



Innovate

Reconciliation Action Plan



RECONCILIATION
ACTION PLAN

INNOVATE

July 2025 - July 2027

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Aboriginal and Torres Strait Islander people should be aware that this document contains images and names of deceased persons in photographs and text material

Acknowledgement of Country



BY Group acknowledges the Traditional Custodians of the land that we live and work on. We acknowledge and respect the continuous connection to land, water, and Community. We pay our respects to our Elders past, present and emerging.

Aboriginal and Torres Strait Islander Peoples should be aware that this document may contain images and names of people who may have since passed away.

The terms *Indigenous* and *First Nations* within this document has been utilised with permission from our First Nations staff and advisors to represent both Aboriginal and Torres Strait Islander peoples of Australia.

A message from our **Managing Director**



BY Group was established to create economic independence and a sustainable employment in the construction industry for Aboriginal and Torres Strait Islander peoples.

At BY Group, our commitment to increasing Indigenous participation in the construction industry is central to who we are. As an Indigenous-owned company, we are proud to lead the way in reconciliation within our sector. Reconciliation is a journey, and with the support of our stakeholders, we are creating projects that deliver meaningful social outcomes for Indigenous communities.

I am pleased to launch our third Reconciliation Action Plan (RAP), which integrates reconciliation into our daily operations. Our Innovate RAP reaffirms our commitment to supporting Indigenous peoples and ensuring this purpose is reflected in every project we undertake. We are dedicated to celebrating the achievements of Indigenous peoples while developing young talent into future leaders.

Through our Cadetship program, we provide on-the-job training and work experience for Indigenous youth pursuing Construction Management Degrees or TAFE qualifications, equipping them with the tools needed to succeed and lead in their communities. We also partner with Indigenous organisations and businesses to strengthen the Indigenous supply chain and contribute to broader reconciliation efforts within the Australian construction industry.

Malcolm Devin
Managing Director

A message from **Reconciliation Australia**



Reconciliation Australia commends BY Group on the formal endorsement of its second 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. BY Group 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 BY Group will continuously draw upon to create RAP commitments rooted in experience and maturity. These learnings extend to BY Group 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 BY Group 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, BY Group will ensure shared and cooperative success in the long-term. Gaining experience and reflecting on pertinent learnings will ensure the sustainability of BY Group's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey. Congratulations BY Group on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer,
Reconciliation Australia

BY us for us

BY Group Pty Ltd (BY Group) is an industry leading Supply Nation certified Construction company. We specialise in Construction Management, Fit out and Refurbishment, Civil Construction and Solar Farm Construction and Special Projects. We deliver results for our clients whilst constantly working towards improving social outcomes for Aboriginal and Torres Strait Islander peoples.



Established in 2014 by three Bundjalung men, BY Group is committed to advancing economic independence and providing sustainable employment opportunities within the construction industry for Aboriginal and Torres Strait Islander peoples. Currently, 42% of our workforce, consisting of 19 out of 45 employees, identify as First Nations people. As part of our Innovate Reconciliation Action Plan (RAP), we are dedicated to increasing this representation to 55%.

Our vision is to become a leading Indigenous-owned and operated business in the construction sector. We are driven by our mission to cultivate Indigenous talent, uphold the highest standards of industry professionalism, and ensure the continued ownership and management of our business by Indigenous peoples. Our dedication to community engagement and support is guided by strong governance and leadership from respected Indigenous Elders.

In our commitment to supporting the Indigenous supply chain, BY Group actively prioritises the engagement of Indigenous suppliers across all our projects. This approach not only distributes economic benefits but also builds enduring relationships across the sectors in which we operate. By doing so, we aim to provide consistent, long-term employment opportunities for Aboriginal and Torres Strait Islander stakeholders.

With expertise spanning construction management, civil works, quantity surveying, carpentry, and health, safety, and environment (HSE) management, BY Group ensures that our clients have a reliable and proactive partner capable of delivering successful project outcomes. Our team, comprising approximately 45 staff members, is complemented by a range of qualified contractors who support the execution of our projects.

Our specialty and focus:

BY Group specialises in a diverse range of construction and project management services, delivering comprehensive solutions across various sectors. Our core competencies include:

- **Building & Construction:** We handle both commercial and residential projects, offering services as a head contractor, design and construct partner, managing contractor, construction management, subcontractor, EPC (Engineering, Procurement, and Construction), superintendent roles and consultancy services.
- **Refurbishment & Fitout:** Our team is experienced in providing high-quality refurbishment and fitout services, tailored to meet the specific needs of all our clients.
- **Civil Works:** We are proficient in civil works, including road construction, demolition, and earthworks, ensuring robust infrastructure delivery and solutions.
- **Solar Farm Construction:** BY Group is actively involved in the renewable energy sector, with expertise in constructing solar farms that contribute to sustainable energy solutions.
- **Project Delivery:** We have a proven track record of delivering complex projects in urban centres and remote locations across the Solomon Islands and the Pacific Region, showcasing our ability to adapt to diverse environments and project requirements.

