remain fit-for-purpose and genuinely supportive of reconciliation outcomes. Future efforts will centre on moving beyond awareness to actionable change, supported by leadership and consistent expectations across the organisation, with a primary focus on our project sites.

Cultural Awareness and Cultural Events

Bryant recognises the importance of evolving from event-based awareness activities to a more continuous and embedded approach to cultural learning. There is an intention to expand and sustain cultural initiatives while integrating them into broader learning and development frameworks.

Bryant Building had intended to progress the development of a Cultural Learning Strategy during the previous RAP period; however, an internal organisational restructure resulted in the role responsible for this work becoming redundant. As a result, continuity of the work and associated information was lost, and the strategy did not progress to development or implementation. Recognising the importance of cultural learning in building organisation-wide capability and confidence, Bryant has carried this learning forward and will prioritise the development, implementation and communication of a Cultural Learning Strategy during this RAP period.

This includes creating more meaningful opportunities for engagement that build understanding, respect and long-term cultural capability across the workforce. As an initial step, Bryant will source and share an organisation-wide Calendar of Cultural Events. Providing access to this resource will help broaden awareness beyond the most widely recognised dates, deepen understanding of the significance of diverse cultural events and observances, and support more informed, respectful participation across the organisation.

Building upon this, we will turn developing cultural awareness into action by consistently promoting local events that support the recognition and celebration of these dates. We understand there may be a lack of event opportunities within our more regional locations and projects. In addressing this, those sites will focus on connection with community to explore ways to acknowledge culturally significant dates.

Strategic and Policy Alignment

Bryant is moving toward a more structured and intentional approach to reconciliation, with a clear aspiration to embed it into core business strategy, policies and decision-making. There is recognition that reconciliation must transition from standalone or project-based activity into an integrated, organisation-wide framework supported by clear governance, accountability and measurable targets.

The Strategy and Policy Framework will be organisational, but reconciliation outcomes will be primarily achieved through projects. Strengthening policy alignment and formalising approaches will be critical to ensuring consistency and long-term impact.



First Nations Community Engagement and Partnerships

There is a strong aspiration to deepen relationships with First Nations communities, essentially through project-specific engagement. We acknowledge, as a project-based business operating across diverse regions, relationships are inherently localised and shaped by the communities and Traditional Custodians connected to each project location.

We want to ensure engagement is consistent, respectful and embedded across all areas of the business, supported by clear frameworks and dedicated resources, while remaining responsive to the unique cultural contexts and priorities of the regions in which we work.

Partnerships and community relationships will therefore be developed in collaboration with local First Nations communities and organisations relevant to specific project locations, ensuring engagement is meaningful, place-based and grounded in mutual respect. Strengthening collaboration, building trust over time and ensuring continuity of relationships beyond individual projects remains a key priority for Bryant.

First Nations Employment and Education

Bryant is focused on expanding and strengthening employment pathways for First Nations peoples, with an emphasis on creating sustainable, long-term opportunities. This includes scaling existing programs such as our Trinity Bay State High School program, in partnership with Clontarf Foundation and local registered training organisations. Where Bryant provided structured workplace experience, mentoring from senior project staff and exposure to construction career pathways for First Nations students. These engagements are supported by Bryant's internal champions and are being formalised into a repeatable program model that can be scaled across our office network.

Furthermore, Bickerton Island Projects model- which combines employment, structured training and real skills outcomes- is central to Bryant's approach and will be continued and expanded during the life of this Innovate RAP.

Strengthening employment pathways for First Nations peoples also includes improving attraction, which will be addressed through opportunities such as reviewing Bryant's annual scholarship to strengthen the selection process, increase the value of the award and build a pipeline of future talent connected to Bryant's business.

Furthermore, embedding employment initiatives into workforce planning, a key example of which is the continued growth of our traineeship and cadetship program.

