

BORG
MANUFACTURING


RECONCILIATION
ACTION PLAN
REFLECT

REFLECT RECONCILIATION ACTION PLAN

August 2022 - August 2023



In the spirit of reconciliation, Borg Manufacturing 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.

GARRY PURCHASE

ARTIST



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.

August 2022 - August 2023

Reflect Reconciliation Action Plan

Borg Manufacturing

JIM SNELSON



This RAP is a reflection of our commitment to create improved economic, health and social outcomes for Aboriginal and Torres Strait Islander peoples.

I am delighted to introduce the inaugural Reconciliation Action Plan (RAP) for Borg Manufacturing, which marks the formal beginning of our journey to reconciliation. This RAP is a reflection of our commitment to creating improved economic, health and social outcomes for Aboriginal and Torres Strait Islander peoples.

Our business operates nationally but is headquartered within the traditional country of the Darkinjung people. We recognise and deeply value their cultural heritage and beliefs and in particular, the Darkinjung's custodianship of the land at the heart of our business. Furthermore, we sincerely acknowledge the profound depth of the heritage of First Nation People across Australia.

This is the start of Borg Manufacturing's Reconciliation

journey. We are embarking on a Reflect-level RAP that will be implemented over the next 12 months. This provides Borg Manufacturing the foundation to build confidence and strengthen our relationships, both internally and externally and to develop an understanding and respect for our First Peoples' culture, history and accomplishments. Our RAP compliments and supports Borg Manufacturing's aspirations to become a more diverse and inclusive organisation and seeks to provide suitable employment opportunities, services and resources to improve resilience within our communities. This will see us increase our recruitment, retention and engagement of Aboriginal and Torres Strait Islander talent, develop a deeper understanding of customs and cultural awareness, and to

celebrate significant events together. Our Reflect RAP forms an essential part of our efforts to increase the number of Aboriginal and Torres Strait Islander people employed at Borg Manufacturing, works to promote Borg Manufacturing as an employer of choice to Aboriginal and Torres Strait Islander peoples, and commits us to continue to promote an understanding of Aboriginal and Torres Strait Islander peoples, communities, cultures, heritage and aspirations.

Working with Reconciliation Australia, and our employees to develop our RAP has been a valuable and rewarding experience.

Jim Snelson
Chief Executive Officer
Borg Manufacturing

KAREN MUNDINE

RAP CEO

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

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 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 Borg Manufacturing 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 Borg Manufacturing, 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

Borg Manufacturing joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.



August 2022 - August 2023

Reflect Reconciliation Action Plan

Borg Manufacturing

OUR BUSINESS

The company is proudly Australian-owned and operated employing over 1500 people nationwide. Furthermore, the business is vertically integrated and enthusiastically supports sustainable practices through its investments in wood and water recycling, solar power generation, and installations of highly energy efficient, world class technology.

The company's major facilities are based in Somersby, Charmhaven and West Gosford on the Central Coast of NSW, as well as in Oberon (NSW) and Mount Gambier (SA). Borg Manufacturing proudly partners with the local communities in these regions supporting local charities and sporting organisations.

Borg Manufacturing produces Medium Density Fibreboard (MDF) and Particleboard panel products. These panels are converted into decorative panels, kitchen benchtops, kitchen and wardrobe doors, shelving and components. The company's products are an integral part of the building and construction industry and are used in a broad range of cabinetry, joinery, and fit-out applications in both residential and commercial applications. Our leading brands, polytec and Australian Panels, are distributed nationally to our customer base via our 300+ fleet of trucks as well as a fleet of contract fleet providers. 15 distribution centres located from Cairns in the north to Launceston in the south, and Coffs Harbour in the east to Perth in the west, underpin our focus on customer service by delivering to the biggest and smallest cabinet makers, retailers and manufacturers in the country.

Borg Manufacturing is committed to equal employment opportunity principles as well as our chain of custody responsibilities under

Modern Slavery legislation. In line with this commitment to the highest standards of human resources management, the company is delighted to take the initiative to establish its inaugural Reconciliation Action Plan. Currently, we understand that we have around 10 Aboriginal and/or Torres Strait Islander employees in the business, however, the exact number is not known.