These competencies enable BY Group to manage and execute projects efficiently, ensuring that we meet the highest standards of quality and client satisfaction. Our commitment to excellence is reinforced by our skilled workforce and strong focus on growing Indigenous talent within the construction industry.

Our senior staff collectively bring over 60 years of experience in the construction industry, offering a wealth of knowledge and expertise. We are committed to nurturing Indigenous talent within our organisation by offering our cadets comprehensive training and mentorship opportunities. Our commitment to community is strengthened through strong governance and leadership by respected Indigenous Elders. This guidance ensures that our values and cultural integrity remain at the forefront of our operations.

With a team of best-in-class industry professionals, BY Group is dedicated to delivering high-quality outcomes for our clients, consistently meeting and exceeding industry standards.

Where we are



BY Group Offices

BY Group's head office is located in Sydney NSW. Our South Coast and Sydney Offices work closely with the teams nationally and regionally to execute our projects.



Areas we operate

BY Group operates across Australia, New Zealand, the Solomon Islands, and Vanuatu, delivering high-quality construction and project management services across diverse environments.





BY Group Projects

Construction Management

BY Group is a trusted provider of commercial construction services, specialising in the Defence, Government, Infrastructure, and Corporate sectors. Our extensive experience spans residential new builds, refurbishments, land sub-divisions, and residential property development. We work closely with Project Managers, Architects, Government entities, and Private Developers to ensure high-quality project delivery, which remains the cornerstone of our construction initiatives.

We have successfully delivered several key projects for the Department of Defence, including:

- New Health Clinic at HMAS Creswell – A state-of-the-art facility designed to support Defence personnel.
- New Accommodation Facilities for the Solomon Islands Police Force – Providing modern and functional housing solutions.
- Residential Developments in Freshwater – Two premium residential dwellings built for a private developer.

Civil Construction

BY Group is committed to delivering high-quality civil construction services across a diverse range of projects. Our capabilities include bulk and detail excavation, roadworks, concreting, and demolition. With a strong focus on self-delivery, we utilize our own fleet of plant and equipment while also subcontracting civil works to Tier 1 and Tier 2 construction companies.

Our ongoing civil construction projects include:

- Major Data Processing Centres – Currently under construction across multiple locations in Australia and New Zealand, reinforcing the critical digital infrastructure sector.

Fit out & Refurbishment

As a leading Indigenous fit-out and refurbishment company in Australia, BY Group manages every phase of construction, from initial planning and management to project completion and handover. Our expertise extends to heritage building refurbishments, new building works, and ongoing capital works for Defence.

Key fit-out and refurbishment projects include:

- Heritage Building Refurbishments – Restoring and modernising Defence facilities while maintaining historical integrity.
- New Building Works and Upgrades – Delivered across various Defence sites, ensuring state-of-the-art facilities.
- Ongoing Minor and Capital Works at multiple Defence locations including:
 - HMAS Creswell (Jervis Bay)
 - HMAS Albatross (Nowra)
 - Randwick Barracks
 - Richmond RAAF Base

Solar Farm Construction

BY Group is at the forefront of Indigenous-led solar construction, positioning itself as an industry leader in hybrid solar systems and large-scale solar farms. Our expertise in renewable energy solutions is driven by our commitment to sustainability and innovation in solar power generation.

We are currently engaged in:

- Solar Farm Development for the Department of Defence – A significant renewable energy initiative in the Northern Territory, aimed at reducing carbon footprints and enhancing energy efficiency within Defence operations.

Key Clients

At BY Group, we take pride in our ability to deliver high-quality, innovative, and sustainable solutions across all facets of construction. Our dedication to excellence ensures that every project we undertake meets the highest standards of quality and efficiency.

- Key Clients:
- The Commonwealth of Australia
 - TAFE NSW
 - Schools Infrastructure NSW
 - Department of Defence
 - Jones Lang LaSalle – Augility
 - Aurecon
 - Aboriginal Housing Office
 - NSW Government | Aboriginal Affairs
 - CDC Data Centres



Affiliations

- Affiliations
- Lloyd McDermott foundation
 - Clontarf Academy
 - Tirkandi
 - NSWICC
 - Supply Nation



Community Engagement

Creating opportunity and sustainable economic independence for Indigenous Australians is key to our long term goals. Investment in community is at the core what we do. Over the years we have supported many community groups including:

