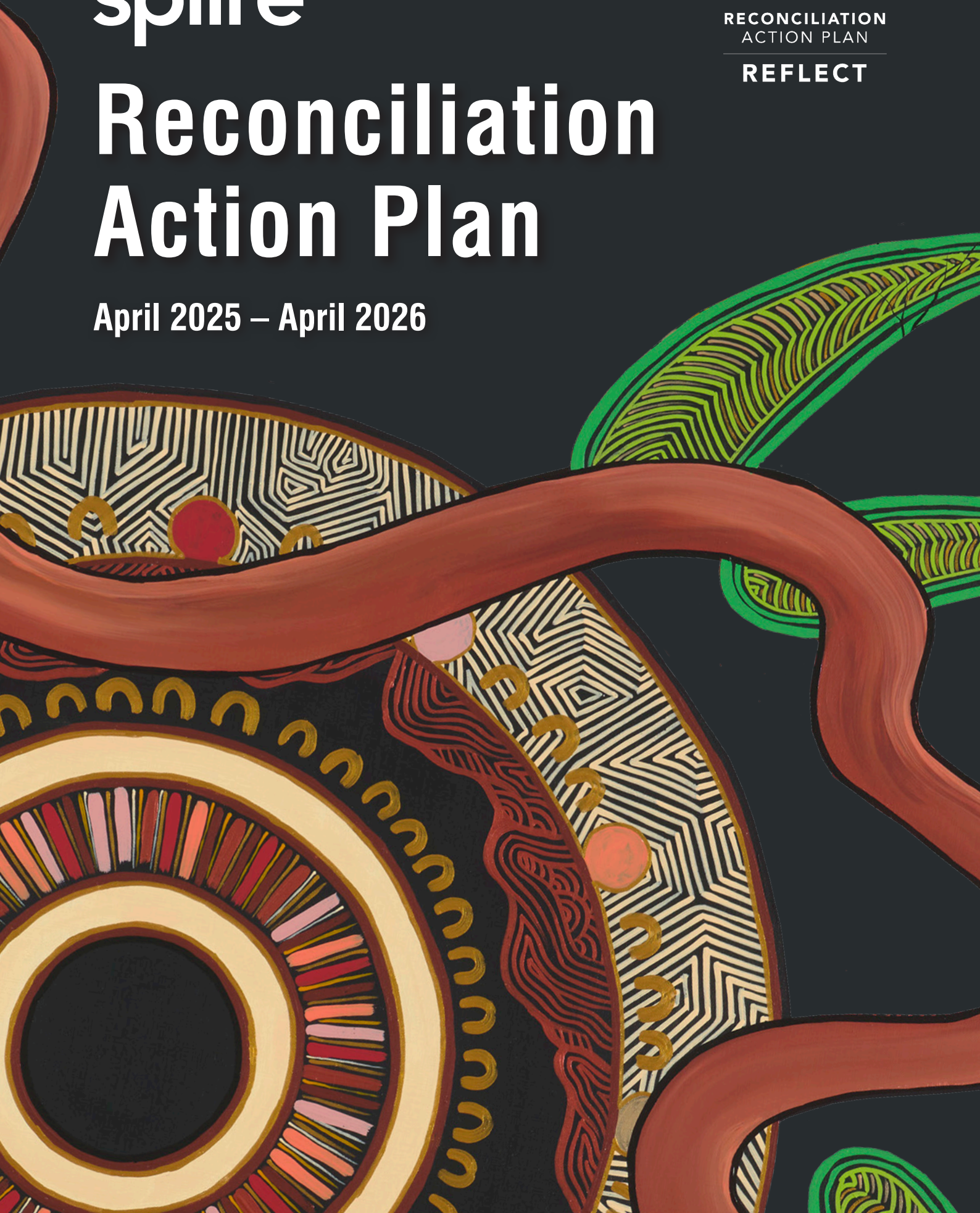


spiire



Reconciliation Action Plan

April 2025 – April 2026



Spiire recognises the Traditional Custodians of the lands on which we conduct our business. We pay our respects to Elders past, present and emerging.

