



RECONCILIATION
ACTION PLAN

REFLECT

HASLIN

REFLECT 2024

Reconciliation Action Plan

July 2024 - July 2025







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Acknowledgement of Country

While the Haslin Constructions head office is located on the land of the Dharawal people, the company's projects span the Eastern Seaboard.

Haslin acknowledges the Traditional Custodians of Country throughout Australia, their histories and traditions, and their connections to land, waters and community that reverberate today.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples."



Introduction from Colin Woods



Colin Woods
Haslin Managing Director



I am pleased to announce the launch of our Reflect Reconciliation Action Plan (RAP), a significant step forward in our commitment to reconciliation and meaningful engagement with Aboriginal and Torres Strait Islander peoples and communities. We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land on which we live and operate our business. As a tier 2 civil contractor, we recognise our responsibility to promote reconciliation, advance opportunities for First Peoples, and contribute positively to closing the gap. Our RAP reflects our values of respect, diversity, and inclusivity. It outlines actionable steps that we will take to build strong relationships, foster cultural understanding, and create sustainable employment and business opportunities for Aboriginal and Torres Strait Islander peoples.

While Haslin has always strived to engage with traditional owners and exceed our Aboriginal participation targets, the introduction of this RAP marks a transition from project-by-project reactivity to a proactive drive toward reconciliation that will be deeply embedded into our company's culture and operations. We are committed to listening, learning, and collaborating with Aboriginal and Torres Strait Islander stakeholders to ensure that our actions are meaningful, impactful, and respectful of traditional knowledge and practices. All Haslin people will have the opportunity to actively participate in our reconciliation journey and contribute their ideas, perspectives, and efforts toward achieving our shared goals. Together, we can make a positive difference and contribute to a more inclusive and equitable future for all Australians.

Intoduction from Karen Mundine



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia welcomes Haslin Constructions to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. Haslin 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 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 Haslin 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 Haslin Constructions, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



About the Artist Jasmine Sarin

Jasmine Sarin is a proud Kamilaroi and Jerrinja woman from NSW. Director of JS Koori Designs, Jasmine was born and raised in Wollongong (Dharawal Country) as well as South Coast in Nowra (Jerrinja and Yuin Country) and has family connections to Coonabarabran (Kamilaroi Country). Jasmine is also a Professional Firefighter with FRNSW, a lover of good food, coffee, and rugby league.

“My artwork predominantly features bright and bold colours. The narratives behind my artworks are often linked to the way we connect, the way we come together, and how we grow as community. These concepts are illustrated in my work as concentric circles, connection lines, floral emblems, and textured patterns symbolic of landscape. All of which reflect my cultural connections to Country.”