Over the next three years, Borg Manufacturing aims to grow the number of employees who identify as Aboriginal and/or Torres Strait Islander people to 3% of the business, which represents 45 people in total. At the same time, Borg Manufacturing will raise awareness of Aboriginal and Torres Strait Islander cultures for non-Indigenous employees.



We believe it is our responsibility to promote a positive attitude to reconciliation not only within our company, but with contractors, suppliers and stakeholders.

OUR RECONCILIATION ACTION PLAN

Borg Manufacturing is developing a Reconciliation Action Plan (RAP) to inaugurate our commitment to engaging with Aboriginal and Torres Strait Islander communities and increasing Aboriginal and Torres Strait Islander peoples' participation in our workforce and supply and customer chain.

We believe it is our responsibility to promote a positive attitude to reconciliation not only within our company, but with contractors, suppliers and stakeholders. Borg Manufacturing is keen to increase Aboriginal and Torres Strait Islander peoples' participation on our projects through direct employment.

Grant Sullivan and Jason Fretwell will be the company's RAP Champions, responsible for driving internal engagement and awareness of the RAP. The RAP Facilitator and RAP Champions are responsible and accountable for the outcomes and actions and will develop a RACI (Responsible, accountable, consulted and informed) with members of the wider Borg Manufacturing Human Resources and Administration teams to be delegated certain tasks. Borg Manufacturing will present the RAP to all staff and provide information about the actions and goals for reconciliation.



IMPLEMENTING OUR PLAN



Our working group will be the drivers towards reconciliation for Borg Manufacturing.

To lay the foundations of our RAP, a working group consisting of key team members across multiple departments in the business has been assembled to achieve the Reflect actions and deliverables, and to drive awareness and participation within the business. Two members of the working group identify as Aboriginal and/or Torres Strait Islander people.

Our working group will be the drivers towards reconciliation for Borg Manufacturing.

Grant Sullivan
People & Culture Manager
RAP Champion & RAP Facilitator

Jim Snelson
Chief Executive Officer

Jason Fretwell
Human Resources Officer
RAP Champion

Karen McDermid
Human Resources Officer

James Davison
Purchasing Officer

RELATIONSHIPS



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Raise Internal Awareness and staff participation of our RAP.	Present on Borg Manufacturing's RAP and planned activities and actions to all employees and how employees can support the RAP.	September 2022	RAP Champions
	Develop and implement an internal engagement strategy to raise awareness and inform staff about their responsibilities as part of the RAP.	September 2022	RAP Facilitator
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.	October 2022	RAP Facilitator
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2022	RAP Facilitator
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	RAP Facilitator
	RAP Working Group members to participate in an external NRW event.	May 2023	RAP Facilitator
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2023	RAP Facilitator
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	September 2023	RAP Champions
	Identify and develop a list of external stakeholders that our organisation can engage with on our reconciliation journey.	February 2023	RAP Facilitator Purchasing Officer
	Identify and develop a list of RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	February 2023	RAP Facilitator
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	September 2022	RAP Facilitator HR Officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2022	RAP Facilitator HR Officer

RESPECT



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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.	December 2022	RAP Champions
	Conduct a review of cultural learning needs within our organisation.	December 2021	RAP Facilitator
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.	September 2022	RAP Facilitator
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2023	RAP Facilitator
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.	July 2023	RAP Facilitator
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2023	RAP Facilitator
	RAP Working Group to participate in an external NAIDOC Week event.	June 2023	RAP Facilitator