- BY Group Dingoes – Men’s & Women’s Teams
- Ella 7s Rugby – Under 17s Boys & Open Men’s
- Lloyd McDermott Rugby Union Development Team
- South Coast Jummalungs Soccer Team
- Waterloo Waratahs Rugby Team
- La Perouse United Rugby League Team
- La Perouse Panthers Knockout Team
- Redfern All Blacks Rugby League Team
- Redfern All Blacks Basketball Team
- Link Up (Reuniting the Stolen Generation)
- Aboriginal Housing “Rock the Block” Festival
- National Centre Indigenous Excellence
- International Grammar School Boxing Program
- Piliga Football Club
- Waterloo Storm Rugby League
- St Georges Basin Rugby League
- Wreck Bay Rugby League
- Koori Warriors Rugby League Knockout
- Combined Countries Rugby League Knockout
- Baryugil Descendants Rugby League Knockout
- La Perouse United JRLFC
- NSW Tonga Sports Association
- Inner West Bulls Basketball
- Boutique Boxing Woolloomooloo
- Solomon Islands Rugby Union
- Tinakula Festival
- Army Rugby League
- Eastwood Rugby Union
- Mulga Miyay Rugby Union



Realising our Vision for Reconciliation

Commitment to Reconciliation

BY Group acknowledges that Aboriginal and Torres Strait Islander peoples are the original Custodians of the land and the First Peoples of Australia. We are committed to recognising and celebrating the achievements of First Nations peoples while creating a workplace and community that supports the development of emerging talent into the leaders of tomorrow. We recognise the ongoing challenges faced by Aboriginal and Torres Strait Islander communities and are dedicated to building meaningful relationships that promote the development, growth, and success of these communities.

Vision for Reconciliation

Our vision for reconciliation is one where First Nations peoples have every opportunity to nurture their unique talents and become future leaders. We aim to ensure their achievements and innovations are recognised and honoured within the broader community. This vision aligns directly with our mission to provide opportunities for economic empowerment and advancement for Aboriginal and Torres Strait Islander peoples.

BY Group strives daily to contribute to a nation that works together to achieve equality and equity for Aboriginal and Torres Strait Islander peoples. We are committed to strengthening institutional integrity, encouraging an understanding and acceptance of the past, and promoting a unified vision that sees First Nations cultures and histories as integral to our shared national identity.

Implementing Our Vision

BY Group is uniquely positioned to implement this vision of reconciliation. Our stakeholders are dedicated to supporting our reconciliation journey, which enables us to execute projects with strong social outcomes, building equity and equality through increased participation in the construction industry. We believe that promoting employment and economic opportunities is central to 21st-century reconciliation.

Through our strong partnerships with government, industry, community organisations, and NGOs, we are able to strengthen the foundations of reconciliation and build a brighter future for Aboriginal and Torres Strait Islander peoples and all Australians. By working with a diverse range of Indigenous suppliers and contractors, we actively contribute to the growth of social and economic capital within these communities.

Achieving Progress

BY Group is proud to have achieved a workforce composition of 45% Aboriginal employees. By cultivating a network of Indigenous businesses, we empower communities through self-determination, supported by like-minded individuals and organisations.

Our commitment to delivering employment outcomes and addressing structural barriers that hinder success allows us to work in partnership with Aboriginal and Torres Strait Islander peoples to realise our shared vision for reconciliation. Together, we are building a future where economic development and reconciliation go hand in hand, creating lasting benefits for First Nations peoples and the broader Australian society.



Our RAP

Our RAP is driven by the values that guide us in our daily business activities. These values are the foundation of our Innovate RAP, and the initiatives we look forward to continually developing over time.

Quality
Inclusion
Integrity
Respect

These values drive the commitments outlined in our Innovate RAP and how we plan to go about implementing our RAP. To improve the success of our RAP, BY Group will:

- Hold a full briefing for our RAP Working Group so they fully understand our deliverables.
- Hold quarterly reviews of deliverables, the minutes of which will be distributed to our Board of Directors and emailed to all of our staff. This approach will guarantee transparency in the implementations of our RAP and provide opportunities for all members of BY Group to learn about our initiatives.
- Cultural awareness training will be provided for our staff on the importance of the RAP, outlining protocols, cultural appreciation and cultural appropriation which will help us to increase the cultural competence level of our organisation and achieve greater working relationships between Indigenous and non-Indigenous team members.
- Include a broad array of Aboriginal and Torres Strait Islander peoples perspectives and opinions on how BY Group can best achieve its deliverables. We will achieve this by continuing to listen and engage with our Elders, stakeholders and community members.
- Be transparent in our approach by openly reporting on our progress and sharing the ways in which we overcome any roadblocks we encounter along the way.

BY Group's efforts continue to focus on practical and meaningful engagement. Integral to this, is developing and supporting programs that can address issues affecting Aboriginal and Torres Strait Islander peoples within our sphere of influence.

