



REFLECT

RECONCILIATION ACTION PLAN

JULY 2024 - JUNE 2025



WIYABU, WELCOME

(Gathang: Hello)



MESSAGE FROM THE CEO: TADHG KELLIHER

Eire Constructions acknowledges the Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the water ways and land on which we operate our business, and we pay our respect to Elders past and present.

Eire Constructions are regionally based civil infrastructure specialists, steadfast in our vision and driven by our core purpose of building the communities we want to live in.

Our commitment to reconciliation mirrors our values. “We’ve Got Heart” reminds us that empathy and compassion are the driving forces behind meaningful change. “We Step Up” reinforces our commitment to ethical leadership and exercising our social responsibilities. “We Set The Standard” signifies our dedication to excellence, not just in construction practices, but in how we integrate reconciliation into our business. Lastly, in the spirit of “We Succeed Together,” we understand that true success is shared and achieved collectively.

In introducing the Reflect Reconciliation Action Plan (RAP), we pledge to transform words into actions, fostering a culture of inclusivity and social awareness.

Through our involvement with the “Roads to Home” initiative, we redefine the standards of community engagement and inclusivity. From Cabarita Reserve in Forster to the ongoing project in Purfleet, Taree, we are not just building roads, but pathways to skill development, economic growth, and community connections with First Nations Peoples.

By reflecting on historical injustices and embracing the future, we commit to playing our part in healing and empowerment. Our dedication to understanding, respecting, and embracing the cultures and heritage of Aboriginal and Torres Strait Islander peoples propels us forward on this journey.

Yours sincerely,

TADHG KELLIHER

CEO - Eire Constructions



INAUGURAL REFLECT RAP

STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

KAREN MUNDINE

Reconciliation Australia welcomes Eire Constructions to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. Eire Constructions joins a network of more than 3,000 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 the strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations priming the workplace for future RAPs and reconciliation initiatives.

The RAP programs 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 Eire Constructions 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 Eire Constructions, 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





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“BARRAY”

(Country)

BY BIRRBAY ARTIST

ANGELA MARR



Angela Marr is a Birrbay woman with connections to the Dhanggati, and Warrimay people on the Mid North Coast of NSW. She has been painting for many years for cultural and spiritual reasons. Angela loves working with mob to teach cultural arts and traditional languages.



“BARRAY”

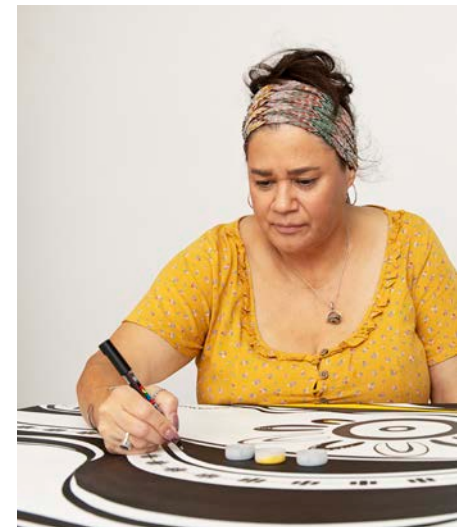
(Country)

Symbolism: The artwork captures the elements of Country beautifully. Featuring our corporate colours, the hive element, the 'Roads to Home' partnership and our commitment to community. All intertwined with journey lines, saltwater Country references and the Three Brothers Mountains.



“AS AN ABORIGINAL WOMAN AND ARTIST, I AM EXTREMELY PASSIONATE ABOUT CELEBRATING AND PROMOTING MY CULTURE THROUGH ART AND LANGUAGE. I AM INSPIRED AND DRIVEN BY THE DEPTH OF MY CULTURE AND MY PLACE WITHIN IT.”

Title: “Barray” (Country)
by Birrbay artist Angela Marr
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OUR BUSINESS

At Eire Constructions, we build the communities we want to live in. Working in the Civil Construction industry, we build water and wastewater infrastructure, roads, bridges, and subdivisions in addition to offering plant hire and haulage services.

With over 200 employees across New South Wales, we embrace diversity and inclusivity, with 11.5% of our workforce identifying as Aboriginal and/or Torres Strait Islander peoples. Our operations span various regions, with offices located on Awabakal and Birpai lands.

Our area of operations includes Awabakal, Kuring-Gai, Darkinung, Wonnarua, Worimi, Geawegal, Birpai, Dhunggatti, Kamilaroi, and Ngabyaywana Country.

Although our operations are mainly centred in these regions, we maintain an extensive network of stakeholders, including customers, suppliers, and industry associates which extends to the broader Australian market.





OUR RAP

Eire has already made worthwhile contributions in providing support and opportunities with Aboriginal and/or Torres Strait Islander peoples. The development of our Reflect RAP will support initiatives business-wide, encourage up-take from all levels of the business and develop opportunities to provide education to Eire employees about reconciliation, cultural awareness and create opportunities for Aboriginal and/or Torres Strait Islander peoples in our business.

