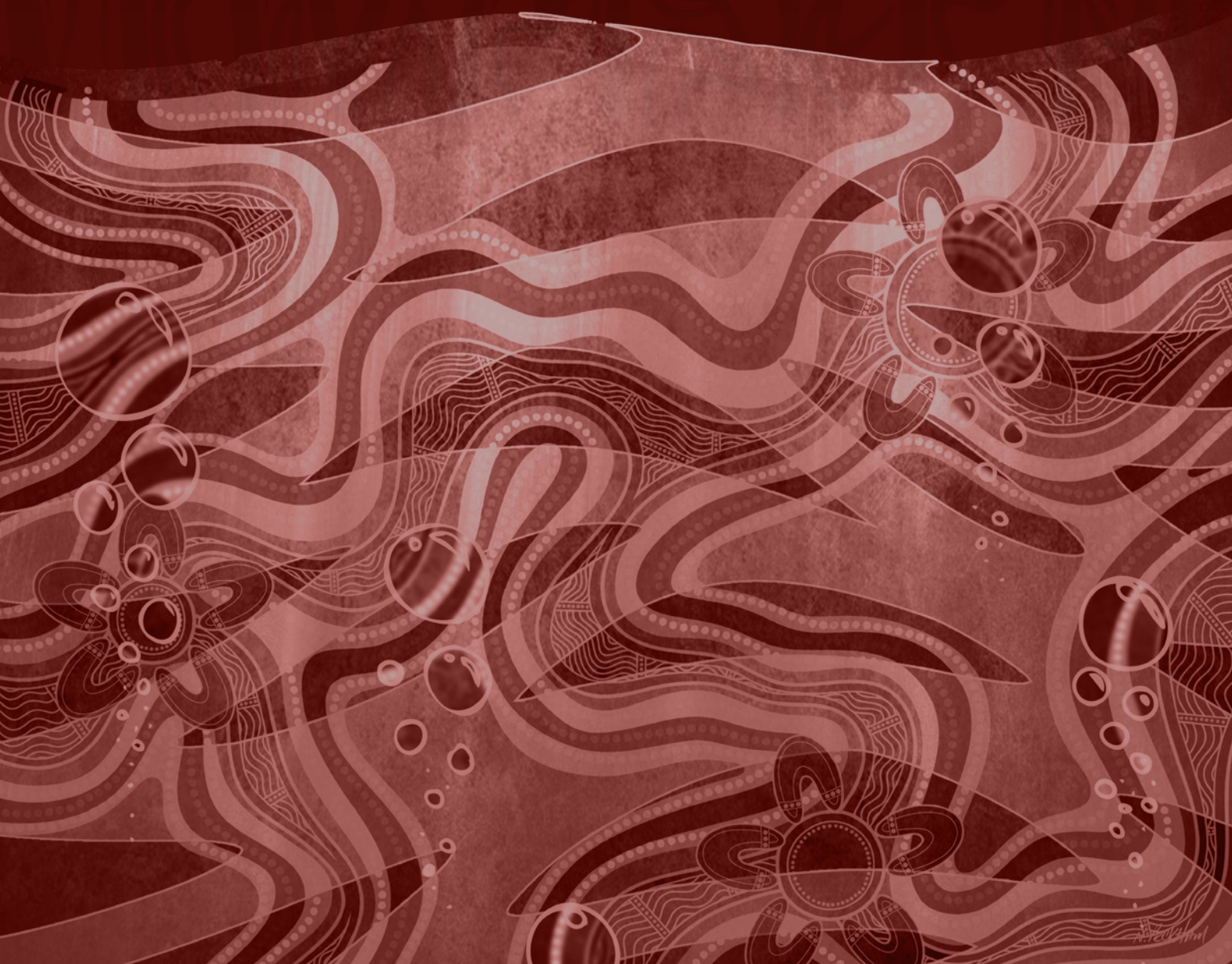


REFLECTIONS HOLIDAYS

Innovate Reconciliation Action Plan

JANUARY 2026 - DECEMBER 2027





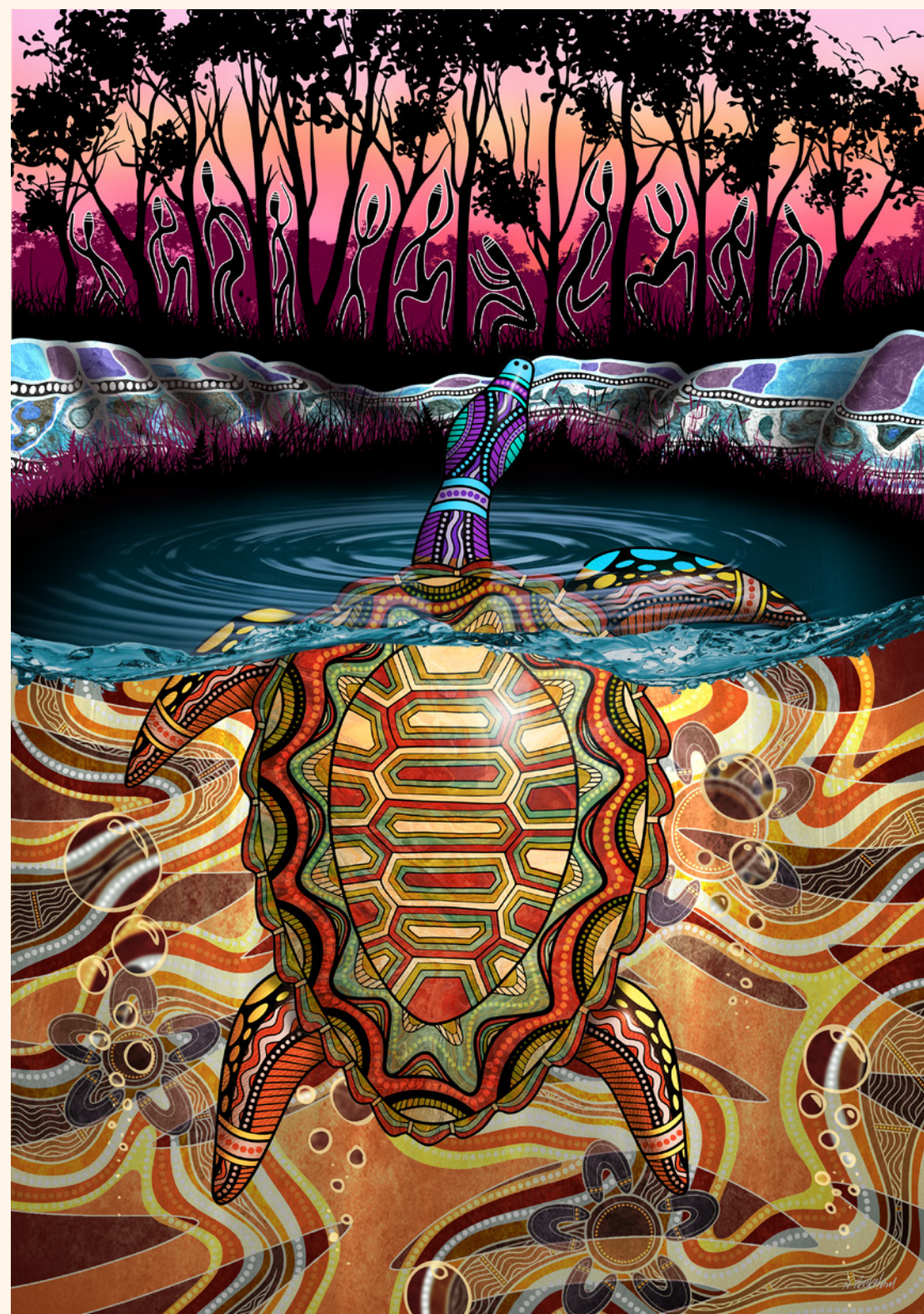
ACKNOWLEDGMENT OF COUNTRY

Reflections Holidays acknowledges the Traditional Owners and Custodians of the lands on which we live, work and play. We value their cultures, identities and continuing connection to Country, waters, kin and community.

We pay our respect to Elders past and present and are committed to building positive, sustainable relationships with local Aboriginal and Torres Strait Islander communities within New South Wales.

Contents

Pg	04	Our RAP Artwork
Pg	06	Statement from CEO of Reconciliation Australia
Pg	07	Message from the Chair and CEO of Reflections Holidays
Pg	08	Our Business
Pg	11	Our Values
Pg	12	Our RAP
Pg	14	Our Journey
Pg	16	Case Studies
Pg	18	Action Plan



'YIRAMILAN' (WIRADJURI - SUNRISE)

Our RAP Artwork

ARTWORK STORY

Ngargan (dawn) signals a trail of bubbles breaking the surface of a small walar (rocky waterhole). The depth of the darkness not only protects what lies beneath but shrouds what can be seen.

A warm glow pierces through the ancient guulany (trees) flanking the walar. They have been here, watching for a long time. As with other guulany at other ponds, their leaves and limbs hum and mimic the songs and dances of our ancestors. At this very place - they watched. Many once gathered here to celebrate, but with each passing yirawulin (sunset), they slowly vanished.

The glow grows and gentle rays break through to glisten the ripples of the pool. A young warramba (turtle) cautiously surfaces. Now grown, so has their confidence to hide no more. No longer bound by below, they seek to explore above. The fresh morning air fills her lungs.

The guulany rejoice and sway and rustle with satisfaction of the warramaba's presence, for she has not been seen for some time now. Will the ancestors follow?

ABOUT THE ARTIST

N. Peckham

Although a contemporary artist, Nathan Peckham leans upon the teachings of his Elders and chains them to a rich mixture of modern media and methods to give life to his unique brand of artwork and design.

Nathan endeavours to reach his audience by showcasing the many facets of Australia's rich indigenous culture and in particular, the depth of the culture specific to the Dubbo region which is his ancestral homeland.

For the future, Nathan strives to continue evolving his style and methods, to ensure he stays on the cutting edge of contemporary Aboriginal art and design.

