



INNOVATE

Reconciliation Action Plan

September 2026



ACKNOWLEDGEMENT OF COUNTRY

Baywa is a construction company owned by Torres Strait Islander people. We acknowledge the Traditional Owners and Custodians of the lands on which we live and work, and we pay our respects to Elders past and present.

Our head office in Winston Hills stands on Dharug Country. Our Tamworth office stands on Kamilaroi Country. Our site teams work on many other Countries across New South Wales, and we acknowledge the Traditional Custodians of each one.

For us, this acknowledgement is not a formality. Our cultural heritage shapes how we operate, through integrity, accountability and long term thinking, and through a deep respect for people and place on every site we enter.

Aboriginal and Torres Strait Islander readers are advised that this document may contain images of people who have died.

A MESSAGE FROM OUR MANAGING DIRECTOR

Building with purpose

Baywa began with a simple idea. A construction company owned and led by Torres Strait Islander people could deliver work to the standard that government and commercial clients expect, and open doors for First Nations people while doing it.

I have spent more than 20 years in construction, including redevelopment projects on Badu Island and Thursday Island in the Torres Strait. Those projects taught me that a building only succeeds when the community around it is respected and included.

Today 30% of the Baywa team identify as Aboriginal or Torres Strait Islander. We are registered with Supply Nation.

People ask me why a First Nations business needs a Reconciliation Action Plan. My answer is that ownership alone does not make a workplace culturally safe, and it does not hold us to account. As Torres Strait Islander people working on Aboriginal land, we are guests on the Countries where we build. This plan sets out how we will build relationships with the Traditional Custodians of those Countries, how every person at Baywa will keep learning, and how we will use our contracts to create work for First Nations people and businesses.

Every action in this plan has a date and a person responsible. I will chair our RAP Working Group and report our progress to the whole team every quarter.

Edmund Tamwoy
Managing Director

OUR VISION FOR RECONCILIATION

First Nations people leading the build

Our vision is a construction industry in New South Wales where Aboriginal and Torres Strait Islander people own businesses, lead projects and train the next generation of trades as a matter of course.

Baywa is owned and led by Torres Strait Islander people, and most of our work takes place on Aboriginal land. That gives us two responsibilities. The first is to honour the Traditional Custodians of every Country we build on, from Dharug Country around our Winston Hills office to Kamilaroi Country around our Tamworth office. The second is to show our clients, our subcontractors and our suppliers that First Nations participation can sit at the centre of how a project is delivered.

For Baywa, reconciliation means three things in practice.

- First Nations people hold roles at every level of our business, from apprentice to Managing Director.
- First Nations businesses win a measurable share of the work we subcontract and the materials we buy.
- Every person who works for us or alongside us knows whose Country they are on and treats its people, cultures and histories with respect.

We will know we are getting there when these outcomes no longer depend on a government participation target to make them happen.

OUR BUSINESS

Who we are and what we build

Baywa Pty Ltd is a construction company that is both Torres Strait Islander owned and female owned. We deliver refurbishment, fitout, remedial and electrical upgrade projects for education, government and commercial clients. Most of our work takes place in buildings that stay open while we are on site, so careful planning and clear communication sit behind everything we do.



What we do

TAFE NSW is our largest client. In 2026 we completed waterproofing and roofing at TAFE Petersham, a ceiling replacement at TAFE Padstow and a fencing replacement at TAFE Tamworth. We also delivered the Tranche 2 Makegood refurbishment program on campuses from Kingscliff in the far north of the state to Wagga Wagga in the south. In total we worked on more than 50 TAFE NSW campuses during the year.

Where we work

Our head office is at 74 Naomi Street South, Winston Hills. Our regional office is at 1/293 Marius Street, Tamworth. Our recent projects are in metropolitan Sydney, the Hunter and Newcastle, Tamworth and Dubbo, and our TAFE NSW work takes us to campuses across the state.

Our systems and accreditations

Baywa holds ISO 9001, ISO 14001 and ISO 45001 certification through Ashburton Assurance. We are CM3 compliant, approved under NSW Government construction scheme SCM0256 for projects up to \$1 million, and registered with Supply Nation as a First Nations business.

