

Cliftons Event
Solutions

Reflect Reconciliation Action Plan

November 2023 – June 2025



RECONCILIATION
ACTION PLAN

REFLECT



cliftons®
EVENT SOLUTIONS



Acknowledgement of Country

In the spirit of reconciliation Cliftons Event Solutions acknowledges the Traditional Custodians of Country throughout Australia and recognise their connections to land, sea and community. We pay our respects to all Aboriginal and Torres Strait Islander peoples and to their Elders, past and present.



Artwork: © Rashmi Singh / Adobe Stock

CEO Statement



Reconciliation Australia welcomes Cliftons Event Solutions to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Cliftons Event Solutions joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Cliftons Event Solutions 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 Cliftons Event Solutions, 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



Statement from our CEO, Vanessa Green



As the CEO of Cliftons, I am proud to share our commitment to reconciliation through our Reflect Reconciliation Action Plan. This plan is our commitment to supporting equity, equal rights, and respect for cultural differences in our workplace. We understand that it is not enough to merely acknowledge the importance of reconciliation; we must act and work towards meaningful change. Our Reflect plan outlines specific steps we will take to increase our engagement with and support for Aboriginal and Torres Strait Islander peoples, both within our organisation and in the wider community.

We believe everyone deserves the same opportunities and rights, regardless of background or culture. Through our Reflect plan, we are committed to taking meaningful steps towards reconciliation and encourage other organisations to join us in this journey. Together, we can make a positive difference in the lives of Aboriginal and Torres Strait Islander peoples and create a brighter future for all Australians.

Vanessa Green
CEO Cliftons Event Solutions

Our Business

Cliftons is a privately-owned business events solutions and delivery provider for the corporate and government sectors. From our foundation in 1997 as a computer training room venue, over the past 25 years we have evolved to offer a comprehensive range of corporate event management solutions. Our mission is to help organisations plan and deliver engaging events, both within Australia and internationally.

In Australia, Cliftons has two flexible event venues each in Sydney and Melbourne, as well as event venues in Brisbane, Canberra, and Perth. Our reach extends globally with our own two event venues in New Zealand, and we also work with an extensive network of partner venues and organisations in Australia and internationally. We also have flexible workspaces that allow businesses to flourish in private work suites, branded meeting rooms and breakout areas for short term projects or long-term needs.

But we're more than just a provider of venues and have grown to be an event management company with capabilities globally. In response to the changing needs of the business community, so too have our services changed and are tailored to our clients, with venues, flexible workspaces and recording studios backed up by comprehensive event management services, technology, and catering.



There are three pillars to Cliftons' business:

1 BOUTIQUE EXPERIENTIAL VENUES

Our contemporary venues provide central, fully equipped spaces for meetings, training and networking events with exceptional F&B delivery. Backed up by an extensive network of partner venues and event management capabilities for events, big or small, in-person or digital.

2 EXAM MANAGEMENT SERVICES

We are a full-service assessment exam partner to organisations such as professional bodies and boards, post-graduate training organisations, Royal Colleges, tertiary education providers and commercial companies. Cliftons can manage pre-exam set up to on-the-day management and post-exam reporting for in-person, or remote exam environments.

3 EVENT MANAGEMENT SERVICES

We work collaboratively with clients and a range of partners to plan and deliver events including venue sourcing, speaker management, team building activities and more. Our clients can also access a range of technology platforms to streamline planning and help create immersive event experiences.

Our vision is to create remarkable experiences and we've built a multi-skilled team to deliver on this objective. We currently employ 80 permanent employees (with a mix of full-time and part-time roles) and 240+ casual employees in Australia. We are not presently aware of any Aboriginal and Torres Strait Islander staff and look to proactively address this gap as an essential part of our Reflect Plan.

Welcome to Country Ceremony – Brad Twynham, Cliftons Horizons Sydney, Oct 2023



Our Reconciliation Action Plan

Cliftons is a proudly Australian-born organisation, and as such, we recognise the significance of First Nations peoples to our Country and their valuable contribution to our society. We are already a gender-diverse and multi-cultural workforce. Still, we know there is much more we can do to work towards reconciliation and better opportunities for Aboriginal and Torres Strait Islander peoples.

Our commitment sits at the highest-level including our CEO and representatives of our Senior Management Team and Board Members.

A RAP Working Group (RWG) developed the Reflect Reconciliation Action Plan. Each working group member expressed their interest and had a strong reason for committing to this RAP. As no current members of the Cliftons workforce identify as a First Nations person, our intention is to actively seek First Nations peoples' viewpoints from our client and broader community base. We will also investigate the viability of inviting a First Nations representative from our client or partner organisations to join the RWG as and when they are identified.