CEO of Reconciliation Australia

Reconciliation Australia commends Reflections Holiday Parks 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 Reflections Holiday Parks 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, Reflections Holiday Parks, on 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. Reflections Holiday Parks 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 Reflections Holiday Parks 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 Reflections Holiday Parks on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



KAREN MUNDINE

Chief Executive Officer
Reconciliation Australia

The Chair & CEO of Reflections Holidays

Reflections Holidays acknowledges and honours the Aboriginal and Torres Strait Islander peoples of Australia as the Nation's First Peoples and recognises that they, as the Traditional Owners and Custodians of this country, have a spiritual, social, cultural, and economic relationship with their traditional lands and waters and have made-and continue to make-a unique and lasting contribution to the identity of this land.

As a Crown land manager of holiday parks and reserves for this brief chapter in a very long history we must involve learning from Aboriginal peoples who have cared for the land since time immemorial.

NSW is home to the largest Aboriginal population in Australia represented by more than 80 different nations/language groups

each with a unique story to tell. With such rich cultural diversity on offer, Reflections has the privilege of guiding its guest and visitors in partnership with Aboriginal communities on authentic and accessible cultural experiences.

This Innovate RAP outlines our commitment to and the actions we will take to progress reconciliation.



JULIE OSBORNE

Chair Reflections Holidays



NICK BAKER

CEO Reflections Holidays

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is where we genuinely walk alongside Aboriginal and Torres Strait Islander peoples, to listen, learn and create a shared understanding of their histories, knowledges and vibrant cultures. Reflections Holidays will echo and promote this understanding by sharing cultural experiences with our holiday park guests, visitors and employees and we will create opportunities to care for Country in ways that recognise and value the rich knowledge of Aboriginal and Torres Strait Islander peoples and contributes to their self- determination.