Operating within the construction industry our sphere of influence is broad and far ranging. From those that live and work in the built environment that we help create to our private and government clients, to our sub-contractors and suppliers, to our colleagues we seek to utilise the networks and connections we have to further embed the values of reconciliation within Australian society.

Our RAP continues this mission and focuses on supporting our staff through increased retention, training and culturally appropriate procedures, giving back to our local communities and working with our government and corporate clients on to achieve equity and equality for Aboriginal and Torres Strait Islander peoples.



RAP Working Group

Our RAP Working Group (RWG) includes a diverse group of BY Group staff, from BY Group Director Mark Mundine to Construction Cadet Kayla Muir. The group is championed by Michael Allison, our Senior Safety and Compliance Manager, who is an Aboriginal man. Notably, 72% of the RWG members are Aboriginal or Torres Strait Islander staff.

By bringing together team members with a variety of perspectives and experiences, the RWG not only fulfills its role in implementing the RAP but also creates opportunities for seasoned employees to mentor younger First Nations members as they work to realise their visions for the future of reconciliation.

For example, Construction Cadet Kayla Muir will take on responsibility for several deliverables she wishes to see implemented, with the support of the RWG. This effort aligns with our mission to nurture strong Indigenous leaders for the future. The RAP Working Group is tasked with championing the development and implementation of our Innovate RAP.



Director
Mark Mundine



Safety and Compliance Manager
Michael Allison - RAP Champion



Operations Manager
George Kandylas



Project Manager
Matthew Gallagher



Project Manager
James Widders-Leece



Construction Cadet
Kayla Muir



Site Foreman
Nathaniel Hampton-Olive

Cultivating Indigenous Talent

At BY Group, we understand the importance of creating opportunities for the next generation, which is why we partner with government and community groups to build local capacity and capability. Aboriginal and Torres Strait Islander women are a highly valued asset in the Construction Industry; however, they remain significantly underrepresented. We will be exploring initiatives within this RAP to improve representation of women in our industry.



Kayla is a proud descendant of the Gamilaraay people, deeply rooted in the land and community of Gunnedah, NSW. Her family ties extend across New South Wales and into southern Queensland, reflecting her strong connections to her heritage and culture.

As a Construction Cadet at BY Group's South Coast office, she has cultivated a new passion for the construction industry.

Despite starting without prior experience, she has completed a Certificate IV in Project Management and is currently studying a Diploma of Project Management all though TAFE. She is now eager to advance her career through the cadetship with BY Group.

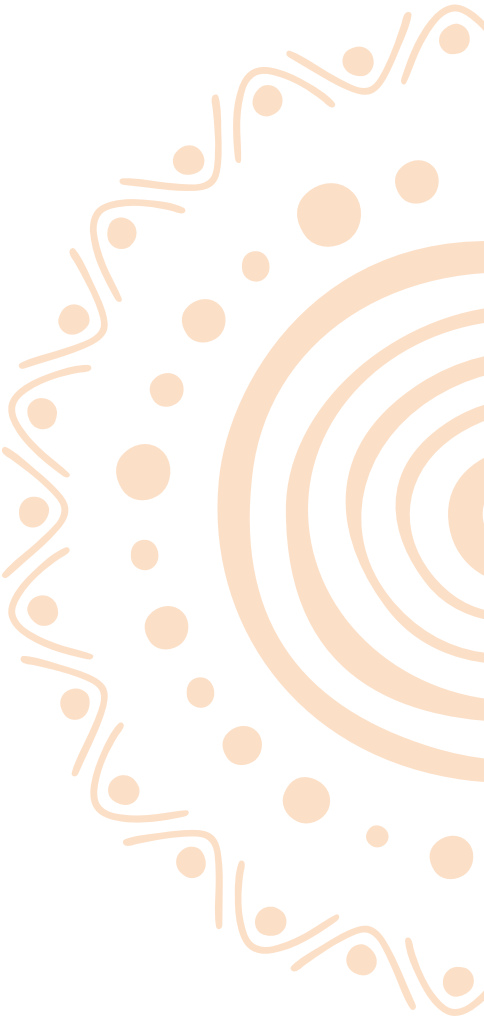
Kayla is enthusiastic about expanding her knowledge to build a meaningful career and pave the way for future generations.

Relationships

At BY Group, we are committed to building and growing relationships with the Traditional Land Owners. We are constantly working with a wide array of stakeholders to execute our projects and as we do this, it is important to us that BY group is constantly communicating with local Elders, their representatives and their communities. We are consistently contributing to the built environment that Aboriginal and Torres Strait Islander peoples are interacting with, and it is important to us that First Nations peoples aren't just consulted on our projects but are part of the process.