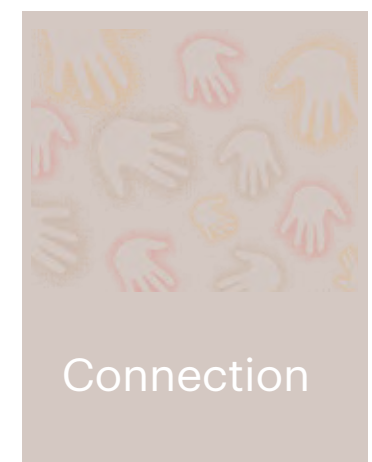
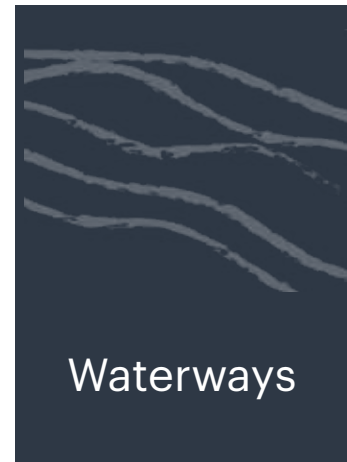
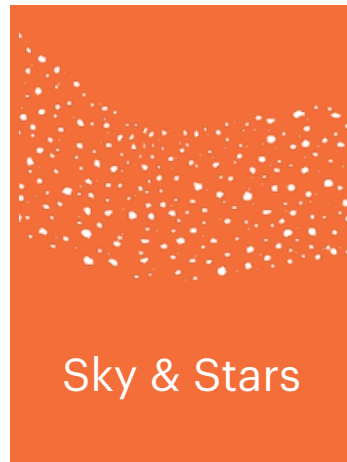
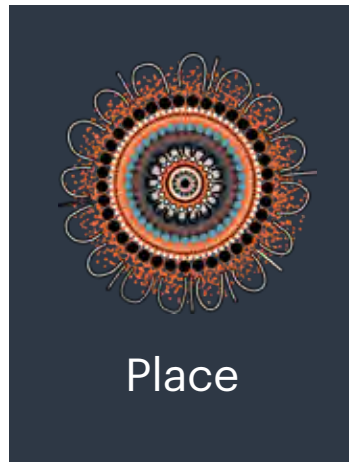
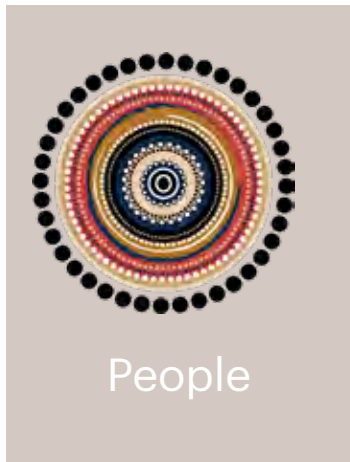
We stand in footsteps millennia old, may we acknowledge all Traditional Owners and Knowledge Holders of a land never ceded. ALWAYS WAS, ALWAYS WILL BE, ABORIGINAL LAND.





About the Artwork - *On Country*

The artwork reflects the relationship and connection to Country that we are each trying to make and knowledge about where we fit in this world. The large circle motifs are always present in my artworks as these are symbols of people and place. They represent the groups of people we associate and identify with; these can be communities, teams, workplaces, friends, and families. The hands represent the long history and connection to the land, sea and sky that First Peoples have and the importance of keeping our culture alive for future generations to make their mark. The speckled white line is for the stars and sky. This guides us and plays an important role in understanding the landscape and knowing the stories of the seasons and the weather changes. The white lines are for all the waterways; the rivers, creeks, lakes, beaches and bays that provide life for all. The leaves highlight the importance of caring and nurturing. We must care for each other, for the land, for our communities. We must also nurture relationships and help support one another. Leaves are also used for cleansing and renewal of the spirit and to welcome new energy.

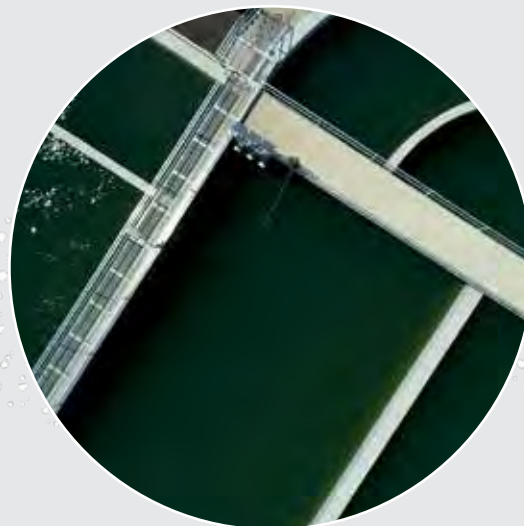
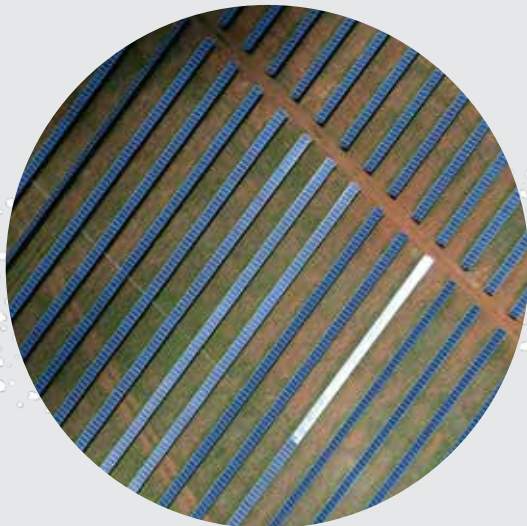