Our Business

Reflections Holidays is the largest holiday park group in New South Wales, welcoming over 2 million visitors each year and caring for 40 holiday parks, campgrounds and unique accommodation, and 47 community reserves across the State.

Reflections is a category one Crown land manager under the Crown Land Management Act (NSW) 2016 and as a profit for purpose business, any profit is reinvested in to the public (Crown) land for the benefit of the people of New South Wales.

Our core business is providing holiday park accommodation, hosting day visits to our parks, and caring for community nature reserves which are home to precious native flora and fauna. The lands and water s that we care for are rich with local Aboriginal histories and cultures.

Reflection's purpose is to share nature's playground with guests in a way that gives back to communities. Our 2030 Strategic Plan has an exciting vision to significantly boost regional tourism and regional economies with improved facilities, innovative accommodation, expanded nature-based attractions and local cultural tourism experiences. Our aim is to become the first accredited B Corp¹ holiday park provider in Australia, generating \$214 million in economic value for NSW by FY2030 and continuing to reinvest any profit back into our land, assets and communities.

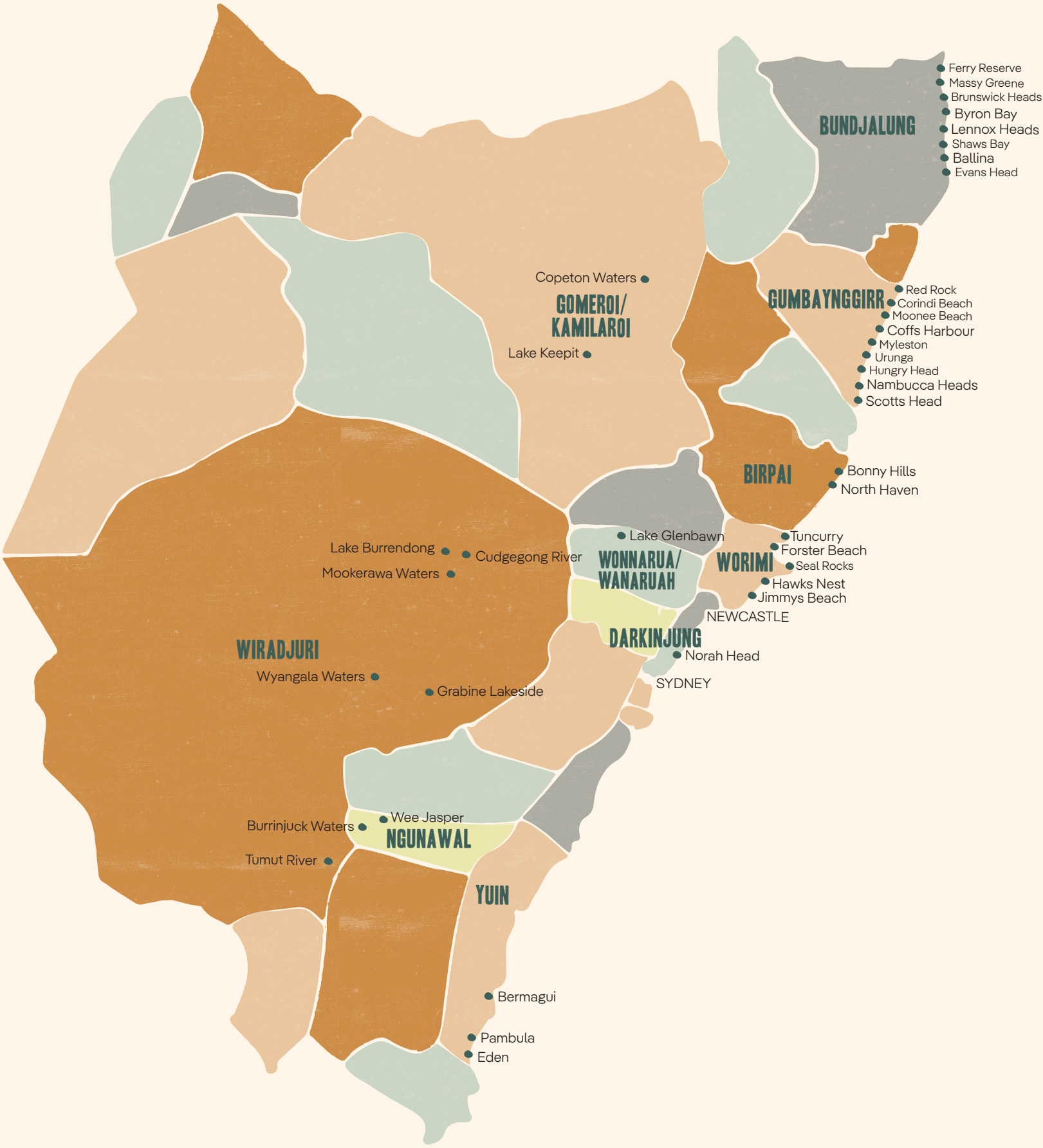
Our 40 holiday parks span 12 Aboriginal nations, which are shown on the map on the right. Reflections is committed to creating a culturally safe and empowering workplace for Aboriginal and Torres Strait Islander people. Our workforce comprises just over 500 people with a growing Aboriginal presence across our business units and parks. Currently our organisation has one identified Aboriginal Engagement Officer role which is focused on building strong relationships that showcase Aboriginal and Torres Strait Islander culture

through tourism and guest experiences, while enhancing economic growth through community-led business opportunities. This role also promotes cultural awareness and respect across our organisation, contributes to the protection of Aboriginal cultural heritage, and supports cultural land management initiatives across our reserves. The Aboriginal Engagement Officer role is also core to the delivery of our Innovate RAP.