Using our network, we facilitate the creation of new relationships between our clients and local Aboriginal and Torres Strait Islander peoples. Partnering with our diverse range of stakeholders, BY Group aims to show that stronger relationships between Aboriginal and Torres Strait Islander peoples and other Australians builds a strong foundation for a unified Australia. Our success as a business with 42% of staff identifying as Aboriginal and Torres Strait Islander people shows the power that reconciliation has.

Our Focus: Developing stronger relationships with Traditional Land Owners to improve living standards and employment opportunities.



RELATIONSHIPS			
Initiative/Action	Deliverable	Timeline	Accountable
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April-June 2026 – 2027	Construction Cadet
	RAP Working Group members to participate in an external NRW event.	April-June 2026 –2027	RAP Champion
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May-June 2026 – 2027	RAP Champion
	Organise at least one NRW event each year.	May-June 2026 –2027	Construction Cadet
	Register our NRW events on Reconciliation Australia's website	April-May 2026 –2027	Construction Cadet
Raise internal and external awareness of reconciliation through our sphere of influence.	Develop and implement a strategy to communicate the BY Group RAP to all internal and external stakeholders.	October 2026	RAP Champion
	Promote reconciliation through ongoing active engagement with all stakeholders.	July 2025 – 2027	RAP Champion
	Develop and execute targeted strategies to actively engage our staff in reconciliation efforts, including providing educational opportunities, fostering open dialogue, and facilitating participation in reconciliation initiatives and events	August 2025	Construction Cadet
	Communicate our commitment to reconciliation publicly	July 2025	Operations Manager
	Publish RAP on BY Group website.	July 2025	Construction Cadet
	Collaborate with other like-minded organisations to develop ways to advance reconciliation	November 2025	Operations Manager
	Empower our staff to actively participate in reconciliation by providing training and education on what reconciliation is and the roles individuals play in achieving reconciliation.	July 2025 – 2027	RAP Champion
	Include an overview of the RAP as part of staff induction processes.	July 2025	Construction Cadet

RELATIONSHIPS			
Initiative/Action	Deliverable	Timeline	Accountable
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	Continue to listen and engage with our Elders on our RAP commitments and initiatives	Ongoing - July 2025 - 2027	RAP Champion
	Develop and implement an engagement plan for working with Aboriginal and Torres Strait Islander stakeholders to consult on the development of our next RAP	September 2025	RAP Champion
	Senior Management will actively collaborate with our external Aboriginal and Torres Strait Islander stakeholders to strengthen partnerships, engage in regular consultations, and co-develop initiatives that promote cultural understanding, mutual respect, and shared outcomes	September 2025	Managing Director
	Continue to engage with relevant Aboriginal and Torres Strait Islander groups to meet existing agreed commitments and identify opportunities to work together.	May 2026	Project Manager
	Meet with Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Ongoing	RAP Champion
Continue to promote positive race relations through antidiscrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future need	July 2025	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	July 2025	HR Manager
	Continue to educate senior leaders on the effects of racism.	July 2025 - 2026	RAP Champion
	Review support of the Australian Human Rights Commissions "Racism, it stops with me" campaign.	December 2025	Construction Cadet
	Continue to conduct regular harassment and discrimination workplace training to educate all managers and employees about their rights and responsibilities in relation to racism at work.	Ongoing July 2025 - 2027	RAP Champion
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	April 2025	RAP Champion

Relationship Case Study

NAIDOC Week Celebration at HMAS Creswell: Advancing Our RAP Commitments

At BY Group, we highly value the acknowledgement and celebration of important days for Aboriginal and Torres Strait Islander peoples, along with the recognition of the histories, cultures, and connections to Country of the lands on which we work.

In July 2024, the BY Group South Coast team proudly came together to celebrate NAIDOC Week, a key event aligned with our ongoing commitment under the BY Group Reconciliation Action Plan (RAP). Matt Simms from Djiriba Waagura Pty Ltd led a powerful Welcome to Country and Smoking Ceremony, setting the tone for a respectful and meaningful gathering.

Matt shared local stories of Country and educated BY Group staff and attendees about Indigenous protocols and language specific to the region and the HMAS Creswell projects. His insights helped deepen our team's cultural awareness and respect, contributing directly to RAP goals around cultural learning and engagement. Local subcontractors and stakeholders also attended to participate, learn, and celebrate. The event was followed by a shared lunch that fostered strong conversations, cultural exchange, and strengthened community relationships—another tangible step in supporting inclusive partnerships and economic participation, key pillars of our RAP.

This celebration exemplifies BY Group's active and respectful approach to reconciliation—embedding cultural recognition into our projects and empowering our team and partners to grow in cultural capability.



Respect

At BY Group, we have a deep-rooted respect for Aboriginal and Torres Strait Islander histories and cultures, knowledge, and rights. Our First Nations staff and directors are constantly sharing their knowledge and building pride in cultures. In this RAP BY Group is laying out further commitments, investing in training of our staff so we can all better understand and respect the varied experiences of Aboriginal and Torres Strait Islander peoples.