We value their knowledge and connection to Country as the First Peoples of this land.

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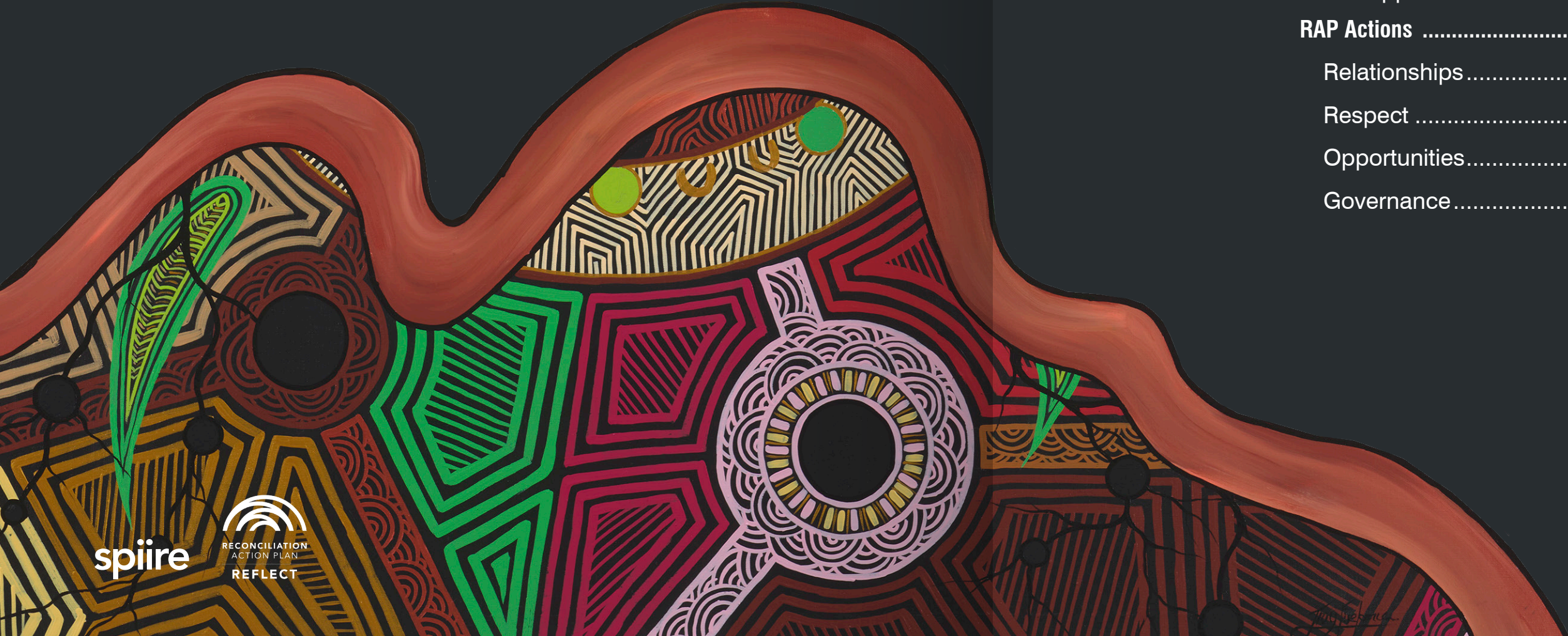
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Our Vision

Our vision for reconciliation at Spiire is a culture of understanding, support and respect of Aboriginal and Torres Strait Islander peoples and cultures. We are committed to working together to foster lasting benefits for community and Country.

Our Reconciliation Purpose at Spiire

Our journey of reconciliation at Spiire is framed by the following purpose statements:

- To build meaningful and enduring relationships with Aboriginal and Torres Strait Islander peoples.
- To advocate as allies for greater recognition and consideration of Traditional Owners values in caring for Country within our industry.
- To create and uphold a culturally safe work environment and equitable employment opportunities for Aboriginal and Torres Strait Islander peoples.
- To recognise and apply Aboriginal and Torres Strait Islander peoples' cultural values and heritage holistically at all phases of project delivery.