Our people are located at our head office (Base Camp) in Newcastle (Awabakal Country) or at one of our 29 coastal parks which are spread from Brunswick Heads (Bundjalung Country) in the north to Eden (Yuin Country) in the south or at one of our 11 inland parks from Copeton Waters (Kamilaroi Country) in the north-west to Tumut (Wiradjuri Country) in the south-west.

We recognise there is still a lot of important work to do towards reconciliation and equality for Aboriginal and Torres Strait Islander peoples. As a tourism and hospitality service provider, with over 2 million visitors to our holiday parks each year, we have an opportunity to continue building awareness and knowledge of Aboriginal and Torres Strait Islander culture and respect of Aboriginal and Torres Strait Islander peoples. We can support this through cultural tourism experiences in our holiday parks, contributing to a more united Australia, and engage Aboriginal owned and led businesses to improve the social, economic and health outcomes of Aboriginal and Torres Strait Islander peoples.

¹B Corps are businesses that meet high standards of social and environmental performance, accountability, and transparency.



Reflections will continue advancing reconciliation across its sphere of influence by working closely with a range of local and state government stakeholders along with community groups and Aboriginal stakeholders.

- ☉ Guests visiting our parks and reserves. Most of our guests are domestic visitors, but we continually attend tourism events and expos promoting to the national and global market.
 - ☉ Local Councils, State Ministers, Crown Lands
 - ☉ Employees
- ☉ Local community groups
 - ☉ Aboriginal stakeholders including – Prescribed Bodies Corporate, Local Aboriginal Land Councils, Aboriginal Land Rights Networks, Native Title representative bodies, local Aboriginal service providers, Aboriginal community and Traditional Owner groups.
 - ☉ Other holiday park operators



Our Values

Our organisational values and behaviours align with Reconciliation Australia’s RAP Framework of relationships, respect and opportunities for implementing reconciliation initiatives within our workplace and sphere of influence. Our values and associated behaviours are outlined below:

01

GROW TOGETHER

When we work as a team, everyone benefits.

We grow when our people, places and communities are at their best.

02

SAY IT, DO IT

We deliver on our promises.

We are solutions focused.

03

MAKE A DIFFERENCE

In partnership with others, we achieve better outcomes.

We believe everyone can make a difference in the lives of people, places and our planet.

04

CARE DEEPLY

We are genuine and demonstrate care for our customers, communities, our people, our places and our world.

We deliver to a high standard.

Reflections Holidays continues its RAP journey with a genuine commitment to walk alongside Aboriginal and Torres Strait Islander peoples and to listen, learn and share their vibrant culture.

In 2023, Reflections Holidays developed its first Reconciliation Action Plan (RAP), which aligned with the Reflections 2030 Strategic Plan. Key strategies referenced in the development of the Reflections Strategic Plan included The Crown Land Strategic Plan, the Destination NSW Visitor Economy Plan, the NSW Closing the Gap Plan and the NSW Government Net Zero Plan.

Reflections Holidays operates with a Quadruple Bottom Line and as a profit for purpose organisation all profit is reinvested in the Crown land parks and reserves that we care for on behalf of the NSW community. We measure our success across our Quadruple Bottom Line covering economic, social, environmental and cultural outcomes.

Our goals for cultural outcomes are a key element of our RAP and by developing a RAP we ensure the interests of Indigenous people are protected and will provide tangible benefits for their communities. A key focus of our RAP is to support Indigenous economic growth, small businesses and supply chain connections, and to co-create activities to ignite passion and respect for culture and add value to our guest experience. Our vision for Reconciliation captures these key areas as where we believe we can genuinely contribute to reconcili ation within our sphere of influence.

We have much to learn from Aboriginal and Torres Strait Islander peoples to benefit our care of Country. With over 25,000 acres of Crown reserve in our care, we have an incredible opportunity to walk alongside the Traditional Custodians to learn from their thousands of years of experience caring for Country in ways that are

sustainable and support the ecosystems that visitors to these locations experience. And we believe Aboriginal and Torres Strait Islander people have much they can share to help holiday park guests deepen their knowledge of history and cultures. By providing opportunities for cultural tourism in our 40 holiday park locations we can help to deepen knowledge, awareness and respect while supporting Aboriginal owned and led businesses, contributing to improved social and financial outcomes. These actions will be supported by further developing our existing relations and creating new partnerships with Aboriginal and Torres Strait Islander peoples, organisations and Native Title Holders.

Our Innovate RAP has a focus on cultural place-making in our holiday parks and through our partnerships with Local Aboriginal Land Councils and Aboriginal groups we will continue to introduce more recognition of Aboriginal Nations and language across our locations. This will include artwork, signage, community gathering spaces, and interactive cultural education opportunities to strengthen cultural identity.

Our RAP Working Group is led by our Executive Manager Government and Corporate Communication with a board member providing a Board Sponsor role on the RAP Working Group. We refreshed the membership of our RAP Working Group in 2024 to commence the development of our Innovate RAP and the eight-member working group has representation from relevant functions across the organisation. The voice of our Aboriginal and Torres Strait Islander team members is represented through First Nations representatives on the RAP Working Group.

Our RAP Working Group members are

JACINTA CAMPBELL
Executive Manager, Government and Corporation Communications, Chair of RAP Working Group

JOE HAY
Executive Manager, Park Operations

ASHLEY FLUGGE
*NOONGAR
HR Business Partner*

DAN HICKLETON
Reflections Lennox Head Park Manager

EMMA MCKENNY

GOMEROI
Executive Manager, People and Performance

BEK SHEPHARD

GUBBI GUBBI
Aboriginal Engagement Officer

MATTHEW HANN
Senior Marketing Manager

JOHN KING
Reflections' Board Member and RAP Board Sponsor

As with our Reflect RAP, the Innovate RAP actions and deliverables are presented and endorsed by Reflections' Executive and Board. The Board is committed to achieving the outcomes of this RAP and will maintain oversight of delivery with progress updates reported to the Board quarterly.