Our Focus: To engage in continuous cultural learning, building, and sharing appreciation for Aboriginal and Torres Strait Islander peoples, cultures and histories.

RESPECT			
Initiative/Action	Deliverable	Timeline	Accountable
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultural histories and achievements.	Conduct a review and evaluation of BY Group's cultural learning strategy to assess its effectiveness in achieving key cultural and organisational goals.	July 2025	RAP Champion
	Evaluate the cultural learning needs within our organisation.	April 2026	Construction Cadet
	Provide opportunities for RWG members, RAP champions, HR managers and other key leadership employees to participate in cultural training.	July 2025	Operations Manager
	Continue to investigate opportunities to work and consult with local Traditional Custodians, Elders and/or Aboriginal peoples to develop and deliver cultural awareness training.	November 2025	RAP Champion
	Explore opportunities to display Aboriginal and Torres Strait Islander artwork at key sites.	May 2025	Operations Manager
	Ensure cultural awareness training and participation is tracked for all employees	Quarterly	Construction Cadet
	Develop and implement BY Group Yarning Circles to encourage responsible, respectful and honest interactions between employees	April 2026	RAP Champion
Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	Include an Acknowledgement of Country at the commencement of all significant internal and external communication channels such as intranet and internet sites, meetings, and events.	July 2025	Operations Manager
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	March 2026	RAP Champion
	Encourage employees to include an Acknowledgement of Country at the commencement of key meetings.	October 2025	Operations Manager
	Continue to invite Traditional Owners to provide a Welcome to Country at significant events including NRW and NAIDOC	Ongoing	Operations Manager
	Develop, implement, and communicate a cultural protocol document. Including protocols for Welcome to Country and Acknowledgement of Country.	February 2026	Operations Manager
	Increase employee understanding of the purpose and significance of cultural protocols including, Acknowledgement of Country and Welcome to Country protocols.	January 2026	Construction Cadet

RESPECT			
Initiative/Action	Deliverable	Timeline	Accountable
	Continue to consult with the local community about appropriate cultural acknowledgement from local Traditional Owners respective to the region BY Group is working in.	August 2025	Construction Manager
	Work with Traditional Owners and land councils to display Acknowledgement of Country at BY Group Offices	May 2025	Operations Manager
	Ensure all employees have the BY Group Acknowledgement of Country message to be included in email signatures.	At Inductions	Operations Manager
	Continue to provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC week.	July 2025 – 2027	Operations Manager
Foster respect for Aboriginal and Torres Strait Islander cultures, communities and histories by celebrating NAIDOC week.	Promote and encourage participation in NAIDOC week to all staff	July 2025 – 2027	Operations Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC week.	April 2026	HR Manager
	RAP Working Group to participate in an external NAIDOC Week event.	July 2025 – 2027	RAP Champion
	Support and sponsor external NAIDOC week community events.	July 2025 – 2027	RAP Champion
	Celebrate NAIDOC week by organising events for our employees to attend.	July 2025 – 2027	Operations Manager
	Each year create and disseminate a calendar with NAIDOC week and other significant cultural dates.	July 2025 – 2027	Construction Cadet



Opportunities

BY Group was established to create career pathways into the construction industry for Aboriginal and Torres Strait Islander peoples. Improving the employment and procurement opportunities for First Nations peoples and businesses isn't a function of us doing business, it is our business. It is this history that empowers us to promote economic prosperity for Aboriginal and Torres Strait Islander peoples.

We are always looking to remove market barriers in the construction industry, making it more accessible for Aboriginal and Torres Strait Islander peoples and businesses. To ensure we control and maximise the Indigenous employment outcomes in our project delivery, we have implemented an innovation of providing Indigenous resources to deliver that trade package resourcing requirement.

BY Group prioritises the use of Supply Nation Certified subcontractors and directly employs Indigenous tradesmen that work onsite alongside subcontractors. This process has been very successful and resulted in a 100% increase in Indigenous resources on a project than the traditional method and leaving it up to trades contractors "best endeavours" to deliver Indigenous employment

Focus Area: BY Group will continue to provide economic opportunities to a diverse range of Aboriginal and Torres Strait Islander businesses, suppliers, contractors, sub-contractors and staff.