Our sphere of influence

On a typical project we direct more people than we employ. A single contract can involve a panel of electrical installation contractors, a manufacturer, a waste contractor, the client's facilities teams and the project manager the client appoints. Each of those organisations sees how we acknowledge Country, who we hire and who we buy from. That reach is the reason this RAP includes actions for our subcontractors and clients as well as our own staff.

Baywa at a glance

Ownership	Torres Strait Islander owned and female owned
What we build	Refurbishment, fitout, remedial works and electrical upgrades in buildings that stay open during the works
Who we build for	Education, government and commercial clients, led by TAFE NSW
Offices	Winston Hills in Sydney and Tamworth in the New England region
Certified systems	ISO 9001 quality, ISO 14001 environment and ISO 45001 work health and safety, certified by Ashburton Assurance
Registrations	Supply Nation registered, CM3 compliant and approved under NSW Government construction scheme SCM0256

Building with purpose. Delivering with pride.

OUR RAP

Why a First Nations business needs a RAP

People sometimes ask why a business owned by Torres Strait Islander people would need a Reconciliation Action Plan. We have three reasons.

The first is accountability. Our participation results so far have come from who we are and from the commitments we make in individual tenders. A RAP puts those commitments into one public document with dates and names against them, and we report our progress to Reconciliation Australia every year.

The second is respect between First Nations cultures. Torres Strait Islander culture and the Aboriginal cultures of New South Wales are distinct. Our owners' heritage does not give our team knowledge of Dharug or Kamilaroi Country, or of the other Countries where TAFE NSW campuses stand. We need to build those relationships and that knowledge in the same way any other contractor does.

The third is influence. Our subcontractors and suppliers take their lead from us on who gets hired, who gets trained and how Country is acknowledged on site. A published RAP tells them what we expect before they price a job.

We have chosen an Innovate RAP, which runs for two years from January 2027 to January 2029. An Innovate RAP asks an organisation to set measurable targets and to test new approaches. Baywa already has First Nations ownership, a workforce that is 30% First Nations and participation commitments under contract, so we are ready to be measured.

Our RAP Champion and Working Group

Our RAP Champion is Edmund Tamwoy, Managing Director. He chairs the RAP Working Group, signs off each quarterly progress report and is the named contact for Reconciliation Australia.

The RAP Working Group brings together the people who control hiring, procurement, site practice and reporting at Baywa. The proposed members are listed below.

Name	Role at Baywa	Role on the Working Group
Edmund Tamwoy	Managing Director	Chair and RAP Champion. Torres Strait Islander.
Matt Saade	Project Director	Leads the procurement and subcontractor actions.
Steve Temelkovski	Delivery Manager	Leads site protocols and subcontractor engagement.
Rakshit Patel	Design, Quality Assurance and Site Assessor	Maintains the RAP register and quarterly reporting.
External advisor, to be invited	Aboriginal community member or organisation from a Country where we work	Brings an Aboriginal perspective from outside the business.

We will invite an Aboriginal advisor from outside the business, because the Countries we work on are Aboriginal Countries and that perspective needs to be in the room.

How we developed this RAP

This plan was prepared by Baywa's management team in September 2026 and settled by the Managing Director, who is Torres Strait Islander. Once the external Aboriginal advisor is appointed, the plan will be reviewed with them, and any changes will be recorded by the Working Group and reported to Reconciliation Australia.

How we will keep it alive

The Working Group meets every quarter. RAP progress is also a standing item at our quarterly management review, alongside our ISO 9001, ISO 14001 and ISO 45001 audits. Managing the RAP through the same system as our certified quality, environmental and safety processes means every action has an owner, a due date and a record.

OUR PARTNERSHIPS AND CURRENT ACTIVITIES

What we already do

Crystal Ailan

Edmund Tamwoy founded Crystal Ailan in 2017 as a recycling enterprise in the Torres Strait. Baywa partners with Crystal Ailan to promote environmental sustainability, connection to Country and support for remote Indigenous communities.

Supply Nation and the NSW Indigenous Chamber of Commerce

Baywa is registered with Supply Nation and takes part in its contract training and business engagement activities. We use the Supply Nation directory and the NSW Indigenous Chamber of Commerce network to find First Nations subcontractors and suppliers for each project.