Welcome

Statement from CEO of Reconciliation Australia

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

Spiire joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Spiire to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Spiire, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Message from Spiire Lead Representatives



Message from RAP Working Group Chair Alexandra Lee

I initiated and have led, with the support of the Spiire Management Team, the reconciliation journey for Spiire. As a company who works explicitly with Country, we have a responsibility to conduct our

business with a greater understanding and level of respect for Traditional Owners.

It would be wonderful if we didn't need to talk about reconciliation at all, but the fact is, there is still much to be done to achieve a just and equitable Australia. We strive to be part of this change, and the RAP process provides a tangible tool that assists companies like ours to develop and strengthen the role that we play in supporting and working with First Nations communities.

To date, we have already had such incredible conversations within our RAP Working Group and the broader business around reconciliation. There is a strong acknowledgement of the importance of our role in this space and a desire to learn and do more. These conversations are the starting point in creating meaningful contribution to reconciliation. Through our professional roles, we have the opportunity to foster meaningful relationships with Aboriginal and Torres Strait Islander peoples and I am looking forward to this privilege.



Message from our RAP Management Team Representative Cameron Clarke

Spiire and our Management Team are proud to commence the path of reconciliation and strengthen our relationships with Traditional Owners and First Nations peoples across

our organisation's reach. As a company, we recognise we have a substantial amount to learn regarding Aboriginal and Torres Strait Islander communities. We aim to grow our understanding of the diverse cultures, histories, knowledge and values of First Nations peoples in this country. Our commitment as a Management Team is to deliver tangible initiatives that foster respectful connections and generate valued outcomes for Traditional Custodians of the land on which we work. The Reflect RAP is the first of many steps we have committed to as a business to support our reconciliation journey.

The Artwork

As a commitment to embarking on our first Reconciliation Action Plan, Spiire have commissioned an artwork to support the process of our journey.

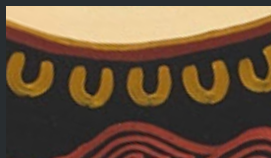
This artwork will serve as a tool for reflection throughout our development and will ground our decision-making along the way. The messages in the artwork will be integral references for our people to connect to this important process.



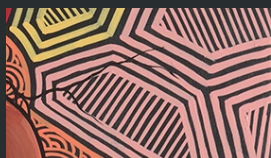
The rivers/creeks that breathe with Country, expanding and shifting depending on the seasons. Represents the importance of being open and flexible to give life to all



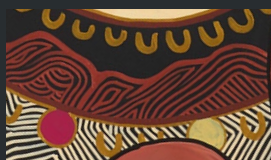
Gum leaves from a smoking ceremony representing the cleansing and preparation for an important journey in learning and discovery



The 'U' shape are the people of community coming together to share in knowledge and wisdom with the purpose of ensuring we hold each other accountable for our own actions but also work as one to ensure longevity for Country and community



Patterns of Country and community, representing the embodiment of purpose is received and committed to the 'why' always re-affirming our decisions of journey



The mountains and valleys of Country, representing that not all things are straight forward, there are ups and downs when we are moving forward



The circles and patterns represent the ancestors of Country that listen to every word we ever whisper, ensuring to guide us through life with respect

The Artist



Troy Firebrace is a proud Yorta Yorta and Dja Dja Wurrung man with a passion for sharing knowledge, championing unity and reconciliation.

With each paint stroke, each conversation and each viewing of his work, Troy invites us on a journey to connect with Country, culture and each other. A high level of detail is achieved through repetitive line work that often reflects the contours of Country and the waterways that intersect. The creation of this artwork requires Troy to enter into a meditative space of which he hopes the audience can also step into while viewing the artwork.





About Spiire

We are an integrated team of passionate civil engineers, landscape architects, surveyors, town planners, urban designers, water engineers, digital specialists and visual media artists providing consultancy services to the property and infrastructure sectors.

As property and infrastructure consultants, we are connected with the industry, and work together every day to deliver a high level of forward thinking and creative solutions our clients are proud of.