Importantly, we will continue to engage our employees, so they are involved in reconciliation actions through the implementation of our RAP Staff Engagement Strategy which will help our entire organisation focus on relationships, respect and opportunities to progress reconciliation with Aboriginal and Torres Strait Islander

peoples. We are committed to identifying opportunities for employing Aboriginal and Torres Strait Islander peoples and will pilot a traineeship program which will incorporate new opportunities while also providing professional development for our existing Aboriginal and Torres Strait Islander team members.

As we implement our Innovate RAP, we will continue to improve our approach including refining our vision towards reconciliation. We will build on the delivery of successful achievements from our Reflect RAP (January 2023– January 2024) which are highlighted in this document.

Our Journey

2021

- Proposal to Crown Lands for jointly funded Aboriginal Engagement Officer position

2022

- Employed Aboriginal Engagement Officer
- Commenced Aboriginal Tourism Experience Pilot Program with Crown Lands
- Formed Reflect RAP Working Group
- Commenced work on Reflect RAP
- Mapped Aboriginal nations and identified Aboriginal Land Councils, Native Title Holders and culturally sensitive locations

2023

- Launched our Reflect RAP
- Joined Tourism Australia Reconciliation Industry Network Group (RING)
- Engaged Reflections Holidays employees in a ‘Lunch and Learn’ with The University of Newcastle Reconciliation Partner, Loren Collyer. An informal chat with Loren covered the importance of reconciliation for Reflections and provided insightful information on The Voice Referendum
- NAIDOC Week acknowledged with employees and in parks
- Launched Aboriginal Art Trail at Jimmys Beach
- 29 cultural tourism activities held across 13 parks
- Relationships developed with nine Land Councils
- Relationships developed with three Native Title Corporations
- Aboriginal Nations included in guest communication, social media and on our website

2024

- Lunch and Learn held for employees during Reconciliation Week with guest speaker Deb Barwick, CEO NSW Indigenous Chamber of Commerce. This discussion with Deb, hosted by our Executive Manager People and Performance, focused on procuring Aboriginal owned and led businesses.
- Identified Aboriginal nations on our website, social media channels and handouts to park guests
- Acknowledgment of Country canvasses in all our park offices
- Naming of meeting rooms at Basecamp in Aboriginal Nations (eg. Bundjalung Room, Wiradjuri Room)
- Acknowledgment of Country by Reflections’ employees at our weekly one team meeting
- Welcome to Country by Traditional Owners at significant events
- Education email series for employees to promote culturally significant days
- Promotion of Aboriginal Tourism businesses on our website, social media and park offices
- Launched Cultural Competency Training for employees
- On-country Cultural Training with Worimi Local Aboriginal Land Council and Bundjalung of Byron Bay Aboriginal Corporation - Arakwal
- Refreshed RAP Working Group for Innovate RAP
- Commenced work on Innovate RAP

2025

- Phil Lockyer, Head of Indigenous Affairs at Tourism Australia, keynote speaker at Reflections annual employee Campfire Conference
- Prepare our Innovate RAP

Key achievements since the launch of our Reflect RAP

We are proud of the initiatives we were able to complete and the relationships we have formed with our First Nations stakeholders during the implementation of our Reflect RAP and we have celebrated the vibrant cultures of Aboriginal and Torres Strait Islander people s at every opportunity. Some of these highlights include:

Cultural tourism experiences

A highlight for us has been the establishment of relationships with local Aboriginal cultural tourism businesses which are now providing 29 cultural tourism activities at 13 of our holiday parks. This supports local Aboriginal owned and led businesses while also helping to increase knowledge and understanding of Aboriginal culture for our holiday park guests. Some of these experiences are shown in the case studies below.

Relationships with Aboriginal Stakeholders

We have also worked to develop relationships with Land Councils and Native Title Corporations who we continue to work closely with.

Recognition and observance of National Reconciliation Week

We have invited guest speakers into the organisation to share insights and knowledge with our employees. This included Deb Barwick, CEO NSW Indigenous Chamber of Commerce, talking with employees about engaging and working with Aboriginal owned and led businesses. We also arranged for employees to visit the Malang Indigenous Art Exhibition at the University of Newcastle to provide greater recognition of Hunter-based Aboriginal artists, and we continue to share an email education series with our employees.

Cultural Competency Training

A highlight of our Reflect RAP was the development and rollout of a bespoke Cultural Competency Training program for employee s. Our own Aboriginal Engagement Officer worked with an external production company to develop a comprehensive program with content that shares the stories of the lands on which we work, live and play. The Gathay Nyiirun Wakulda (let us go together) Aboriginal Cultural Competency Training Program consists of eight modules tailored to the needs of our organisation.

On Country Cultural Training

To further build the knowledge of our employees, our northern region Park Managers attended an On Country Cultural Induction Program, run by Arakwal of the Bundjalung Nation. We have eight parks located on Bundjalung Country and this program helped our team members learn more about the history and significance of this beautiful part of the state for Aboriginal and Torres Strait Islander peoples.

Acknowledgment of Country

To ensure all guests to our holiday parks are aware of the Aboriginal Nation they are visiting, we rolled out canvas artworks, which included a greeting in the local language, to all 40 of our holiday parks. These are prominently displayed in each of our holiday park offices.

Case Studies

01

WORIMI COUNTRY

Bush Tucker Garden, Reflections Forster Beach

A bush tucker garden was established at Reflections Forster Beach by Aboriginal owned business, DeadlyEd in June 2023. The establishment and collaboration with our Forster Park Manager was featured on ABC North Coast Radio and was posted on Reflections’ social media. Guests have continued to show a keen interest in the

garden which will be incorporated into cultural education programs in the future.

Guest Feedback:
“I LOVE your new native garden ...it was fantastic to have fresh native herbs to use in curries etc! The wee cultural notes with each plant were very helpful. We'll be back!”