OPPORTUNITIES

Initiative/Action	Deliverable	Timeline	Accountable
Continue to promote opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes in our workplaces.	Collect and record information on our current Aboriginal and Torres Strait Islander employees to help improve retention and inform future employment opportunities.	August 2026	HR Manager
	Review and strengthen the formal Aboriginal and Torres Strait Islander employment and retention strategy.	October 2026	RAP Champion
	Increase employment of Aboriginal and Torres Strait Islander people within our organisation to 55% of the workforce.	November 2027	Managing Director
	Continue to review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants.	January 2026	RAP Champion
	Advertise vacancies in Aboriginal and Torres Strait Islander media	July 2025	Operations Manager
	Consult with Aboriginal and Torres Strait Islander employees to gain feedback on their employment experiences.	December 2025	Construction Cadet
	Continue to provide all internal Aboriginal and Torres Strait Islander staff with development feedback from HR.	October 2026	HR Manager
	Continue to ensure culturally appropriate grievance and complaints mechanisms are accessible for Aboriginal and Torres Strait Islander employees	February 2026	RAP champion
Support improved economic outcomes for Aboriginal and Torres Strait Islander peoples by building opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity into the company.	Ensure 3% of company revenue is spent with Aboriginal and Torres Strait Islander businesses	December 2026	Finance Manager
	Continue Supply Nation & The NSW Indigenous Chamber of Commerce (NSWICC) membership.	Ongoing	RAP champion
	Identify mechanisms by which to identify and track spend with Aboriginal and Torres Strait Islander businesses going forward.	December 2025	Finance Manager
	Develop, and communicate a list of verified Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services (on staff intranet based on location).	November 2025	Construction Cadet
	Review and update procurement procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2026	Construction Managers
	Develop at least 5 new commercial relationships with Aboriginal and Torres Strait Islander owned businesses by 2026.	April 2026	Construction Managers

OPPORTUNITIES			
Initiative/Action	Deliverable	Timeline	Accountable
	Communicate with Aboriginal and Torres Strait Islander contractors and suppliers about opportunities with projects, operations and broader initiatives.	July 2025	Project Managers
	Through post-award contract management, ensure that contractors and suppliers are actively held accountable for the number or percentage of Aboriginal and Torres Strait Islander peoples employed on a project by conducting regular project reviews. These reviews should monitor compliance with Indigenous employment targets and address any discrepancies. If contractors or suppliers fail to meet the agreed-upon targets or contractual obligations, issue non-conformance notices as required. Non-conformance notices will formally notify contractors of their failure to comply with the specified employment requirements.	December 2026	Project Manager
Support Aboriginal and Torres Strait Islander education and employment pathways into meaningful careers.	Provide two BY Group Cadetships to university students each year. This will be a new pilot program, with the number of opportunities to be reviewed and potentially adjusted based on its outcomes.	January 2026	Managing Director
	Provide one apprenticeship or traineeship opportunity for secondary school students each year. This will be a new pilot program, and the number of opportunities may be reviewed and adjusted based on its success.	January 2026	Managing Director
	Investigate, initiate, and foster partnerships with TAFE, University and/or educational institutions for the purpose of creating school-to-employment training pathways (i.e. internships, mentoring, traineeships).	October 2026	Operations Manager
Support pathways for Aboriginal and Torres Strait Islander women in the construction sector.	Explore opportunities to support an organisation that focuses on empowering and supporting Aboriginal and Torres Strait Islander young women and gender equity in Aboriginal and Torres Strait Islander communities.	April 2026	RAP Champion
	Identify & consider opportunities to support Aboriginal Women in construction.	April 2026	Managing Director



Respect Case Study

NAIDOC Week 2024

Keep the Fire Burning! Blak, Loud & Proud

BY Group recognises that First Nations peoples have occupied and cared for this continent for over 65,000 years.

As part of our commitment to reconciliation, BY Group celebrates NAIDOC Week in an inclusive way, engaging both our office and site staff.

In 2024, the BY Group Sydney team participated in the NAIDOC on ‘The Block’ event hosted by the Aboriginal Housing Company. The event featured food stalls, Indigenous arts and crafts, dance performances, a NAIDOC Knowledge Gathering and a Reptile Petting Zoo sponsored by BY Group.



GOVERNANCE			
Initiative/Action	Deliverable	Timeline	Accountable
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Annually July 2025 and 2026	RAP Champion
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2025 - 2027	Operations Manager
	Maintain an internal RAP Champion from senior management	July 2025	Operations Manager
	Develop and implement systems and capability needs to track, measure and report on RAP activities.	August 2025 - 2026	RAP Champion
Maintain an effective RAP Working Group to actively monitor RAP development, implementation, tracking, progress and reporting.	Maintain an effective RAP working group that oversees the development, endorsement, launch and implementation of the RAP	July 2025	RAP Champion
	Ensure the RWG is a balance of senior leaders and operational representatives.	July 2025	RAP Champion
	Establish Terms of Reference for the RWG.	July 2025	RAP Champion
	RWG to meet quarterly to monitor and report on RAP implementation.	Each Quarter starting July 2025	RAP Champion
Build accountability and transparency through reporting RAP achievements, challenges, and learnings	Contact Reconciliation Australia to ensure our primary and secondary contacts are up to date to ensure we are receiving crucial email updates and information.	June 2026 - 2027	RAP Champion
	Complete and submit the RAP Impact Survey to RA annually.	30 September Annually	RAP Champion
	Investigate participating in the RAP barometer.	March 2026	RAP Champion
	RWG to investigate mechanisms to effectively collect data for RAP Impact Survey.	August 2025	RAP Champion
	Publicly report our RAP achievements, challenges and learnings annually.	October 2025 & 2026	RAP Champion
	Report RAP progress to employees, senior leaders and board members quarterly	Quarterly	RAP Champion
	Investigate attending Reconciliation Australia event 'learning circles' to share challenges and ideas with other RAP organisations.	December 2025	RAP Champion
	Investigate attending Reconciliation Australia's annual RAP Conference.	July 2026	RAP Champion
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2026	RAP Champion