Our Business



Haslin Constructions was founded in March 1991 with the vision of growing into a significant civil engineering and building company. From our base in the Sutherland Shire the strategy was to deliver work across all construction sectors throughout regional and metropolitan NSW and ultimately create a legacy of exemplary infrastructure. Since inception Haslin has delivered civil works on behalf of local councils and private clients encompassing recreational parks, community centres, sporting facilities, beachside esplanades, CBD streetscape upgrades and transformation of disused industrial premises into modern offices, shops and restaurants. In addition, we

have delivered significant projects across rail, road, water treatment, renewable energy, power, marine infrastructure, water storage, water supply, education and health for the NSW government. Over the last decade Haslin has taken on larger and more complex projects, particularly in the rail and water sectors, and have expanded into Queensland. Our strategic approach has shifted, placing a stronger focus on our culture and values, ramping up training and development, improving client relationships, increasing our visibility in the industry, striving for greater diversity and a commitment to equality in society for all groups.



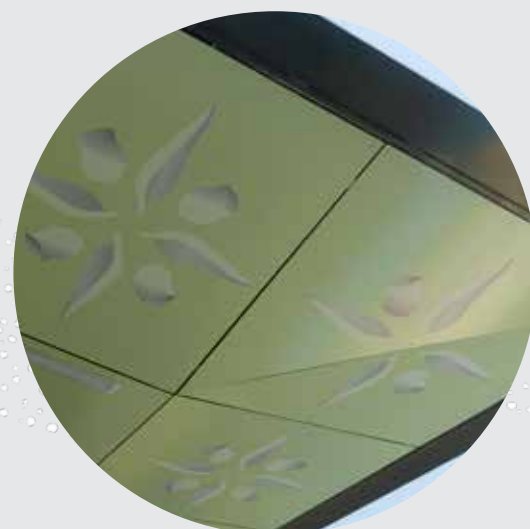


Under the strong leadership and technical expertise of founder and current Managing Director, Colin Woods, Haslin has grown into a formidable, highly regarded civil contracting business with a stable, talented workforce who are testament to the culture, career development opportunities and mentorship.

Today, Haslin's mission of creating a legacy of exemplary infrastructure that improves the land on which we live and work by making it more connected, liveable and accessible remains unchanged. Over the years Haslin has demonstrated our commitment to being a good corporate citizen by supporting a number of philanthropic initiatives such as WaterAid, water bores

in Cambodia, Canterbury Community Centres Mum2Mum program and Lakemba Community Garden.

Our social responsibility has grown to include our commitment to reconciliation.





Our RAP

Haslin acknowledges the need for change to the widespread misunderstanding of the social and cultural issues facing Aboriginal & Torres Strait Islander peoples.

Moreover, Haslin acknowledges the need to promote greater cultural awareness regarding the histories, accomplishments, and capabilities of Aboriginal and Torres Strait Islander peoples. By doing so, we aim to facilitate the creation of viable and sustainable employment opportunities for Aboriginal and Torres Strait Islander peoples, their communities, and businesses. As an organisation, we understand that fostering such opportunities will yield positive outcomes not only for Haslin but also for First Peoples, communities, and businesses within our sphere of influence.

We're proud of our engagement and upskilling of Aboriginal and Torres Strait Islander team members, Aboriginal cultural sensitivity training, complex delivery of Aboriginal art installations, membership to Supply Nation, and participation in Reconciliation Week. We are well aware that when we pour a concrete slab, we do so on land with some 2 thousand generations of human history sewn into it. However, this awareness is only half the battle – Haslin acknowledges that there is plenty of work to be done and we are galvanized by our capacity – as a medium sized business – to help right historical wrongs.