Our RAP Working Group includes participation from our staff across the organisation.

| | JOB TITLE | NAME |
|---|---|-------------------|
| 1 | Chief Executive Officer | Vanessa Green |
| 2 | Chief Revenue Officer | Stephen Cox |
| 3 | Chief Financial Officer | Andrew Jordan |
| 4 | Head of People & Culture & RAP Champion | Athena Chintis |
| 5 | HR & Payroll Coordinator | Helen Giakoumelos |
| 6 | CEO Support Marketing Coordinator | Dimity Maratos |
| 7 | Venue Manager – Sydney | Pierre Miller |
| 8 | First Nations Representative* | Brad Twynham |

*As mentioned earlier no current members of the Cliftons workforce identify as a First Nations person. We have added a First Nations representative to our Working Group and will continue to actively seek First Nations peoples' viewpoints from our client and broader community base.

Cliftons has grown to be a major player in the corporate events industry in Australia and across APAC. Our CBD-based venues are 'meeting places' for people to gather for their learning, meetings, conferences etc. Of course, First Nations peoples have been gathering on the lands we now meet for thousands of years before us.

As the oldest living continuous culture, Aboriginal and Torres Strait Islander peoples demonstrate the importance of in-person connection, which is central to what Cliftons provides clients. Nowadays, of course, these events happen on-site or virtually. But we recognise that we can play a vital role in partnering with our many corporate clients to develop a deeper understanding and respect for local Aboriginal and Torres Strait Islander peoples' history and culture to advance reconciliation and encourage others to do the same.

As we further develop our Diversity and Inclusion and wider ESG (Environmental, Social and Governance) strategies, we want to proactively work with First Nations peoples to listen, reflect, learn, and drive change. We see this Reflect RAP as creating the foundations for us to establish strong and mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders. Furthermore, as an event management services provider, we believe it is vital that we set an example for our clients so that the events that we manage, and host increase the visibility of First Nations voices.

Our venues host hundreds of events annually, and we see an incredible opportunity to spotlight and amplify Aboriginal and Torres Strait Islander peoples. From the grassroots level up, we want to create more space for First Nations voices in the Australian – and global – meetings and events sector. Just like we have worked with clients to increase the gender diversity of their event speakers, we see our role as an event management business to create more opportunities for Aboriginal and Torres Strait Islander peoples to share their stories, perspectives and insights as keynote speakers, subject matter experts and more.

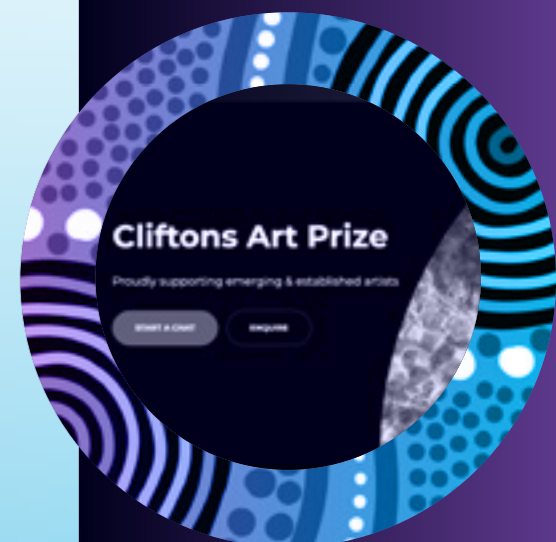
This first step in our reconciliation journey also aligns with the Cliftons corporate values: Fun, Leadership, Innovation, Passion, Integrity, and Teamwork (FLIPIT).

We recognise that this Reflect RAP is only the beginning. Our goal is to listen and be led by First Nations peoples to create a practical roadmap that moves beyond talking to action. Our aim is to elevate our ongoing commitment by developing and implementing a more comprehensive Innovate RAP for late 2025.

Our partnerships/ current activities

Cliftons Art Prize

Open to emerging or established artists, Cliftons Art Prize is awarded to artists based in Australia, New Zealand, Singapore and Hong Kong for painting and drawing. From landscape to portraiture, abstract to realism, the uniqueness of the artworks submitted makes our prize a thrill to judge. Winning pieces are retained by Cliftons and displayed in our venues for future patrons to ponder and enjoy. Cliftons are delighted to celebrate and support the arts while nurturing artists at all stages of their careers. Since the inception of Cliftons Art Prize we have encouraged First Nations artists to actively participate.





Our Reconciliation Action Plan

| RELATIONSHIPS | | | |
|---|--|----------------------------|---|
| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
| 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 areas that we operate in, client database, or sphere of influence. | January 2024 | Lead: CFO Support: RWG Chair |
| | Research best practices and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | January 2024 | Lead: CEO Support: Marketing Coordinator |
| Build relationships through celebrating National Reconciliation Week (NRW). | Circulate Reconciliation Australia's National Reconciliation Week resources and materials to our staff through internal communication channels (e.g., intranet, emails). | May 2024 & 2025 | Lead: CEO Support: Marketing Coordinator, HR Administrator |
| | As part of the NRW week activities, highlight past Cliftons Art Prize finalists/winners (art to feature Australian native, landscape, and Indigenous artists (such as a networking event with a social program). | | |
| | RAP Working Group members to participate in an external NRW event. | 27 May- 3 June 2024 & 2025 | Lead: RWG Co-Chair |
| | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May- 3 June 2024 & 2025 | Lead: CEO |
| | | | |