02

WORIMI COUNTRY

Cultural Art Trail, Reflections Jimmys Beach

This initiative was launched on 1 September 2023 and was a collaboration with Worimi Artist, Tyson Jolly. The brief was to create artworks of the local fauna/flora in the area with Gathang language naming. Seventeen artworks were created for use across three Reflections Holiday Parks - Jimmys Beach, Hawks Nest and Seal Rocks. The initial installation of six artworks at Jimmys Beach can be seen by guests at the holiday park and members of the community who visit the area.

An image with a QR code to the story and correct pronunciation of language is displayed just outside of reception area at Jimmys Beach. Permission to use the language was provided by Michelle Perry from the Gathang Garuwaga Language Group. The launch of the art trail was celebrated with local Worimi Community, Crown Lands & the NSW Department of Planning and Environment, Tea Gardens/ Hawks communities, MidCoast Council and our Reflections team.

03

KAMILAROI COUNTRY

Big Sky Dreaming, Wilderlux Lake Keepit

Wilderlux redefines barefoot luxury with a new collection of luxury glamping tents at Lake Keepit, located between Tamworth and Gunnedah, Kamilaroi Country. Our signature experience at Wilderlux Lake Keepit is a Big Sky Dreaming immersive film. Curated by Kamilaroi man and keen stargazer, Len Waters. This ‘Aboriginal meets western astronomy’ night-sky narration uncovers the mysteries

of Aboriginal stories and legend, along with western astronomy. We are grateful to have collaborated so closely with Len during the development and ongoing guest experience at Wilderlux. This is a great example of how we are partnering with local Aboriginal groups to share cultural tourism with our guests and supporting the advancement of an Aboriginal owned business.

Key Learnings

The experience of developing our first RAP provided a strong foundation for this Innovate RAP with several key learnings strengthening our approach moving forward, including.

01. Refreshed RAP Working Group

When preparing to form a RAP Working Group for the Innovate RAP, careful consideration was given to membership composition of the group. We sought input from other organisations who are further progressed in the Reconciliation journey to assist with determining the makeup of our refreshed RAP Working Group. We wanted to ensure any gaps in representation were addressed considering the learnings from our Reflect RAP experience. For example, a key action for our organisation is sharing cultural tourism experiences with visitors to our holiday parks. With our Marketing team having responsibility for guest communication, we recognised the value in having a marketing team member on the RAP Working Group to support these actions.

02. Cultural Competency Training

We developed and implemented a ‘bespoke’ Reflections cultural competency training for all employees. At three hours duration, it became apparent that for approximately 35-40% of our employees who do not work on a computer, this time commitment and format of training was a barrier to completion. We have committed to modifying the training to reduce the time commitment which is better suited to employees who work in our holiday parks and help us achieve higher completion rates.

03. Procurement

We are very proud of our progress and achievements delivered as part of our Reflect RAP. While 12 of the 14 actions in our Reflect RAP were delivered, we recognise more work is needed in the key areas of procurement processes and recruitment practices. With policy reviews completed in these key areas, we now need to focus on ensuring our employees are aware of our commitments and are able to adopt processes that help us achieve our objectives.

04. Professional development for First Nations People

We will continue our focus on providing development opportunities for First Nations employees which includes skill development in key business operational areas. Working with training organisations and education providers, we will benefit from having more structured programs available.

05. Data collection

Prior to 2024 our park managers and park-based teams were contracted employees. In the second half of 2023, we transitioned all contracted employees to a direct employment model which enabled us to improve data collection. Since September 2023, with a safe way to collect and store data, we commenced tracking the number of employees identifying as Aboriginal and/or Torres Strait Islander people. While this provides opportunities for new employees to identify, we recognise we have work to improve data collection from our existing employee base.

Action Plan



The 2030 Reflections Holidays Strategic Plan presents the Quadruple Bottom Line (QBL) covering economic, social, environmental and cultural outcomes that we measure our success and report our performance against. Culture is one of our key focus areas of the QBL and we are committed to meaningful action to advance reconciliation in support of First Nations people's self-

determination. We recognise to achieve this, we must continue to build strong relationships with Aboriginal and Torres Strait Islander peoples and to facilitate meaningful engagement to ensure our initiatives are relevant and impactful and moving us towards achieving our vision for reconciliation.

Action 01

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
☉ Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2026	Aboriginal Engagement Officer
☉ Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2026	Aboriginal Engagement Officer
☉ Host regular meetings and gatherings with Aboriginal and Torres Strait Islander stakeholders in our holiday parks.	December 2026	Aboriginal Engagement Officer, Park Managers

Action 02

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
☉ Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our employees.	Annually: May 2026 and May 2027	Aboriginal Engagement Officer, EM Government & Corporate Communication
☉ RAP Working Group members to participate in an external NRW event.	Annually: 27 May – 3 June 2026 & 27 May – 3 June 2027	EM Government & Corporate Communication
☉ Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Annually: 27 May – 3 June 2026 & 27 May – 3 June 2027	EM Government & Corporate Communication
☉ Organise at least one NRW event each year.	Annually: 27 May – 3 June 2026 & 27 May – 3 June 2027	Aboriginal Engagement Officer, EM Government & Corporate Communication
☉ Register our NRW events on Reconciliation Australia's NRW website.	Annually: May 2026 and May 2027	Aboriginal Engagement Officer

Action 03

Promote reconciliation through our sphere of influence

Deliverable	Timeline	Responsibility
☉ Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	February 2026	Aboriginal Engagement Officer, EM Government & Corporate Communication
☉ Communicate our commitment to reconciliation publicly	Annually: February 2026, February 2027	EM Government & Corporate Communication
☉ Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation through our ongoing membership of and participation in Tourism Australia's Reconciliation Industry Networking Group (RING).	Annually: March 2026, March 2027	Aboriginal Engagement Officer, EM Government & Corporate Communication

Action 04

Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
☉ Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2026	EM People & Performance
☉ Engage with members of our RAP Working Group and the Aboriginal Support Network for input on the content of an anti-discrimination policy.	June 2026	EM People & Performance
☉ Develop, implement, and communicate an anti-discrimination policy for our organisation.	October 2026	EM People & Performance
☉ Educate senior leaders on the effects of racism as a key part of our staff engagement strategy which includes completing an annual refresher program.	October 2026	EM People & Performance

Action 05

Build relationships with Traditional Owners to respect the relationship that Aboriginal and Torres Strait Islander people have with Country.