The development of our Reflect RAP marks the initial stride toward formalising our commitment to instigating cultural change within our business and among our project communities.

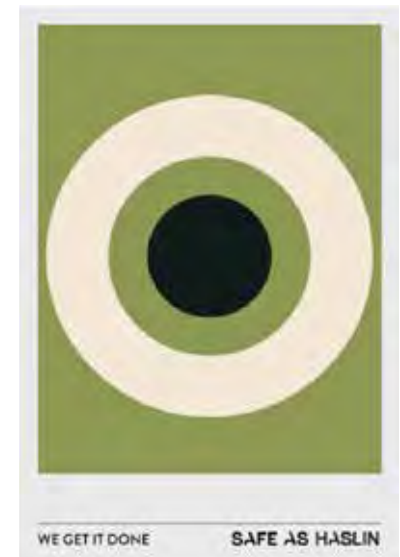
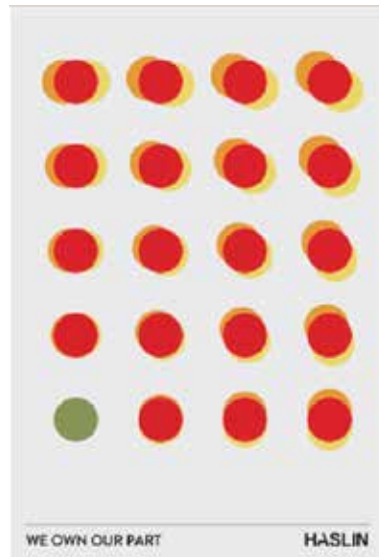
To spearhead the implementation of our Reflect RAP, a RAP Working Group chaired by our General Manager, Gladys Woods, has been established. This group, which includes key stakeholders from across the business as well as Aboriginal consultants from Ineco, will champion and support the RAP throughout Haslin, ensuring that the deliverables contained within are measured and achieved.



Our Vision

Our vision for reconciliation is that Aboriginal and Torres Strait Islander peoples are provided the same opportunities as other Australians. For us at Haslin, this journey begins by understanding and accepting past events along with an honest appraisal of today's Australia. By knowing the past, we not only learn from it, but understand how it continues to shape and impacts us, and the people we live, work and interact with.



With cultural learning and engaging the Aboriginal voice we can collaborate with Aboriginal and Torres Strait Islander peoples, ensuring they are provided opportunities that guarantee equality and equity in all areas of life. Our greatest contribution to wider reconciliation, as an engineering and construction company, is being an employer of choice and ensuring pathways to meaningful employment and development. As an organisation, we are committed to advancing reconciliation. This Reflect RAP is Haslin's first step in an ongoing process to further reconciliation within our company, and the wider Australian community.





Our Partnerships and Current Activities

As part of our reconciliation journey to date, we have:

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- Undertaken introductory cultural awareness training for senior staff in partnership with Ineco and MobReady
 - Engaged Ineco Aboriginal Consultants to assist us with the development of our first RAP
 - Recognised National Reconciliation Week 2023 across the company with localised events across corporate and projects
 - Put in place plans to celebrate NAIDOC Week 2024 across our projects and corporate offices, engaging local community representatives to attend and partake in local celebrations through sharing cultural knowledge and storytelling
 - Engaged Jasmine Sarin to develop Haslin's reconciliation artwork for use in this RAP and for wider corporate usage
 - Engaged Traditional Owners to conduct Welcome to Country and Smoking Ceremonies at project commencements
 - Reviewed the current number of Aboriginal and Torres Strait Islander employees
 - Committed to improving and increasing Aboriginal and Torres Strait Islander peoples' recruitment and career paths within Haslin moving forward and project spend with Aboriginal and Torres Strait Islander businesses.