Originally introduced to support school-to-work transitions for First Nations young peoples, the program has been redesigned to broaden eligibility and improve outcomes across a wider range of roles, including site administration, estimating, project coordination and on-site trades. This reflects our future commitments of creating a more intentional approach to workforce planning, where structured entry pathways are aligned to current and future capability needs across the business.

Bryant also understands the importance of creating clearer pathways for career development and progression within the organisation. At the same time, we recognise the realities of the labour market and the project-based nature of our work, which can make direct employment and long-term placement within the core business challenging in some locations.

As a result, a key focus will be on creating pathways through projects—supporting indirect employment on site through First Nations businesses and project partners and providing skills-based education and on-the-job training, including maintenance-related capabilities, to strengthen employability and enable future work opportunities. Bryant will also continue to leverage its suppliers and contractors to increase First Nations participation where direct employment is not feasible.

First Nations Procurement and Business Participation

This Innovate RAP will see Bryant Building Contractors continue to engage First Nations businesses and suppliers as we have since our inception, while taking a more strategic and structured approach to supplier diversity across the organisation.

Over the next phase of our reconciliation journey, Bryant will focus on documenting, refining and embedding successful procurement practices into our systems and processes to ensure they can consistently be applied across projects and regions. This includes strengthening relationships with First Nations businesses, identifying opportunities to increase procurement spend, and developing measurable targets that support long-term economic participation outcomes.

As part of this approach, Bryant will review successful project-based procurement initiatives and develop standardised processes that can be replicated across future projects. By capturing lessons learned and embedding best practice into our procurement framework, we aim to create a scalable model that supports sustainable engagement with First Nations businesses and contributes to lasting social and economic impact.

Bryant recognises that meaningful reconciliation outcomes are strengthened through genuine partnerships built on trust, shared purpose and mutual accountability. Throughout this Innovate RAP, Bryant will continue working alongside First Nations-led organisations to ensure our reconciliation commitments are informed by cultural knowledge, community perspectives and leading practice.

A key example is our partnership with YarnnUp, which has supported Bryant in the development of this Innovate RAP through strategic guidance, cultural insight and practical implementation support. Beyond RAP development, this partnership provides a framework for embedding reconciliation into business operations, strengthening cultural capability, and aligning organisational objectives with meaningful reconciliation outcomes.

Bryant will continue to leverage partnerships such as this to support implementation, monitor progress and identify opportunities for continuous improvement. Through collaborative relationships with First Nations organisations and communities, we aim to ensure our reconciliation efforts remain authentic, accountable and capable of delivering long-term impact for both Bryant and the communities in which we work.

ESG Commitments and Initiatives

Reconciliation is increasingly being positioned as a core component of Bryant's ESG agenda, with a focus on aligning initiatives to broader social impact goals. However, ESG integration is still evolving, with further opportunity to align reconciliation outcomes to formal ESG metrics, reporting frameworks, and organisational performance indicators in this Innovate phase. There is an intention to strengthen reporting, measurement and accountability, ensuring reconciliation outcomes are clearly tracked and contribute to organisational performance. Embedding reconciliation within ESG frameworks will support greater transparency, consistency and long-term value creation.

Our Innovate RAP commitments indicate a clear shift from early-stage activity to future-focused ambition, with strong intent to embed reconciliation across all aspects of the business. The organisation is focused on scaling what has been established, strengthening systems and governance, and driving consistency and accountability. The next phase will require translating these aspirations into practical, measurable and organisation-wide outcomes, supported by capability building, leadership and sustained commitment.



RAP Governance

Bryant Building Contractors recognises that strong governance is essential to delivering meaningful and lasting reconciliation outcomes. While Bryant has appointed two RAP Champions to help guide and support the implementation of this Innovate RAP, reconciliation is not the responsibility of a select few. It is a shared commitment that requires leadership, accountability and action across all levels of the organisation.