Deliverable	Timeline	Responsibility
☉ Invite Aboriginal and Torres Strait Islander stakeholders to contribute to decisions that affect their communities.	December 2026	Aboriginal Engagement Officer
☉ Engage with Traditional Owners, Native Title Holders and Local Aboriginal Land Councils to seek their guidance and input on changes that are proposed for Crown land reserves and holiday parks in our care.	December 2026	Aboriginal Engagement Officer

Action Plan



Reflections Holidays recognises the generations of Aboriginal peoples' continuing connection to Country since time immemorial. We value their histories, cultures, knowledges and customs. We will continue to build strong relationships with Aboriginal and Torres Strait Islander peoples, based on trust and respect of the unique relationship they hold with Country and

place. In our role as Crown land manager, we will partner with Aboriginal and Torres Strait Islander peoples to share and celebrate their culture with holiday park guests so together we can build broader awareness, understanding and respect that moves us towards our vision for reconciliation

Action 06

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
⦿ Develop, implement, and communicate a cultural learning strategy document for our staff.	December 2026	EM People & Performance
⦿ Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2026	Aboriginal Engagement Officer, EM People & Performance
⦿ Implement Aboriginal Cultural Competency Training designed for our non-office-based employees to ensure all employees can develop awareness, understanding and respect of Aboriginal and Torres Strait Islander cultures.	March 2026	Aboriginal Engagement Officer, Park Managers
⦿ Regularly remind employees about completion of the Gathay Nyiirun Wakulda Aboriginal Cultural Competency Training as part of our staff engagement program.	June 2026 and June 2027	Aboriginal Engagement Officer
⦿ Provide 6 monthly reports to managers on team members who have not completed the Gathay Nyiirun Wakulda Aboriginal Cultural Competency Training.	June 2026 and June 2027	Aboriginal Engagement Officer
⦿ Provide opportunities for park-based employees, as a priority, to participate in On-Country Cultural Training with Traditional Owners in addition to on-line training.	June 2026 and June 2027	Aboriginal Engagement Officer
⦿ Review and evaluate the effectiveness of our Cultural Competency training.	July 2026 and July 2027	Aboriginal Engagement Officer
⦿ Increase the percentage of employees undertaking Aboriginal Cultural Competency training, with a goal of reaching 80% of all employees to have completed the training each year.	August 2026 and August 2027	Aboriginal Engagement Officer

Action 07

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
⦿ Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgment of Country.	March 2026	Aboriginal Engagement Officer
⦿ Include an Acknowledgment of Country at the commencement of important meetings.	December 2026 and December 2027	Aboriginal Engagement Officer, EM Government & Corporate Communication
⦿ Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2026 and December 2027	Aboriginal Engagement Officer, EM Government & Corporate Communication
⦿ Continue to include an Acknowledgment of Country canvas in reception areas as new parks are acquired.	December 2026 and December 2027	Aboriginal Engagement Officer
⦿ Create a space in at least half of our holiday parks (20) where Aboriginal and Torres Strait Islander cultures and knowledge is visible which could include yarning circle, use of language, signage, artwork/displays, stories or flag.	December 2026 and December 2027	Aboriginal Engagement Officer

Action 08

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week

Deliverable	Timeline	Responsibility
⦿ RAP Working Group to participate in an external NAIDOC Week event.	July 2026 and July 2027	EM Government & Corporate Communication
⦿ Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week activities.	March 2026 and March 2027	EM People & Performance
⦿ Promote and encourage participation in external NAIDOC events to all employees.	July 2026 and July 2027	EM Government & Corporate Communication
⦿ Encourage employees to deliver/participate in internal NAIDOC celebrations across all areas of business.	July 2026 and July 2027	Aboriginal Engagement Officer

Action 09

Ensure the protection of Aboriginal cultural heritage values and sites of significance across our parks and reserves.

Deliverable	Timeline	Responsibility
⦿ Increase employees' respect for and understanding of responsibilities regarding the protection and reservation of Aboriginal cultural values through Due Diligence training.	July 2026 and July 2027	EM Government & Corporate Communication
⦿ Develop and integrate policies and procedures for work activities to protect, conserve and maintain objects, places and landscapes of Aboriginal cultural significance within our parks and reserves.	July 2026 and July 2027	EM Government & Corporate Communication

Action Plan



Reflections is committed to working with Aboriginal and Torres Strait Islander communities to develop and implement policies and/or programs which increase employment and economic development opportunities

Action 10

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility
⦿ Build understanding of current Aboriginal and Torres Strait Islander staffing numbers, roles and role locations, through voluntary disclosure.	June 2026	Aboriginal Engagement Officer, EM People & Performance
⦿ Engage with Aboriginal and Torres Strait Islander staff to inform the development of an Aboriginal and Torres Strait Islander Employment Strategy covering recruitment, retention and career pathways.	October 2026	EM People & Performance
⦿ Develop and implement an Aboriginal and Torres Strait Islander Employment Strategy based on the input and feedback gleaned from the Aboriginal Support Network.	December 2026	EM People & Performance
⦿ Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2026	EM People & Performance
⦿ Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2026	EM People & Performance
⦿ Increase the percentage of Aboriginal and/or Torres Strait Islander employees in our workforce (above baseline at January 2026.	December 2026	EM People & Performance