Apprentices on TAFE NSW campuses

Apprentices worked on each of our 2026 TAFE NSW projects. Two apprentices delivered 20% of the hours at Petersham, three delivered 30% at Padstow and two delivered 25% at Tamworth. Wherever we can, we line placements up with TAFE NSW courses, which means TAFE students learn their trade on TAFE campuses.

First Nations subcontractors

We partner with Supply Nation businesses on live contracts to bring meaningful outcomes to our delivery. Djurwa is a major subcontracting partner that delivers works for Baywa.

Acknowledging Country in our documents

Our tender submissions and management plans open with an Acknowledgement of Country written in our own words. This RAP extends that practice from our documents to our sites.

OUR COMMITMENTS

Relationships

Construction is a relationship business. We win work because clients trust us, and we finish work because subcontractors and suppliers turn up for us. We want Aboriginal and Torres Strait Islander communities, organisations and businesses to be part of that same circle of trust, starting with the Traditional Custodians of the Countries where our offices and sites are located.

Focus area. Community engagement on every Country where we build.

Deliverables shown in green are commitments Baywa has added to Reconciliation Australia's minimum Innovate requirements.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	April 2027	Managing Director
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2027	Managing Director
	Before work starts in a new region, identify the Local Aboriginal Land Council and Aboriginal community organisations for that area and record them in the project stakeholder register.	From February 2027, each new project	Project Director
	Continue our partnership with Crystal Ailan and agree one joint activity each year that supports a remote Torres Strait Islander community.	August 2027 and August 2028	Managing Director

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027 and May 2028	Contract Administrator
	RAP Working Group members to participate in an external NRW event.	27 May to 3 June, 2027 and 2028	Managing Director
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June, 2027 and 2028	Project Director
	Organise at least one NRW event each year.	27 May to 3 June, 2027 and 2028	Delivery Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2027 and May 2028	Contract Administrator
	Hold an NRW toolbox talk on every active Baywa site so that subcontractor crews take part as well as our own staff.	27 May to 3 June, 2027 and 2028	Site Managers
	Mark Mabo Day on 3 June by sharing the story of the Mabo decision and its Torres Strait Islander origins with our staff and site crews.	3 June 2027 and 3 June 2028	Managing Director

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2027	Managing Director
	Communicate our commitment to reconciliation publicly.	February 2027	Managing Director
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2027	Project Director
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	September 2027	Managing Director
	Publish this RAP on the Baywa website and include it in our capability statement and tender submissions.	February 2027	Project Director
	Add a RAP briefing to the Baywa site induction so that every subcontractor worker hears our commitments before starting on site.	March 2027	HSEQ Manager
	Present our RAP commitments to each new client at the first project control group meeting of a contract and ask how our actions can support their own reconciliation goals.	From February 2027, each new contract	Project Director

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2027	HSEQ Manager
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	May 2027	Managing Director
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2027	Managing Director
	Educate senior leaders on the effects of racism.	August 2027	Managing Director
	Add racism and discrimination to the behaviours covered in our site induction and subcontract agreements, with a clear reporting path to the Project Director.	June 2027	HSEQ Manager

OUR COMMITMENTS

Respect

Our owners carry Torres Strait Islander culture into the business every day. Most of our sites, however, are on Aboriginal land, and the cultures of the Aboriginal peoples of New South Wales are distinct from our owners' own. Respect for us means learning about the Country we are standing on and making sure every worker and subcontractor on a Baywa site does the same.

Focus area. Cultural safety on every Baywa site and in both of our offices.

Deliverables shown in green are commitments Baywa has added to Reconciliation Australia's minimum Innovate requirements.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	March 2027	HSEQ Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	May 2027	Managing Director
	Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2027	Managing Director
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	September 2027	Managing Director
	All Baywa staff complete face to face cultural awareness training delivered by an Aboriginal owned provider. New starters complete it within three months of joining.	December 2027	HSEQ Manager
	Record cultural learning in the Baywa training register and review completion rates each quarter.	Quarterly from March 2027	HSEQ Manager
	Invite our Torres Strait Islander team members, where they wish to, to share Torres Strait Islander culture and history with colleagues, including the Coming of the Light on 1 July.	July 2027 and July 2028	Managing Director