To reflect this approach, Bryant's RAP Governance framework is built on collective ownership and shared responsibility. Senior managers will actively champion reconciliation initiatives across their areas of influence, ensuring RAP commitments are embedded into everyday decision-making, business operations and project delivery. This approach supports Bryant's commitment to meeting both its corporate and social responsibilities while creating sustainable change.

Through a collaborative RAP Working Group, regular reporting and clear accountability measures, Bryant will ensure reconciliation remains a whole-of-business priority. The RAP Working Group includes First Nations representation through Bryant's Bid/Estimating Manager, a Torres Strait Islander employee, whose perspective and lived experience provide valuable guidance in shaping and advancing our reconciliation journey.

By fostering shared ownership of outcomes and valuing diverse voices, Bryant aims to create a culture where reconciliation is understood, valued and actively advanced by everyone, strengthening our ability to build meaningful relationships, create opportunities and contribute positively to the communities in which we work.

RWG Role	Position Title
Executive RAP Champion	CFO
RAP Champion	Director of Operations (Queensland)
RAP Ambassador	North Queensland Construction Manager
RWG Chair	CFO
Member	Head of Tendering and Estimating (First Nations)
Member	Marketing
Member	Contract Administrator
Member	Head of HSEQ



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Innovate Reconciliation Action Plan

October 2026 – October 2028

Relationships

Bryant Building Contractors is committed to building strong, respectful and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities, organisations and businesses. These relationships help ensure our projects are delivered in a culturally informed way that creates positive social, cultural and economic outcomes.

Through our Innovate RAP, we will strengthen engagement with Aboriginal and Torres Strait Islander stakeholders, promote reconciliation across our workforce and sphere of influence, and foster partnerships built on trust, collaboration and shared benefit. By celebrating National Reconciliation Week and advancing initiatives that promote inclusion and positive race relations, Bryant will continue to contribute to meaningful reconciliation outcomes.

	Actions	Deliverable	Timeline	Responsibility
1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	**1.1** Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	**December 2026**	**Head of Tendering and Estimating**
		1.2 Develop and implement an engagement approach to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	**May 2027**	**Head of Tendering and Estimating**
2	Build relationships through celebrating National Reconciliation Week (NRW).	**2.1** Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	**May 2027, May 2028**	**Marketing**
		2.2 RAP Working Group members to participate in an external NRW event.	**27 May – 3 June 2027 and 2028**	**Marketing**
		2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	**27 May – 3 June 2027 and 2028**	**Marketing**
		2.4 Organise at least one NRW event each year.	**27 May – 3 June 2027 and 2028**	**Marketing**
		2.5 Register all our NRW events on Reconciliation Australia's NRW website.	**May 2027, May 2028**	**Marketing**

Relationships

	Actions	Deliverable	Timeline	Responsibility
3	Promote reconciliation through our sphere of influence.	**3.1** Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	**March 2027**	**CFO**
		3.2 Communicate our commitment to reconciliation publicly.	**October 2026**	**Marketing**
		3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	**December 2026**	**Head of Tendering and Estimating**
		3.4 Collaborate with RAP organisations and other-like minded organisations to develop innovative approaches to advance reconciliation.	**May 2027**	**CFO**
		3.5 Consult with First Nations stakeholders on the development of an Aboriginal and Torres Strait Islander Cultural Safety Policy.	**September 2027**	**Head of HSEQ**
		3.6 Develop and implement an Aboriginal and Torres Strait Islander Cultural Safety Policy.	**September 2027**	**Head of HSEQ**
		3.7 Report progress against an Aboriginal and Torres Strait Islander Cultural Safety Policy development and implementation to the RAP Working Group quarterly.	**December 2027, March 2028, June 2028**	**Head of HSEQ**
4	Promote positive race relations through anti-discrimination strategies.	**4.1** Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	**June 2027**	**Head of HSEQ**
		4.2 Review and update the anti-discrimination policy for our organisation.	**March 2028**	**Head of HSEQ**
		4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	**February 2027**	**Head of HSEQ**
		4.4 Educate senior leaders and project managers on the effects of racism.	**May 2027**	**Head of HSEQ**

Respect

Respect is central to Bryant Building Contractors' reconciliation journey. We are committed to increasing understanding of Aboriginal and Torres Strait Islander histories, cultures, knowledge and connections to Country, while embedding this learning across our organisation.