Relationships

As the basis to our approach, we will foster and improve genuine long-term partnerships with the Aboriginal and Torres Strait Islander communities where Haslin operates and delivers projects. This will be achieved by a series of actions as outlined below.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. This will be ongoing due to project changes	Identify and create a register of key Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. This register will sit on our internal management system and be accessible to project managers.	August 2024 - ongoing	Quality Manager
	Research best practice and local protocols that support partnerships with Aboriginal and Torres Strait Islander stakeholders.	August 2024	HR Manager
	Grow mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to positively respond to needs.	July 2024 - ongoing	Operations Manager
2. Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	HR Manager
	RAP Working Group members to participate in an external NRW event.	May 2024	HR Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2024	General Manager
3. Promote reconciliation through our sphere of influence.	Develop and implement an internal communications plan to promote our RAP and communicate our commitment to reconciliation to all staff.	August 2024	HR Manager/Operations Manager
	Install RAP artwork into Haslin Head Office.	July 2024	HR Manager
	Update Haslin email signatures featuring RAP artwork.	July 2024	Communications Coordinator
	Update Haslin website with RAP artwork.	July 2024	Communications Coordinator
4. Ensure best practice anti-discrimination strategies are in place	Research best practice (Fair Work Australia and Ombudsman) policies in anti-discrimination.	September 2024	HR Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2024	HR Manager
	Raise awareness of company expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory behaviours.	February 2025	HR Manager



Respect

We acknowledge and value the histories and traditions of Aboriginal and Torres Strait Islander peoples and communities, and their deep Connection to Country. Through positive engagement with Aboriginal and Torres Strait Islander people and communities, we will develop our team to promote reconciliation and build mutual respect.



