

Australian PANELS



INNOVATE RECONCILIATION ACTION PLAN

Nov 2024 - Nov 2026





In the spirit of reconciliation, Australian Panels acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community.

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

Australian Panels

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GARRY PURCHASE



Garry is a proud Aboriginal man of Dharawal, Bidjigal and Dhungutti descent. He grew up in Sydney's Eastern suburbs in Botany and was raised amongst the Aboriginal community of La Perouse.

Garry is a member of the Timbery family of which there are many famous members. He is the Great-Great-Great-Great Grandson of Timbery (Or Timberé), leader of the Dharawal people and was bestowed the title "King Of The Five Islands" by Governor Lachlan Macquarie. Garry is also the Great-Great Grandson of Queen Emma Timbery and is a cousin of Esme Timbery who are both internationally renowned for their artistic shell-work. His great uncle is Joe Timbery, world champion boomerang thrower who also presented one to Queen Elizabeth II in 1954.

Garry has always had a creative passion and was a musician for various years, playing drums in Sydney rock bands.

He played 100 of shows in the 90's and 2000's on the Sydney scene.

Artistically, he first started painting after he moved to the Central Coast with his wife and three sons in 2013.

He has a very loyal fan base and has thousands of followers on social media.

His works have attracted a lot of attention and have also earned Garry awards. He took out the major first prize Tony Donovan Award at Reconciliation Exhibition at Gosford Regional Gallery in both 2014 and 2016 with "One Nation" and "Under The Southern Cross" respectively.

His painting "The Journey" won both the Aboriginal Health award and the People's Choice award at Mental Health Art Works! 2014 along with winning the Aboriginal Health award again in 2016 with "Missing Pieces" and in 2017 with his piece "Tribal Blood".

His style is a more modern take on traditional Aboriginal art, steering away from the common dreamtime stories and focusing on his own personal journey, experiences and social issues that pushes a lot of creative boundaries as he stretches the limits of what Aboriginal art can be.



JIM SNELSON

Following the successful completion of our Reflect Reconciliation Action Plan, I am delighted to introduce the Australian Panels Innovate Reconciliation Action Plan.

The release of this new Plan confirms our commitment to honour, and keep our organisation accountable to, our First Nations people.

As we embark on this next phase of our journey, having delivered positive outcomes through local NSW Central Coast community providers, such as Bara Barang, our objective is to strengthen and develop not only our existing commitments, but to partner and engage with new Aboriginal community organisations across our company's national footprint.

Over the 2024 to 2026 horizon of the Plan, we will endeavour to become the first-choice employer for First Nations talent. Employment opportunities and training will be developed in a wide variety of roles, from administrative roles, to roles in logistics and production across our Australia-wide network of sites.

Whilst the responsibility for change is shared, we commit to being an advocate for a policy that promotes self-determination, allowing Aboriginal and Torres Strait Islander peoples to better control their own employment growth outcomes.

We acknowledge and thank our own Reconciliation Action Working Group for developing this Plan and we thank Reconciliation Australia for their support as we continue our journey of reconciliation.

Jim Snelson
Chief Executive Officer
Australian Panels



This commitment extends to enhancing the social, economic, and engagement of First Nations people through a variety of important and valuable activities, but particularly through the creation of employment opportunity.

KAREN MUNDINE

RAP CEO

First Innovate RAP

Reconciliation Australia commends Australian Panels on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Australian Panels to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Australian Panels will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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. Australian Panels is part of a strong network of more than 3,000

corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Australian Panels's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Australian Panels on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



OUR VISION FOR RECONCILIATION

Australian Panels vision for reconciliation is for all Australians to understand, respect and value Aboriginal and Torres Strait Islander peoples, cultures, and heritages. This includes accepting our shared history and addressing its effects on Australian society covering all social, economic and cultural to be the same set of standards of living which is not addressed by their identity.

Our vision is for all Australians to have equal opportunities to participate in a range of life changing growth for social, economic and cultural presence by way of building relationships and potential employment on various levels.

To help bring this vision to life Australian Panels is committed to collaborate with Aboriginal and Torres Strait Islander peoples, businesses and the community and to learn from Aboriginal and Torres Strait Islander peoples. Our commitment is to work with this business and the community and strive to employ Aboriginal and Torres Strait Islander peoples in our workplace leading to positive social and economic outcomes.



'Make Tomorrow In Manufacturing' community co-design workshop #1.
Photo Courtesy of Bara Barang.