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2027	Managing Director
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2027	Managing Director
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	February 2027 and February 2028	Managing Director
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	February 2027	Project Director
	Identify the Traditional Custodians of every site we work on and name them in that site's induction and site establishment signage.	From February 2027, each new site	Site Managers
	Open site inductions, prestart meetings and Project Control Group meetings with an Acknowledgement of Country.	February 2027	Site Managers
	Display an Acknowledgement of Country at our Winston Hills and Tamworth offices and include one in staff email signatures.	March 2027	Contract Administrator

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week of July, 2027 and 2028	Managing Director
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2027	HSEQ Manager
	Promote and encourage participation in external NAIDOC events to all staff.	June 2027 and June 2028	Project Director
	Issue a calendar of dates of significance to all staff each January, including NRW, Mabo Day, the Coming of the Light and NAIDOC Week.	January 2027 and January 2028	Contract Administrator

OUR COMMITMENTS

Opportunities

Jobs, apprenticeships and subcontracts are the most direct contribution a construction company can make. 30% of our team is Aboriginal or Torres Strait Islander today, and the participation commitments we write into our tenders sit above the NSW Government minimum of 1.5% of contract value. This section turns those commitments into standing company targets.

Focus area. First Nations employment, apprenticeships and subcontracting on every Baywa project.

Deliverables shown in green are commitments Baywa has added to Reconciliation Australia's minimum Innovate requirements.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2027	Managing Director
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	April 2027	Managing Director
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2027	Managing Director
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	From February 2027, each vacancy	Project Director
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2027	HSEQ Manager
	Keep Aboriginal and Torres Strait Islander people at 30% or more of the Baywa workforce for the life of this RAP.	Reviewed quarterly to January 2029	Managing Director
	Set an Aboriginal and Torres Strait Islander labour hours target for every new contract, above the NSW Government minimum, and report the result to the client each quarter.	From February 2027, each new contract	Project Director

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2027	Project Director
	Maintain our Supply Nation registration and investigate moving to Supply Nation certification.	February 2027, then each February	Managing Director
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	April 2027	Project Director
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2027	Project Director
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2027 and June 2028	Project Director
	Engage at least one Aboriginal or Torres Strait Islander owned business as a subcontractor or supplier on every new contract.	From February 2027, each new contract	Project Director
	Direct at least 3% of Baywa's annual subcontract and supplier spend to Aboriginal and Torres Strait Islander owned businesses, and track it in our accounts from the first month of this RAP.	December 2027 and December 2028	Managing Director
	Build five new commercial relationships with Aboriginal and Torres Strait Islander owned businesses over the life of this RAP.	January 2029	Project Director
	Invite a quote from at least one Aboriginal or Torres Strait Islander owned business for every subcontract package over \$50,000 where one is listed in the Supply Nation directory or the NSW Indigenous Chamber of Commerce network.	From March 2027	Project Director
	Offer First Nations subcontractors working with us support to get their work health and safety systems, quality systems and tender documents ready for government work.	From July 2027	HSEQ Manager

Action	Deliverable	Timeline	Responsibility
10. Grow pathways into construction for Aboriginal and Torres Strait Islander apprentices, trainees and women.	Deliver 30% of trades labour hours through apprentices and trainees across our contracts, with placements aligned to TAFE NSW courses where the work allows.	December 2027 and December 2028	Project Director
	Ask every subcontractor tendering to Baywa to state how many Aboriginal and Torres Strait Islander workers and apprentices they will bring to the job, and weigh the answer in our selection.	From March 2027	Project Director
	Identify one organisation that supports Aboriginal and Torres Strait Islander women in construction and agree how Baywa can support its work.	October 2027	Managing Director

OUR COMMITMENTS

Governance

Baywa already runs certified quality, environmental and safety systems with quarterly audits. We will manage this RAP through the same system so that every action has an owner, a due date and a record.

Deliverables shown in green are commitments Baywa has added to Reconciliation Australia's minimum Innovate requirements.

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	February 2027, reviewed each January	Managing Director
	Establish and apply a Terms of Reference for the RWG.	February 2027	Managing Director
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September and December, 2027 and 2028	Managing Director

Action	Deliverable	Timeline	Responsibility
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2027	Managing Director
	Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2027	Managing Director
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2027	Quality Assurance and Site Assessor
	Appoint and maintain an internal RAP Champion from senior management.	February 2027	Managing Director

CONTACT

Talk to us about our RAP

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Regional office. 1/293 Marius Street, Tamworth NSW 2340

www.baywa.com.au