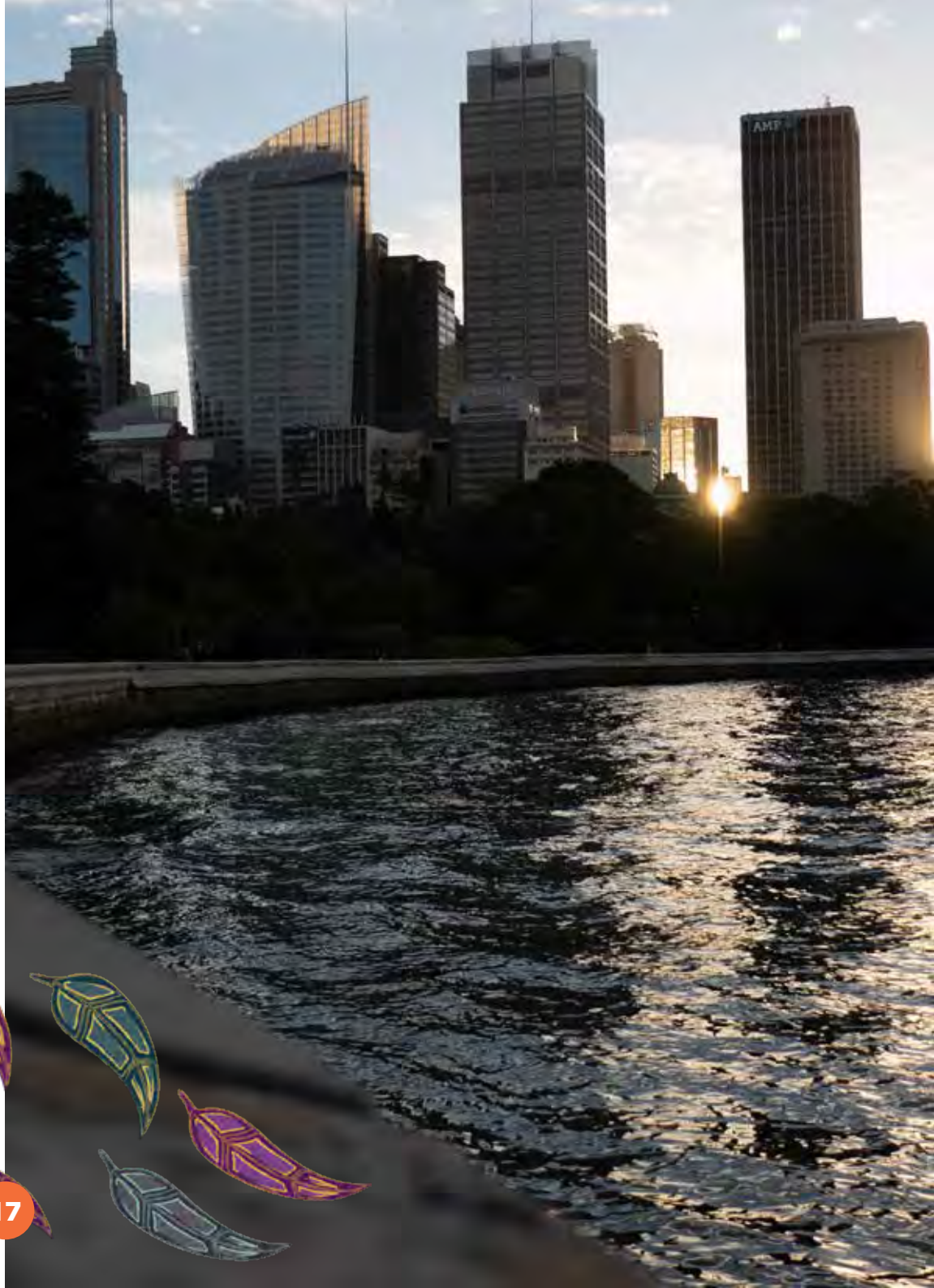
Respect

Action	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 program to better understand, value and recognise Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation and foster respectful relationships.	September 2024	Environmental Manager / Senior Safety Coordinator / Senior Environmental Advisor
	Conduct a review of cultural learning needs within our organisation.	July 2024	Environmental Manager / Senior Safety Coordinator / Senior Environmental Advisor
	Develop and implement cultural learning for all our staff and workforce.	October 2024 - ongoing	Environmental Manager / Senior Safety Coordinator / Senior Environmental Advisor
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Establish relationships with LALC's within our project operation areas to better appreciate localised cultural protocols	October 2024 - ongoing	Operations Manager
	Increase staff's knowledge and appreciation of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2024 - ongoing	HR Manager / Senior Safety Coordinator
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 2024	Environmental Manager / Senior Safety Coordinator / Senior Environmental Advisor
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Environmental Manager / Senior Safety Coordinator / Senior Environmental Advisor
	RAP Working Group to participate in an external NAIDOC Week event.	2nd Week of July 2024	Environmental Manager / Senior Safety Coordinator / Senior Environmental Advisor



Opportunities

By continuing to listen to Aboriginal and Torres Strait Islander voices, we will develop and strengthen our commitment to being a great workplace for Aboriginal and Torres Strait Islander peoples.



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Review Human Resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in the workplace.	February 2025	HR Manager
	Review and update existing Haslin Indigenous Participation Policy (SEQ-POL-014).	February 2025	HR Manager
	Develop a strategy for Aboriginal and Torres Strait Islander recruitment and retention within our organisation to achieve 2% of our workforce identifying as Aboriginal and/or Torres Strait Islander within the period of this RAP.	March 2025	HR Manager / Operations Manager
	Identify key Aboriginal and Torres Strait Islander community stakeholders, such as media outlets and employment organisations, to promote job vacancies.	May 2024	HR Manager / Operations Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement a Social Procurement Policy that delivers on our Aboriginal and Torres Strait Islander spending targets, setting our target at 2% of project spend.	August 2024	Business Development Manager
	Embed systems and processes in our procurement and commercial framework to support the engagement of Aboriginal and Torres Strait Islander businesses.	July 2024	Business Development Manager
	Investigate Supply Nation membership.	July 2024	Business Development Manager