With over 350 employees across our Melbourne, Canberra, Geelong, Ballarat, Bendigo, Shepparton, Gippsland, Albury, Wodonga, Brisbane, and Adelaide offices, we are one of Australia's largest employee-owned property and infrastructure consultancies, supporting local development projects with local expertise.

A business wide survey recently conducted by our People and Capability team offered insight into the identity of our people. Based on this survey, we are currently unaware of any Spiire staff who identify as an Aboriginal or Torres Strait Islander person.

Starting The Reconciliation Journey at Spiire

Our Reconciliation Working Group

In early 2023, Spiire established a RAP Working Group (RWG) to guide the development and delivery of our first RAP to ensure we had buy-in and support across our geographies and disciplines in developing our approach to reconciliation.

The RAP Working Group was formed with broad representation across our business. At the time this group was established, each member shared their personal perspectives of what reconciliation means to them.



Alexandra Lee, Melbourne

Working Group Chair, Landscape Architect

I grew up in regional Victoria on Gunaikurnai Country and have always had a strong sense of connection to the land. It wasn't until I went up to North-East Arnhem Land in 2011 that I learnt about what Aboriginal and Torres Strait Islander peoples' connection to land meant and the cultural responsibilities that go with it. This first trip has turned into many and has opened my eyes to our shared responsibility to the place in which we live, and my strong desire to learn from and work with Traditional Owners. I feel that non-Indigenous Australians have a responsibility to understand the 60,000+ years of custodianship held by First Nations peoples and the continuing impacts of colonisation. I hope that the process of reconciliation will help our business make decisions that will benefit the Aboriginal and Torres Strait Islander communities through the work that we do.



Ava Sillon, Melbourne

People and Capability

For me, reconciliation is about taking the time to reflect on our history and acknowledge the traumas that First Nations communities have experienced. This requires listening respectfully and the continuous learning and expanding of our awareness. I, like many others, am on a journey to continue to educate myself. As people living in Australia, I believe we have a shared responsibility to deepen our cultural understanding of First Nations communities and strengthen community relationships; both through our work and in our personal lives too. It is important to me that I do everything I can to create a supportive, welcoming, and inclusive environment through my work and in my personal life. This includes fostering a culture where Aboriginal and Torres Strait Islander peoples feel valued, respected, and heard.



Cameron Clarke, Bendigo

Management Team Representative

Reconciliation for me is about understanding and recognising the history, both good and bad, and learning about First Nations peoples who have walked this continent for thousands of years. Growing up on Dja Dja Wurrung land in Central Victoria has connected me intimately to the incredible land we call home and where we have chosen to raise our young family. However, there is rich and long First Nations histories and cultures which I and my family need to better understand and respect. This is the first step in reconciliation for me. Through reflection, we learn of the historical injustices and work towards building positive relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. This understanding serves as a foundation for fostering empathy and compassion and a desire to contribute to greater opportunities and outcomes for Aboriginal and Torres Strait Islander peoples.



Dylan Gomez, Melbourne
Civil Engineering

I feel reconciliation is holding a collective goal of understanding, knowledge sharing, collaboration and consideration for First Nations cultures and practice in modern Australian society. We can all participate and contribute to change by developing awareness, knowledge and understanding of First Nations histories and cultures, and implement strategies to shape and improve social reform.

As an engineer and project manager, I am drawn to discovering and learning ways in which I can be involved in building awareness around the impact construction has on Country. My aspiration is to contribute towards incorporating First Nations practices and values to provide outcomes that benefit all Australians.



Mark Green, Geelong
Surveying and Spatial

Reconciliation, for me, involves understanding the past and current reality for First Nations peoples and advocating for stronger relationships with Aboriginal and Torres Strait Islander peoples and cultures that will enhance our connection with the land and water. Surveying land gives me the rare privilege of seeing the landscape in its present state. However, when I consider Traditional Custodians' relationship to Country, I recognise that I am walking Country that has been in stewardship of the Traditional Custodians for millennia. I believe that reconciliation will benefit newcomers to this land and foster an understanding of how we should respect the country we now all call home to ensure its preservation for future generations.