Through cultural learning, engagement with Traditional Owners and advisors, and the implementation of cultural protocols, we will continue to build a culturally safe and inclusive workplace. By recognising and celebrating First Nations cultures through initiatives such as NAIDOC Week, Bryant will foster greater understanding, respect and cultural awareness across our workforce.



Respect

	Actions	Deliverable	Timeline	Responsibility
5	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	**5.1** Conduct a review of cultural learning needs within our organisation.	**May 2027**	**CFO**
		5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy..	**May 2027**	**Head of Tendering and Estimating**
		5.3 Develop, implement, and communicate a cultural learning strategy document for our staff.	**June 2027**	**CFO**
		5.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	**June 2027**	**CFO**
		5.5 Source and share an organisation-wide Calendar of Cultural Events.	**May 2027**	**Marketing**
6	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	**6.1** Assess and increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	**February 2027**	**Marketing**
		6.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	**February 2027**	**CFO**
		6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	**May 2027, 2028 July 2027, 2028**	**Head of Tendering and Estimating**
		6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	**February 2027, and ongoing**	**Marketing**
7	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	**7.1** RAP Working Group to participate in, and encourage colleagues to join, an external NAIDOC Week event.	**First week in July 2027, 2028**	**Marketing**
		7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	**July 2027**	**Lead:** CFO **Support:** Marketing
		7.3 Promote and encourage participation in external NAIDOC events to all staff.	**First week in July 2027, 2028**	**Marketing**



Opportunities

Bryant Building Contractors is committed to creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples through employment, professional development and business engagement. We recognise that these opportunities contribute to stronger communities, greater economic participation and lasting positive outcomes.

Through our Innovate RAP, we will strengthen recruitment and retention pathways, support culturally safe workplaces, and expand opportunities for Aboriginal and Torres Strait Islander businesses through procurement and commercial partnerships. By investing in people, businesses and communities, Bryant aims to create shared value and contribute to long-term economic empowerment and community resilience.

	Actions	Deliverable	Timeline	Responsibility
8	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment.	**8.1** Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	**November 2026**	**CFO**
		8.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	**January 2027**	**Head of Tendering and Estimating**
		8.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	**February 2027**	**CFO**
		8.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	**July 2027**	**CFO**
		8.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	**June 2027**	**CFO**