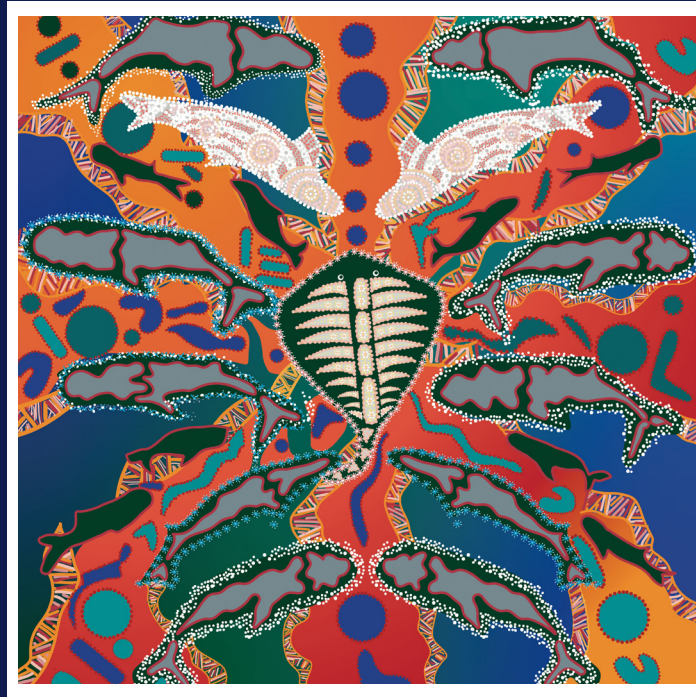
GOVERNANCE			
Initiative/Action	Deliverable	Timeline	Accountable
Continue our reconciliation journey by reviewing, refreshing and updating our RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learning's, challenges, and achievements.		RAP Champion
	Register to develop a RAP with Reconciliation Australia	July 2026	RAP Champion
	Submit first draft of new RAP to Reconciliation Australia for review	Oct 2026	RAP Champion

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About the Artist

The late Vida Brown was a proud Wadi Wadi, Yuin and Budawang Walbunja Aboriginal woman, deeply connected to Yuin Country on the South Coast of New South Wales. Her traditional name, 'Narda Parli', meaning 'woman of saltwater people', reflected her deep cultural and spiritual ties to the land and sea.



Vida was a respected artist, cultural knowledge holder, and community leader. She was chosen to create the artwork for BY Group's Reconciliation Action Plan (RAP) not only for her remarkable artistic talent, but because of her close ties with our organisation. Her husband, Paul McLeod, continues to act as an Indigenous Advisor to BY Group, and together they built a legacy that lives on through their children and grandchildren—some of whom are employed with us today.

The artwork, created at Vida's home on the South Coast, is titled 'Ghudinjah'—meaning mammals, whales, sharks and seals of the ocean. It tells the story of two sacred whales being guided to the spirit world by stingrays and Ghudinjahs, to return and walk the land with their ancestors. This powerful imagery represents ancestral connection, guidance, and the continuation of cultural knowledge—a theme that deeply resonates with the values of BY Group.

At BY Group, many of our Indigenous staff and Directors maintain strong ties to their ancestors. Vida's piece, and the story it carries, holds special significance to our mission: to create genuine career pathways for Aboriginal and Torres Strait Islander peoples. Like the whales following stingrays to their birthing and feeding grounds, we are guided by our Elders, ancestors, and cultural values as we grow and support our people.



Image : Vida Brown is on the right

Though Vida is no longer with us, her spirit and legacy continue to guide and inspire us. Her artwork is not only a reflection of her deep cultural heritage but also a gift to future generations—reminding us all of the importance of community, identity, and cultural respect in everything we do.

We honour Vida Brown with gratitude and respect, and we carry forward her story with pride.

Photo Disclaimer

Aboriginal and Torres Strait Islander people are advised that this image contains the photo of a person who has passed away. The image is used with permission from the family.



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