OUR BUSINESS

Australian Panels as the parent company being across multi-disciplined companies specialising in the manufacturing of melamine panels and components of cabinet joinery applications including design, automation and systems integration. Our Manufacturing footprint has a significant presence throughout Australia, with several regional facilities and branches that enable us to make a meaningful impact in local communities. By focusing on employment and building strong relationships, we are working towards our vision of creating diverse opportunities and pathways for individuals throughout all levels within our organisation. This includes not only entry-level positions in our customer

service teams and other areas of the white-collar sector but also vital roles in our branches, such as truck drivers, forklift operators, and laborers.

Australian Panels currently has 1606 employees located throughout Australia with the main head office based in Somersby on the New South Wales Central Coast with many Branches throughout Australia as our customers are located all over Australia. Our members of internal stakeholders, including all our employees and external stakeholders are all part of our sphere of influence, extending to our schools and community groups as well as our business partners and customers.

Currently, we understand that we have 14 Aboriginal and/or Torres Strait Islander

employees in the business, however, the exact number is not known. Over the next 2 years, Australian Panels is committed to grow the number of employees who identify as Aboriginal and/or Torres Strait Islander people to 3% of the business, which represents 48 people in total. At the same time, Australian Panels will continue to raise awareness of Aboriginal and Torres Strait Islander cultures for non-Indigenous employees.



'Make Tomorrow In Manufacturing' community co-design workshop #2. Photo Courtesy of Bara Barang.

OUR RECONCILIATION ACTION PLAN

Australian Panels is continuing its reconciliation journey following up from our Reflect Reconciliation Action Plan (RAP) in 2022-2023 with a further commitment to the Innovate RAP engaging with Aboriginal and Torres Strait Islander communities and increasing Aboriginal and Torres Strait Islander people's participation in our workforce and supply and customer chain.

The purpose and development of our Innovate RAP has been informed by our achievements, experience and learnings from our reconciliation journey so far.

During our first reflect RAP journey, driven by our RAP Champion Facilitator, we engaged with local Indigenous Corporations to partner in programs to promote employment, work experience and training pathways. We remain committed to engaging with our partners to assist with attracting, selecting and employing Aboriginal and Torres Strait Islander peoples and Mentoring on Career development for current employees.

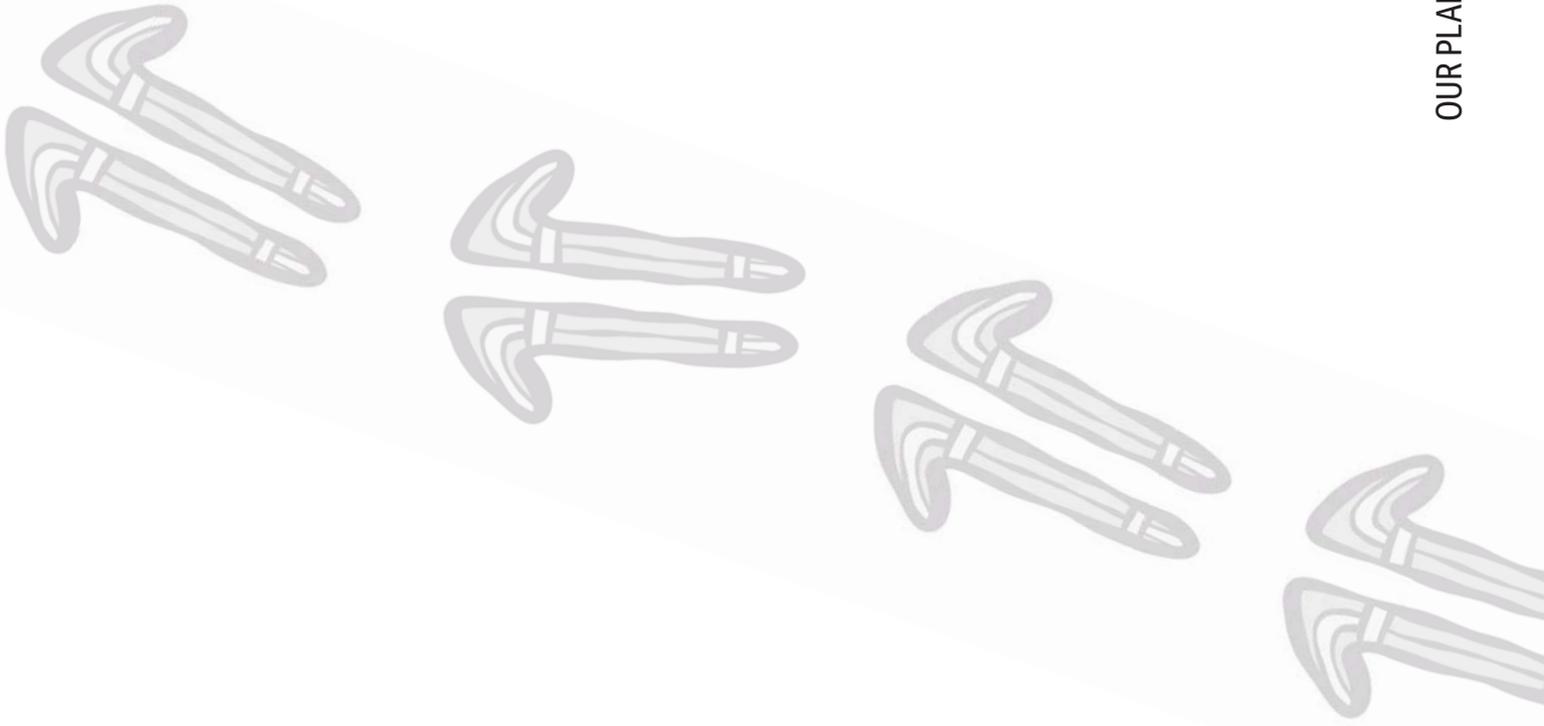
We are continuing on Journey with our Innovate RAP Journey to further strengthen our partnerships and programs and to engage Senior Leaders and the wider business in our activities. We would like to further understand the fundamentals of Aboriginal and Torres Strait Islander culture and look to develop respectful practices that will enhance the cultural safety experience of our Aboriginal and Torres Strait Islander peoples at Borg and their families and communities.