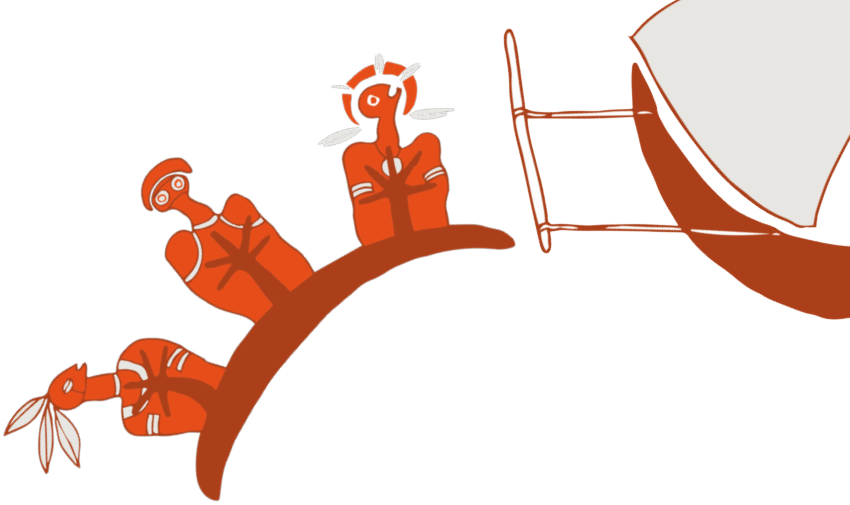


Opportunities

	Actions	Deliverable	Timeline	Responsibility
8	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment.	**8.6** Create and review a business case of Bryant's annual scholarship to strengthen selection process, increase award value and build a pipeline of future talent connected to Bryant's business.	**August 2027**	**Head of Tendering and Estimating**
		8.7 Embed Aboriginal and Torres Strait Islander employment pathway initiatives into Bryant's workforce planning processes, including continuing to grow Bryant's traineeship and cadetship opportunities.	**September 2027**	**Head of Tendering and Estimating**
9	Strengthen Aboriginal and Torres Strait Islander employment and training pathways through Bryant's projects, suppliers and project partners.	**9.1** Identify selected projects where Bryant can support Aboriginal and Torres Strait Islander employment and training outcomes through First Nations businesses, suppliers, subcontractors and project partners, including opportunities for on-site work experience, mentoring and skills-based training.	**October 2027**	**Head of Tendering and Estimating**
		9.2 Establish and report on project-based Aboriginal and Torres Strait Islander participation targets for selected projects, including employment hours, training participation, apprenticeships, subcontractor engagement and First Nations business participation where appropriate.	**February 2028**	**Head of Tendering and Estimating**
10	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	**10.1** Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	**August 2027**	**Head of Tendering and Estimating**
		10.2 Maintain Supply Nation membership.	**October 2026**	**Marketing**
		10.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	**November 2026**	**Head of Tendering and Estimating**
		10.4 Review and update procurement practices if required to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	**May 2027**	**Head of Tendering and Estimating**
		10.5 Develop and maintain commercial relationships with Aboriginal and Torres Strait Islander businesses.	**July 2027**	**Head of Tendering and Estimating**

Governance

	Actions	Deliverable	Timeline	Responsibility
11	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	**11.1** Maintain Aboriginal and Torres Strait Islander representation on the RWG.	**October 2026**	**Marketing**
		11.2 Review and apply a Terms of Reference for the RWG.	**October 2026**	**Marketing**
		11.3 Meet at least four times per year to drive and monitor RAP implementation.	**October 2026, 2027** **January 2027, 2028** **April 2027, 2028** **July 2027, 2028**	**Marketing**
12	Provide appropriate support for effective implementation of RAP commitments.	**12.1** Define resource needs for RAP implementation.	**October 2026**	**CFO**
		12.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	**December 2026**	**Head of Tendering and Estimating**
		12.3 Define and maintain appropriate systems and capability to track, measure and report on RAP commitments.	**November 2026**	**Lead: Marketing** **Support: Contract Administrator**
		12.4 Appoint and maintain an internal RAP Champion from senior management.	**November 2026**	**CFO**



Governance

	Actions	Deliverable	Timeline	Responsibility
13	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	**13.1** 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.	**October 2026, 2027**	**CFO**
		13.2 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	**30 September 2027 and 2028**	**Lead:** Marketing **Support:** Contract Administrator
		13.3 Report RAP progress to all staff and senior leaders quarterly.	**October 2026, 2027, 2028** **January 2027, 2028** **April 2027, 2028** **July 2027, 2028**	**Marketing**
		13.4 Publicly report our RAP achievements, challenges and learnings, annually..	**March 2027, 2028**	**Marketing**
		13.5 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	**April 2028**	**Lead:** Marketing **Support:** Contract Administrator
		13.6 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	**June 2028**	**Lead:** CFO **Support:** Marketing
14	Continue our reconciliation journey by developing our next RAP.	**14.1** Register via Reconciliation Australia's website to begin developing our next RAP.	**June 2028**	**Marketing**



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RECONCILIATION ACTION PLAN
INNOVATE