Simon Eakin, Canberra
Landscape Architecture

Reconciliation, in the context of Traditional Owners of this Country, to me, means having a deep understanding and acknowledgement of truth regarding the destruction and loss experienced by First Nations peoples' cultures, languages and identities. Through learning and awareness, with empathy and from my heart, I endeavour to have respectful and mutually beneficial relationships with Traditional Owners. I am ready and willing to embark on this journey of learning and understanding, to change my perceptions and mindset in relation to First Nations peoples, their cultures and identities. Through reflection, openness and care, I want to break down barriers and influence change through leadership within my realm of control – at Spiire and in the broader community. My connection with the local Ngunnawal community is both rewarding and humbling. Through reconciliation and action, I want to contribute towards enabling Traditional Owners to express and celebrate their ancient cultures, identities and connection with Country.



Stephanie Amy, Melbourne
Integrated Water

It is my belief that the first step towards reconciliation is truthfully reflecting on our past and listening. To me, this means understanding the devastating and ongoing trauma of invasion, dispossession and cultural erasure, and the roles we all play in sustaining that system in modern Australia. I believe that with education we can build empathy and understanding to help us move forward as a unified and just society. Reconciliation is the catalyst for a brighter future in my view. Aboriginal and Torres Strait Islander peoples have cared for Australia for tens of thousands of years. By learning from their custodianship and relationship with Country, and by engaging in meaningful collaboration, we can start to build resilient landscapes and communities that unite us all. As a water engineer, I feel very privileged and humbled to learn from Aboriginal and Torres Strait Islander peoples' relationship to Country and take on a stewardship role managing waterways and natural landscapes in Victoria.



Introducing reconciliation to our business in 2023

As a foundation of support for the RWG and to drive the initiative at management level, we participated in Cultural Competency training together.

We celebrated Reconciliation Week 2023 with a whole of business session on why we are committing to a Reconciliation Action Plan (RAP). This involved an open discussion between our RWG and our Management Team on their connection to reconciliation and learnings from the Cultural Competency training. These discussions were integral in forming the foundation of our reconciliation pathway at Spiire.