We have an established RAP Working Group consisting of Senior Management and Human Resources employees, including Karen McDermid and Jason Fretwell, two members of the RAP working Group who identify as First Nations people. Their input and leadership is crucial in our connection to Country, other employees and businesses.

Karen McDermid will continue the role as the company's RAP Champion, responsible for driving internal engagement and awareness of the RAP. The RAP Facilitator and RAP Champions are responsible and accountable for the outcomes and will develop a RACI (Responsible, accountable, consulted and informed) with members of the wider Australian Panels Human Resources and Administration teams to be delegated certain tasks.

As we continue our Innovate RAP Journey Australian Panels will look to engage the wider business on RAP activities and provide more information and resources about the actions and goals for reconciliation.

We believe it is our responsibility to promote a positive attitude to reconciliation within our company, contractors, suppliers and stakeholders. Australian Panels is furthering its commitment to increase Aboriginal and Torres Strait Islander peoples' participation on our projects through direct employment as well as through contractor and supplier arrangements.



'Make Tomorrow In Manufacturing' Australian Panels Partnership with Bara Barang hosting Group 1 of Part Certification in Certificate III Process Manufacturing. Photo Courtesy of Bara Barang.

OUR PARTNERSHIPS AND ACTIVITIES

Through the actions of the Reflect RAP, we have achieved a range of key milestones that have embedded our understandings and commitment to Reconciliation. During our Reflect RAP journey, driven by our RAP Champion and Facilitator, Australian Panels engaged with local Indigenous Corporations to partner in programs to promote employment, work experience and training pathways. One of our challenges was gaining traction with securing committed applicants given our geographical location at Somersby. At present the limited public transport is a barrier to potential applicants who may not have access to a private vehicle. By moving forward with an Innovate RAP we aim to engage with as many employees and business as we can to address these challenges and barriers by looking to implement a "Transport Network" to potentially assist applicants to secure a position at our sites.

Another challenge was getting Senior Management involved in our RAP activities, mostly due to time constraints. As we embark on our Innovate RAP we plan on increasing frequency of RAP Meetings and activities involving our Senior Leaders.

1. Formalised a RAP Working Group.

Increase meeting frequency and Improve communications with Senior Management.

Two members of the RAP Working Group identify as Aboriginal and Torres Strait Islander people, Jason Fretwell and Karen McDermid.

Karen McDermid

Human Resources Officer
RAP Champion & RAP Facilitator

Jim Snelson

Chief Executive Officer
RAP Champion

Jason Fretwell

Human Resources Officer

Grant Sullivan

People & Culture Manager

Hayley Cooper

Human Resources Officer

David Wilkinson

Procurement Manager

Christina Elvin

National Sales & Marketing Manager

Amy Carragher

Marketing and Content Coordinator

2. Launched Inaugural Reflect Reconciliation Action Plan and

Raised Internal Awareness through social media posts, internal correspondence and onsite BBQ.