Action 11

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
⦿ Build commitment to procuring goods and services from Aboriginal and Torres Strait Islander owned businesses into our organisations' procurement strategy.	June 2026	EM Park Operations
⦿ Confirm membership of NSW Indigenous Chamber of Commerce (or other industry body) to enable access to database of Aboriginal owned and led businesses suitable to supply goods and services to Reflections holiday parks across the state.	December 2026	Aboriginal Engagement Officer

⦿ Update our finance and contracting system to ensure we track contracts with or use of Aboriginal and Torres Strait Islander businesses for reporting purposes.	June 2026	EM Government & Corporate Communication
⦿ Run a program for Park Managers to build awareness and knowledge of our commitment to, and the availability of, procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June to July 2026	Aboriginal Engagement Officer, EM Government & Corporate Communication
⦿ Research opportunities to procure products made by Aboriginal and/or Torres Strait Islander businesses into our holiday parks at group level including perishables such as tea, coffee, biscuits, hygiene and washing products. Understand availability, costs, supply and despatch options.	March to June 2026	Aboriginal Engagement Officer, Commercial Manager
⦿ Develop commercial relationships with at least two (per region) local Aboriginal and/or Torres Strait Islander businesses who provide products that could be offered for sale across our holiday park network including soft furnishings, artwork etc.	December 2026	Aboriginal Engagement Officer
⦿ Attend minimum of one Aboriginal Business Roundtable event per year (Supply Nation, Aboriginal Affairs, National Indigenous Australians Agency) and participate as an exhibitor in Service and Opportunity Hub.	December 2026, December 2027	Aboriginal Engagement Officer
⦿ Develop an Aboriginal Business Procurement database for internal use which includes cultural experiences, trades and services that can be utilised across all functions of the organisation.	June 2026	Aboriginal Engagement Officer

Action 12

Build opportunities to heal Country within the Crown land reserves in our care, re-enacting vegetation management plans with Traditional Owners.

Deliverable	Timeline	Responsibility
⦿ Build commitment to procuring goods and services from Aboriginal and Torres Strait Islander owned businesses into our organisations' procurement strategy.	June 2026	EM Park Operations
⦿ Identify and seek to partner with local Traditional Custodians to develop plans to protect and manage Country within our reserves.	December 2026	Aboriginal Engagement Officer

Action 13

Support Aboriginal owned and led organisations delivering programs that nurture skill development in traditional land management practices

Deliverable	Timeline	Responsibility
⦿ Facilitate a partnership (or sponsorship arrangement) with a suitably qualified organisation to undertake at least one traditional land management practice, such as a cool burn, on Crown reserves in the care of Reflections Holidays.	December 2026	Aboriginal Engagement Officer
⦿ Provide opportunities for knowledge sharing from Traditional Owners to Reflections Holidays employees responsible for land management in holiday parks and Crown reserves.	December 2026	Aboriginal Engagement Officer

Action 14

Support training/career pathways for Aboriginal and Torres Strait Islander students to increase employment pathways.

Deliverable	Timeline	Responsibility
⦿ Develop a relationship with The Wollotuka Institute at The University of Newcastle to identify how Reflections can support training and employment of Aboriginal and/or Torres Strait Islander students.	September 2026	EM People & Performance
⦿ Pilot, with the intention of developing, a traineeship program for existing Aboriginal and/or Torres Strait Islander staff to pursue professional development and career pathways.	January 2027	EM People & Performance
⦿ Consult with local schools and education providers to identify potential opportunities for Reflections holiday parks to host students completing School Based Apprenticeships and Traineeships (SBAT)and/or Vocational Educational and Training (VET) programs.	January 2027	Aboriginal Engagement Officer, EM People & Performance

Action Plan



Action 15

Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
⦿ Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group (RWG).	January 2026	EM Government & Corporate Communication
⦿ Establish and apply a Terms of Reference for the RAP Working Group (RWG).	January 2026	EM Government & Corporate Communication
⦿ Meet at least four times per year to drive and monitor RAP implementation.	December 2026, December 2027	EM Government & Corporate Communication

Action 16

Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
⦿ Define resource needs for RAP implementation	March 2026	EM Government & Corporate Communication
⦿ Engage our senior leaders and other staff in the delivery of RAP commitments.	February 2026	EM Government & Corporate Communication
⦿ Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2026	EM Government & Corporate Communication
⦿ Appoint and maintain an internal RAP Champion from senior management.	January 2026	CEO

Action 17

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
⦿ 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.	January 2026	Aboriginal Engagement Officer
⦿ Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2026 and 1 August 2027	Aboriginal Engagement Officer
⦿ Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	October 2026 and October 2027	Aboriginal Engagement Officer

⦿ Report RAP progress to all staff and senior leaders each quarter at a One Team meeting and in Board Reports for Board members.	Mar, Jun, Sept and Dec 2026 (annually)	EM Government & Corporate Communication
⦿ Publicly report our RAP achievements, challenges and learnings, annually.	December 2026 and December 2027	EM Government & Corporate Communication
⦿ Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	March 2026	Aboriginal Engagement Officer
⦿ Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2027	EM Government & Corporate Communication

Action 18

Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
⦿ Register via Reconciliation Australia’s website to begin developing our next RAP.	December 2027	Aboriginal Engagement Officer

Action 19

Continue to upskill and build the knowledge of the RAP Working Group members who champion our Innovate RAP.

Deliverable	Timeline	Responsibility
⦿ Invite cultural tourism industry leaders and subject matter experts (for example Indigenous Cultural Intellectual Property (ICIP) to attend RAP Working Group meetings for information sharing and knowledge building.	December 2026	EM Government & Corporate Communication
⦿ Leverage the knowledge of Reflections Board Member, John King OAM, our RAP Working Group Board Sponsor and the Australian Tourism Minister’s nominee to the Board of Uluru Kata Tjuta National Park, to share his vast experience in the tourism industry, and specifically Indigenous tourism, and its contribution to Reconciliation.	December 2026	EM Government & Corporate Communication

CONTACT DETAILS

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