Our approach to reconciliation

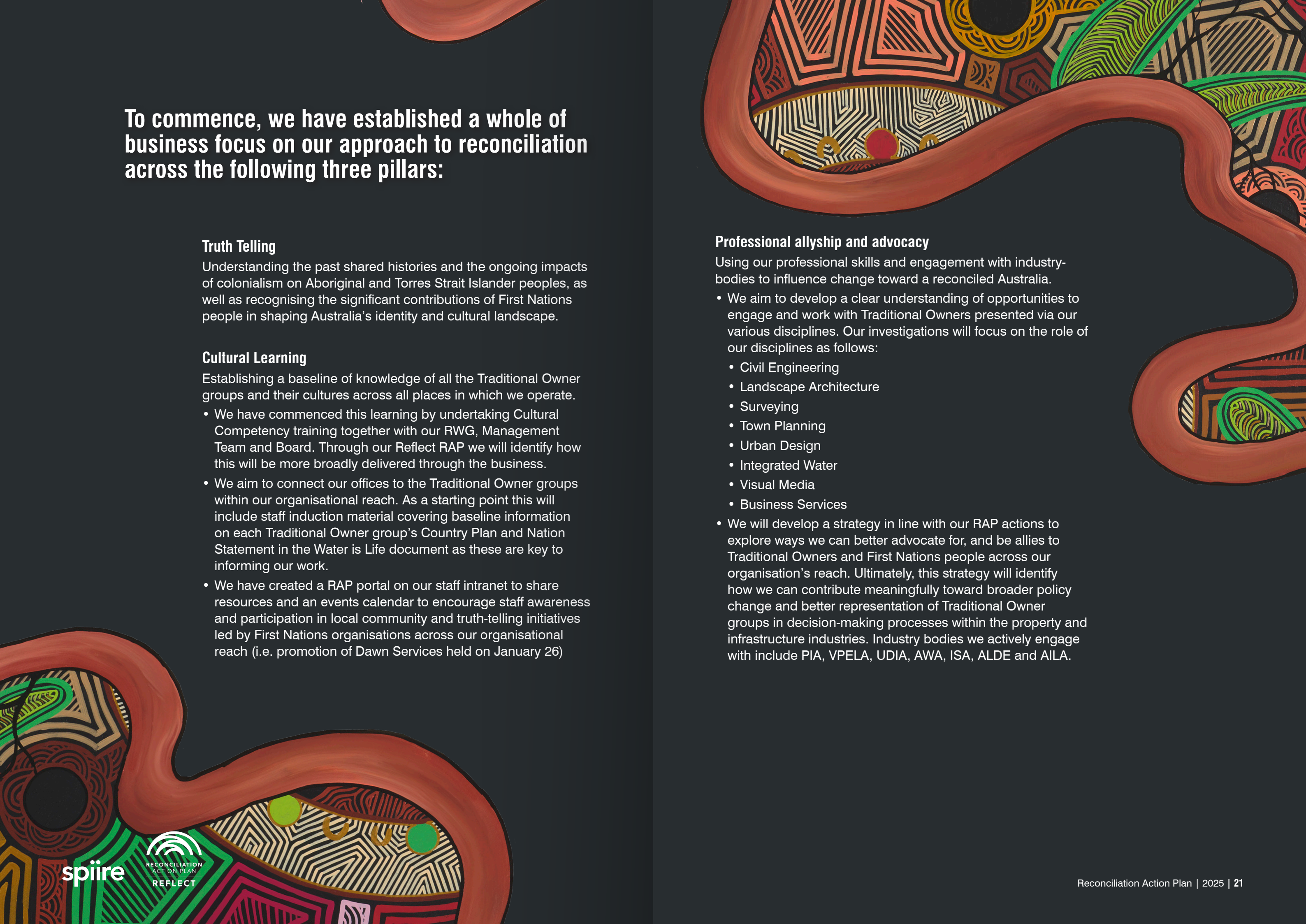
Since early 2023, our whole of business introduction to the RAP process was integral in establishing our pathway to reconciliation.

Spiire is committed to building industry integrity and influencing real change toward a reconciled Australia. By leveraging our core business and consulting knowledge in property and infrastructure, we wish to utilise our professional capabilities to meaningfully contribute to reconciliation.

As one team across many geographies, we believe in the power of shared knowledge and the experience of learning together to create a lasting community benefit for all Australians.

Spiire is geographically spread across a number of locations. As a company that works with Country through our core business, we have an opportunity to strengthen the communities and industries we work within through active engagement with First Nations peoples, their communities and businesses. Through our early discussions, we have developed key areas for development within the business that we believe would make meaningful contributions toward reconciliation. Our aim is to work on these development areas through the nominated Reflect Actions as we progress our Reflect RAP and beyond.

Principal Landscape Architect and RWG Chair, Alexandra Lee is our internal RAP Champion and is supported through the Management Team via our nominated representative Cameron Clarke.



To commence, we have established a whole of business focus on our approach to reconciliation across the following three pillars:

Truth Telling

Understanding the past shared histories and the ongoing impacts of colonialism on Aboriginal and Torres Strait Islander peoples, as well as recognising the significant contributions of First Nations people in shaping Australia's identity and cultural landscape.

Cultural Learning

Establishing a baseline of knowledge of all the Traditional Owner groups and their cultures across all places in which we operate.

- We have commenced this learning by undertaking Cultural Competency training together with our RWG, Management Team and Board. Through our Reflect RAP we will identify how this will be more broadly delivered through the business.
- We aim to connect our offices to the Traditional Owner groups within our organisational reach. As a starting point this will include staff induction material covering baseline information on each Traditional Owner group's Country Plan and Nation Statement in the Water is Life document as these are key to informing our work.
- We have created a RAP portal on our staff intranet to share resources and an events calendar to encourage staff awareness and participation in local community and truth-telling initiatives led by First Nations organisations across our organisational reach (i.e. promotion of Dawn Services held on January 26)

Professional allyship and advocacy

Using our professional skills and engagement with industry-bodies to influence change toward a reconciled Australia.