3. Established Relationships with Bara Barang, Local High Schools and other community partners

including Industry Training Hub and Central Coast Industry Connect and attended and hosted events in relation to employment of Aboriginal and Torres Strait Islander young people.

- Attended Gudjagang Ngara li-dhi (GNL) for a presentation on Hidden Talents and Retaining Workers

- Co-Hosted with Bara Barang and Industry Training Hub a Manufacturing for the Mob Industry Day at Girrakool Picnic Area Kariong where we participated in a Smoking Ceremony and Cultural Dance and then hosted students and community partners at our Somersby manufacturing facility.

4. **NAIDOC Week** - Members of the RAP Working Group attended Central Coast NAIDOC Community Day at Wyong Race Course.

5. **NRW** - Members of the RAP Working Group attended a morning tea discussing cultural awareness and cultural safe workplaces.

Hosted Work Experience Week for

a young Indigenous student who is interested in an entry level factory operations and administration.

6. Make Tomorrow in Manufacturing

is our own primary action with tangible outcomes to boost Aboriginal and Torres Strait Islander employment in our sphere of influence. Make Manufacturing for Tomorrow is a partnership that Australian Panels joined in a Consortium with Bara Barang and other community and industry partners to co-design a program to attract and train Aboriginal and Torres Strait Islander young people throughout the business. The Program's desired outcome is to employ 195 Indigenous young people over the next 4 years. We are aiming to facilitate, work experience, work trials, training and professional development leading to meaningful paid employment aimed for entry level factory and administrative opportunities.



'Make Tomorrow In Manufacturing' On Country experience.
Photo Courtesy of Bara Barang.

Make Tomorrow in Manufacturing

Activities in Stage 1 to date as follows:

EVENT	DATE	LOCATION	RESPONSIBILITY
Workshop #1	Wed 8 Feb 2023	GNL Aboriginal Community Space, 4 Church Street Wyong	Arrive 8.30am Workshop 9am - noon Catered lunch noon Finish 1pm
Spare Online Workshop #1 if needed	Fri 17 Feb 2023	Online	9am-10am
Workshop #2 & Tour	Fri 3 Mar 2023	E-bisglobal, Tuggerah	Workshop 9am - 11.30am Tour 11.30am
Workshop #3 & Tour	Wed 8 Mar 2023	Borg Head Office, Somersby	Workshop 9am - 11.30am Tour 11.30am
On-Country Experience	Sat 11 Mar 2023	Raspberry Fields, McPherson State Forest, Mangrove Mtn	Start 8am - 11am Family members welcome

Funding for Stage 2 was granted in October 2023.

Funding for Stage 2 and Stage 3 to be distributed in April 2024.

RELATIONSHIPS



Australian Panels, through Make Manufacturing for Tomorrow, will build positive relationships with Aboriginal and Torres Strait Islander peoples and communities, and by doing so Australian Panels can entrench differing perspectives and learnings into our business operations, ensuring representation and understanding of a diverse Australia. We will support these relationships through education, training, and active engagement with our employees and community.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May 2025	RAP Champions
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2025	RAP Facilitator
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 May 2026	RAP Facilitator
	RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun 2025 & 2026	RAP Facilitator
Build relationships through celebrating National Reconciliation Week (NRW).	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 Jun 2025 & 2026	RAP Facilitator
	Organise at least one NRW event each year.	27 May - 3 Jun 2025 & 2026	Lead RAP Facilitator Support People & Culture Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025 May 2026	RAP Facilitator
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Nov 2024	RAP Facilitator
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	Nov 2024	RAP Champions
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Nov 2024	Lead RAP Facilitator Support Human Resources Officer
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Nov 2024	RAP Facilitator
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jan 2025	Lead RAP Facilitator Support Human Resources Officer
Promote positive race relations through anti-discrimination strategies.	Review, implement and communicate an anti-discrimination policy for our organisation.	Review Current Policy Jan 2025	RAP Facilitator
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Feb 2025	Lead RAP Facilitator Support Human Resources Officer
	Educate senior leaders on the effects of racism.	May 2025	Lead RAP Facilitator Support RAP Working Group
Engage with business and community in a Consortium, working together to build meaningful relationships.	Delivering positive and social outcomes regarding potential employment for entry level positions in both administrative roles as well as entry level factory positions nationwide.	Nov 2024 Feb 2025 May 2026	Lead RAP Facilitator Support HR Officers
	Provide meaningful roles by way of working closely with external business partners to assist in programmes for educating, promoting and exploring the full potential of candidates for Customer Service roles, administration and factory positions.		