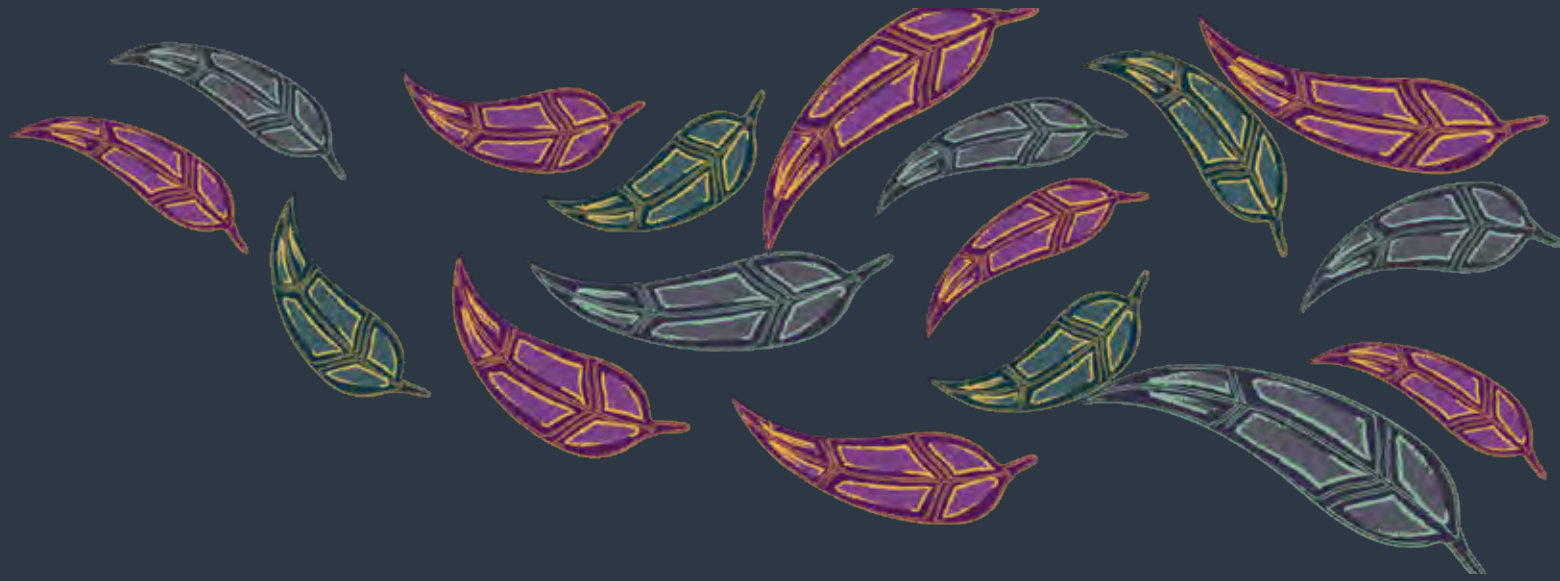
Governance

To drive accountability across our business, we will establish and maintain transparent systems to implement, measure, and report on our Reflect RAP commitments. By engaging our senior leaders and empowering our workforce, we will continually improve on our reconciliation journey.



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Maintain a RAP Working Group (RWG) to govern RAP implementation.	May 2024 - on-going	HR Manager
	Draft a Terms of Reference for the RWG.	August 2024	HR Manager
	Invite Aboriginal and Torres Strait Islander representation on the RWG.	May 2024	HR Manager
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	October 2024 - ongoing	Operations Manager
	Engage senior leaders in the delivery of RAP commitments.	October 2024 - ongoing	HR Manager / Senior Safety Coordinator
	Maintain a senior leader to champion our RAP internally.	June 2024	Environmental Manager / Senior Safety Coordinator / Senior Environmental Advisor
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2024	Environmental Manager / Senior Safety Coordinator / Senior Environmental Advisor
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.	March 2025	General Manager
	Contact Reconciliation Australia to access the online RAP Impact Survey.	March 2025	General Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	March 2025	General Manager
13. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2025	General Manager





Contact

For enquiries regarding Haslin's Reflect Reconciliation Plan,
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Document design and layout by JS Koori Designs