- We aim to develop a clear understanding of opportunities to engage and work with Traditional Owners presented via our various disciplines. Our investigations will focus on the role of our disciplines as follows:
 - Civil Engineering
 - Landscape Architecture
 - Surveying
 - Town Planning
 - Urban Design
 - Integrated Water
 - Visual Media
 - Business Services
- We will develop a strategy in line with our RAP actions to explore ways we can better advocate for, and be allies to Traditional Owners and First Nations people across our organisation's reach. Ultimately, this strategy will identify how we can contribute meaningfully toward broader policy change and better representation of Traditional Owner groups in decision-making processes within the property and infrastructure industries. Industry bodies we actively engage with include PIA, VPELA, UDIA, AWA, ISA, ALDE and AILA.

RAP Actions

Relationships

Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Oct 2025	Lead: Dylan Gomez (Civil Engineering) Support: RWG Members
• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Feb 2026	Lead: Dylan Gomez (Civil Engineering), Support: RWG Members
2. Build relationships through celebrating National Reconciliation Week (NRW).		
• Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2025	Alexandra Lee (Landscape Architect and RWG Chair)
• RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2025	Simon Eakin (Landscape)
• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2025	Simon Eakin (Landscape)

Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.		
• Communicate our commitment to reconciliation to all staff.	March 2025	Lead: Alexandra Lee (Landscape Architect and RWG Chair) Support: RWG Members
• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2025	Lead: Alexandra Lee (Landscape Architect) Support: RWG Members
• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2025	Lead: Alexandra Lee (Landscape Architect) Support: RWG Members
4. Promote positive race relations through anti-discrimination strategies.		
• Research best practice and policies in areas of race relations and anti-discrimination.	Sept 2025	DE&I Committee
• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Sept 2025	People & Capability (P&C)

Respect

Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.		
• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2025	Lead: Stephanie Amy (Integrated Water), Mark Green (Survey) Support: RWG Members
• Conduct a review of cultural learning needs within our organisation.	May 2025	Lead: Stephanie Amy (Integrated Water), Mark Green (Survey), Ava Sillon (P&C) Support: RWG Members
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	Dec 2025	Lead: Mark Green (Survey), Simon Eakin (Landscape), Support: RWG Members
• Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec 2025	Lead: Mark Green (Survey), Simon Eakin (Landscape), Ava Sillon (P&C) Support: RWG Members

Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	June 2025	Stephanie Amy (Integrated Water)
• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Stephanie Amy (Integrated Water)
• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025	Stephanie Amy (Intergrated Water)

Opportunities

Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.		
• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Sept 2025	Lead: RWG Management Team Rep Support: Ava Sillon (P&C)
• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Nov 2025	People and Capability (Ava Sillon)

Deliverable	Timeline	Responsibility
9.Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Oct 2025	Systems Manager and RWG Management Team Rep
• Investigate Supply Nation membership.	Nov 2025	Systems Manager and RWG Chair

Governance

Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.		
• Meet regularly to oversee the implementation of the RAP	March 2025	RWG Chair
• Apply a Terms of Reference for the RWG.	March 2025	RWG Chair
• Establish Aboriginal and Torres Strait Islander representation on the RWG.	May 2025	RWG Chair
11. Provide appropriate support for effective implementation of RAP commitments.		
• Define resource needs for RAP implementation.	April 2024	RWG Chair and Management Team Rep
• Engage senior leaders in the delivery of RAP commitments.	March, June, Sept and Dec Board Reports	RWG Chair and Management Team Rep
• Maintain a senior leader to champion our RAP internally.	May Annually	Lead: Alexandra Lee (Landscape Architect, RWG Chair) Support: Management Team
• Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2025	Systems Manager and RWG Chair

Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.		
• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June Annually	RWG Chair
• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 Aug Annually	RWG Chair
• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sept Annually	RWG Chair
13. Continue our reconciliation journey by developing our next RAP.		
• Register via Reconciliation Australia’s website to begin developing our next RAP.	April 2026	RWG Chair





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