RESPECT



Through increasing awareness of Aboriginal and Torres Strait Islander cultures, Australian Panels will seek to create a working environment in which collaborative knowledge sharing, mutual respect and understanding are common practice. Australian Panels seeks to encourage a culture which promotes Aboriginal and Torres Strait Islander peoples, cultures, histories, and achievements in the manufacturing industry and our local communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Nov 2024	Lead RAP Champion Support RAP Working Group
	Consult and remunerate local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Nov 2024	RAP Champion
	Develop, implement, and communicate a cultural learning strategy document for our staff.	Mar 2025	RAP Facilitator
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Nov 2024	RAP Facilitator
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Nov 2024	RAP Champion
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Nov 2025	Lead RAP Champion Support RAP Facilitator
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jun 2024	Lead RAP Champion Support RAP Working Group
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Commence Nov 2024	RAP Champion
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2025 & 2026	Lead RAP Champion Support RAP Facilitator
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Jan 2025	RAP Champion (Human Resources Officer)
	Promote and encourage participation in external NAIDOC events to all staff.	First week in Jul 2025 & 2026	Lead RAP Champion Support RAP Facilitator
Engage with business and community in a Consortium, working together to build meaningful relationships.	Is a partnership that Australian Panels joined in a Consortium with Bara Barang and other community and industry partners to Co-Design a program to attached Aboriginal and Torres Strait Islander young people on the Central Coast.	Nov 2024 Aug 2025 May 2026	Lead RAP Facilitator Support People & Culture Manager
	Present to schools showcasing programmes targeting school leavers with the School Development Programmes that are put in place.	Nov 2024 Aug 2025 May 2026	Lead RAP Facilitator Support People & Culture Manager
	Attend Career Expos with the purpose focusing on First Nations people with entry level positions by way of meeting and greeting potential employees.	Nov 2024 Aug 2025 May 2026	Lead RAP Facilitator Support People & Culture Manager
	Through Make Manufacturing for Tomorrow and its community partners, increase employees understanding behind cultural practices and barriers to gaining meaningful employment.	Nov 2024 Aug 2025 May 2026	Lead RAP Champion Support RAP Facilitator
	Partner with Consortium by way of providing space for training facilities for MTIM 13 week ongoing Process Manufacturing training.	Nov 2024	Lead RAP Champion Support RAP Facilitator

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Innovate Reconciliation Action Plan

Australian Panels

OPPORTUNITIES



As one of the largest manufacturing companies on the Central Coast, NSW, we have a unique opportunity to connect with our target audience by offering a range of employment options. These include entry-level positions, apprenticeships, and qualified trade roles, all aimed at fostering professional development and ensuring long-term staff retention.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Nov 2024	Lead RAP Champion Support HR Officer
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Nov 2024	Lead RAP Champion Support People & Culture Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy prior to the development of the strategy.	Nov 2024	Lead RAP Champion Support National Distribution Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Apr 2025	RAP Champion
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Jan 2025	HR Officer
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Mar 2025	Purchasing Officer
	Investigate Supply Nation membership.	May 2025	Lead Purchasing Officer Support RAP Champion
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Oct 2025	RAP Champion
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Oct 2025	Purchasing Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Nov 2025	RAP Champions

GOVERNANCE



IMPLEMENTATION

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Sep, Jan, Mar, Jun annually	RAP Facilitator
	Establish and apply a Terms of Reference for the RWG.	Nov 2024	RAP Champion
	Meet at least four times per year to drive and monitor RAP implementation.	Nov, Jan, Mar, Jun annually	Lead RAP Champion Support RAP Facilitator
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Nov 2024	RAP Facilitator
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Dec 2024	RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Nov 2024	RAP Champion
	Appoint and maintain an internal RAP Champion from senior management.	Nov 2024	RAP Facilitator
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.	Aug Annually	RAP Champion
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 Aug annually	RAP Champion
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Sep annually	RAP Champion
	Report RAP progress to all staff and senior leaders quarterly.	Nov, Jan, Mar, Jun annually	RAP Facilitator
	Publicly report our RAP achievements, challenges and learnings, annually.	Mar 2025 Mar 2026	RAP Champion
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Jul 2026	RAP Champion
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Feb 2026	RAP Champion
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2026	RAP Champion

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Innovate Reconciliation Action Plan

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