Eire's RAP Champion is Tadhg Kelliher, CEO, who is passionate about driving Eire to be a more diverse and inclusive workplace that acknowledges the history and culture of our First Nations people. Eire's RAP Working Group consists of employees from various departments who are committed to seeing Eire's Reflect RAP come to life.



Eire's RAP Working Group Members are:

CEO
Head of Human Resources
Human Resources Advisor
Quality Advisor
Site Operator
Human Resources Advisor
Communications and Marketing Specialist

Within the RAP Working Group, we have one member that identifies as Aboriginal and/or Torres Strait Islander. As we embark on our RAP journey, we can reflect on the progress we have made in fostering reconciliation within our workplace. Our commitment to reconciliation is evident through our past actions and involvement in the "Roads to Home" projects where pathways are created for skill development, employment and economic growth for the community's residents.

We acknowledge National Reconciliation Week across the organisation and celebrated NAIDOC Week 2023 by sponsoring the Birpai Elders Lunch, while the RAP working group engaged in local events. We look forward to building on these foundations as we investigate further opportunities to be involved in community events throughout our Reflect RAP.





OUR PARTNERSHIPS

Eire actively participates in the “Roads to Home” initiative, collaborating closely with local Aboriginal and/or Torres Strait Islander communities and Lands Councils to deliver civil infrastructure projects that provide economic opportunities and skill development. By working alongside the Aboriginal and/or Torres Strait Islander residents and consulting with cultural advisors, we ensure that our projects are delivered in a culturally respectful manner.





OUR COMMITMENT

Eire Constructions underlines its commitment to reconciliation with Aboriginal and/or Torres Strait Islander peoples in its Reflect Reconciliation Action Plan (RAP). Led by CEO Tadhg Kelliher, the company pledges tangible actions to create a culture of inclusivity and social awareness. Through initiatives like “Roads to Home”, Eire is not only building infrastructure but also fostering skill development, economic growth, and community connections with First Nations Peoples. Eire’s partnerships, particularly with the “Roads to Home” program, exemplify its dedication to community engagement and cultural respect. As part of our RAP journey, Eire reflects on past achievements and will demonstrate its commitment to meaningful reconciliation and social responsibility.



OUR ACTIONS

RELATIONSHIPS, RESPECT, OPPORTUNITIES & GOVERNANCE





RELATIONSHIPS

ACTION	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.	Aug 2024	Chief Executive Officer Head of Human Resources
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Aug 2024	Head of Human Resources
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to employees.	May 2025	Chief Executive Officer
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025	Chief Executive Officer
	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	Chief Executive Officer
3. Promote reconciliation through our sphere of influence.	Continue to communicate our commitment to reconciliation to all staff.	July 2024	Chief Executive Officer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Aug 2024	Head of Human Resources
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Aug 2024	Head of Human Resources
4. Promote positive race relations through antidiscrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	March 2025	Head of Human Resources
	Continue to review and update our HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2025	Head of Human Resources





RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</p>	<p>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</p> <p>Conduct a review of cultural learning needs within our organisation.</p>	<p>May 2025</p> <p>Oct 2024</p>	<p>Chief Executive Officer</p> <p>Head of Human Resources</p>
<p>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<p>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area</p> <p>Continue to increase employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</p>	<p>Aug 2024</p> <p>Sept 2024</p>	<p>Head of Human Resources</p> <p>Head of Human Resources</p>
<p>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<p>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</p> <p>Introduce employees to NAIDOC Week by promoting external events in our local area.</p> <p>RAP Committee to participate in an external NAIDOC Week event.</p>	<p>First week in July 2024</p>	<p>Chief Executive Officer</p> <p>Head of Human Resources</p> <p>Human Resources Advisors</p> <p>Quality Advisor</p> <p>Site Operator</p> <p>Communications and Marketing Specialist</p>





OPPORTUNITIES

ACTION	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. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Feb 2025 Sept 2024	Head of Human Resources Human Resources Advisors Head of Human Resources Human Resources Advisors
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. Investigate Supply Nation membership.	April 2025 April 2025	Chief Executive Officer Head of Human Resources



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation. Draft a Terms of Reference for the RWG. Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2024 July 2024 July 2024	Head of Human Resources Head of Human Resources Head of Human Resources
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation. Engage senior leaders in the delivery of RAP commitments. Appoint a senior leader to champion our RAP internally. Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2025 July 2024 July 2024 July 2024	Head of Human Resources Chief Executive Officer Chief Executive Officer Quality Advisor
12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Maintain contact with 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. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	July 2024 1 Aug 2024 30 Sep 2024	Head of Human Resources Head of Human Resources Head of Human Resources
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2025	Head of Human Resources





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