OPPORTUNITIES



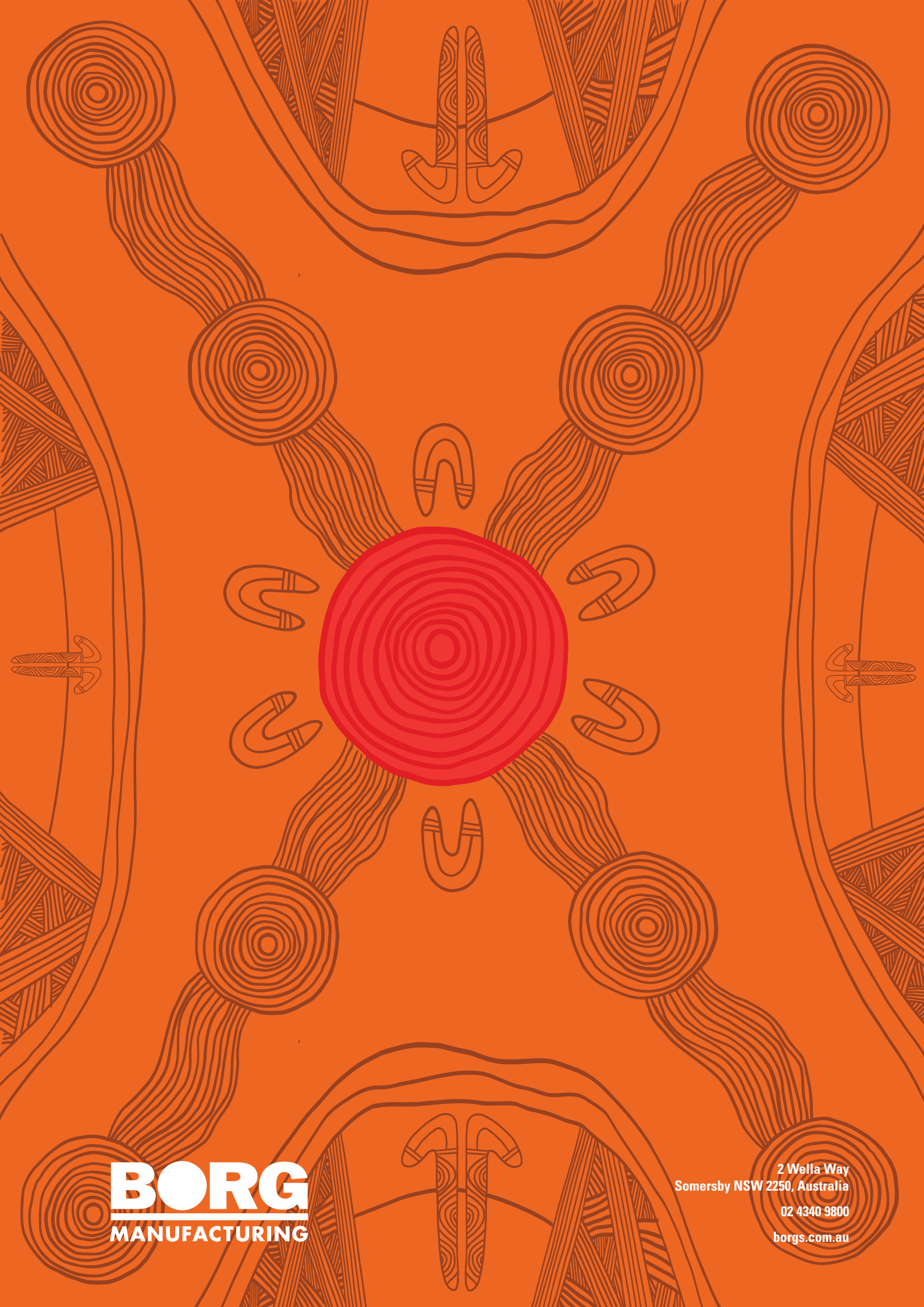
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	<p>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</p>	<p>September 2022</p>	<p>RAP Facilitator</p>
	<p>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</p>	<p>September 2022</p>	<p>RAP Facilitator</p>
	<p>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</p>	<p>December 2022</p>	<p>RAP Facilitator</p>
	<p>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</p>	<p>January 2023</p>	<p>RAP Facilitator</p>
<p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</p>	<p>June 2023</p>	<p>RAP Facilitator</p>
	<p>Investigate Supply Nation membership.</p>	<p>June 2023</p>	<p>RAP Facilitator Purchasing Officer</p>



GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	August 2022	RAP Facilitator
	Draft a Terms of Reference for the RWG.	August 2022	RAP Facilitator
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	August 2022	RAP Champions
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2022	RAP Champions
	Engage senior leaders in the delivery of RAP commitments.	September 2022	RAP Champions
	Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2022	RAP Facilitator
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022	RAP Facilitator
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	April 2023	RAP Facilitator



BORG
MANUFACTURING

2 Wella Way
Somersby NSW 2250, Australia
02 4340 9800
borgs.com.au