| RELATIONSHIPS | | | |
|--|--|---|---|
| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
| Promote reconciliation through our sphere of influence. | Communicate our commitment to reconciliation to all internal and external facing audiences such as staff, suppliers and clients. For internal this includes Town Halls and newsletters. For external audiences we will ensure we communicate through our corporate website(s), venue digital signage, company presentation materials, and public meetings. | Quarterly updates: December 2023, April, July, Sept, December 2024 | Lead: CEO Support: Head of People & Culture, Marketing Coordinator |
| | Feature a local First Nations artist and artwork on our website and RAP to visually support our reconciliation message. | Launch January 2024 | Lead: CEO Support: Marketing Coordinator |
| | Promote and profile client events delivered (e.g., case studies) that demonstrate a commitment towards reconciliation through our communication platforms (e.g., website case studies, blogs, podcasts) | February 2024 | Lead: CEO Support: Marketing Coordinator |
| | Run an event to showcase First Nations speakers, with an opportunity for the speakers to promote their interests. E.g. Podcast, or in-person. | March 2024 | Lead: CEO Support: Marketing Coordinator, Head of Event Services |
| | Identify external stakeholders that our organisation can engage with on our reconciliation journey | | |
| | Launch a Food and Beverage menu featuring Australian native ingredients. | January 2024 | Lead: Head of Operations Support: Venue Manager |
| | Promote positive race relations through anti-discrimination strategies. | Research best practices and policies in areas of race relations and anti-discrimination, e.g., AHRI, Diversity Council of Australia, Reconciliation Australia | November 2023 |
| Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. | | November 2023 | Lead: Head of People & Culture |
| | | | |

| RESPECT | | | |
|--|---|---|---|
| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
| Increase understanding, value and recognition of Aboriginal and Torres Strait Islander peoples 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 2023 | Lead: CFO Support: Head of Operations |
| | Conduct a review of cultural learning needs within our organisation and explore online or onsite cultural learning for each of our venue locations | January 2024 | Lead: Head of People & Culture Support: HR Administrator |
| 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. | January 2024 | Lead: Head of Operations Support: Head of People and Culture |
| | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols for existing and incoming staff by including them in onboarding. | February 2024 | Lead: Head of People & Culture |
| | Ensure display of an Acknowledgement of Country signage (e.g., digital or plaque) at the reception/breakout areas of each of our venues. | December 2023 | Lead: CEO Support: Marketing Coordinator |
| | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate protocol at a significant event for each of our key venues (Sydney, Melbourne, Brisbane) each year. | March 2024 | Lead: CEO |
| | Explore opportunities to better support client events (e.g., list of speakers to conduct Welcome to Country; protocols and sample messages acknowledgement of country messages specific to the lands on which each venue is located). | December 2023 | Lead: Head of Operations Support: Venue Manager; Marketing Coordinator |
| | Build respect for Aboriginal and Torres Strait Islander peoples, cultures and histories by celebrating NAIDOC Week. | Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. | June 2024 & 2025 |
| Introduce our staff to NAIDOC Week by promoting external events in our local areas. Research events near Australian venues in each location. | | June 2024 & 2025 | Lead: Head of People & Culture Support: Marketing Coordinator |
| RAP Working Group to participate in an external NAIDOC Week event. | | First week in July 2024 | RAP Working Group Co-Chairs |



LEFT: Our venues offered catering using Australian native ingredients
ABOVE: National Reconciliation Week was celebrated at Cliftons Sydney and Melbourne venues, May 2023.

| OPPORTUNITIES | | | |
|---|--|------------------|---|
| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
| Improve employment outcomes by increasing Aboriginal and Torres Strait Islander peoples recruitment, retention, and professional development. | Develop a business case for our organisation's Aboriginal and Torres Strait Islander employment. | January 2024 | Head of People & Culture |
| | Develop a survey of current employees to enable reporting of employees to identify (if they wish to) as Aboriginal and Torres Strait Islander people. | November 2023 | Lead: Head of People & Culture Support: HR Administrator |
| | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | January 2024 | Head of People & Culture |
| | Explore a field in our HRIS to enable new hires to identify (if they wish to) as Aboriginal and Torres Strait Islander people to explore opportunities in relevant employment programs to enable their development, retention, and participation in RAP. | November 2023 | Lead: Head of People & Culture Support: HR Administrator |
| | Explore the process of developing relationships with relevant recruitment firms, colleges, universities, and NRL to source Aboriginal and Torres Strait Islander applications for permanent and casual roles in Sydney and Melbourne. | March 2024 | Head of People & Culture |
| | Participate in at least one presentation on event management or hospitality careers at identified colleges, schools, and universities to encourage career pathways in the industry. | June 2024 & 2025 | Lead: Head of People & Culture Support: RAP Chair |



Cliftons social post for NAIDOC Week, June 2023



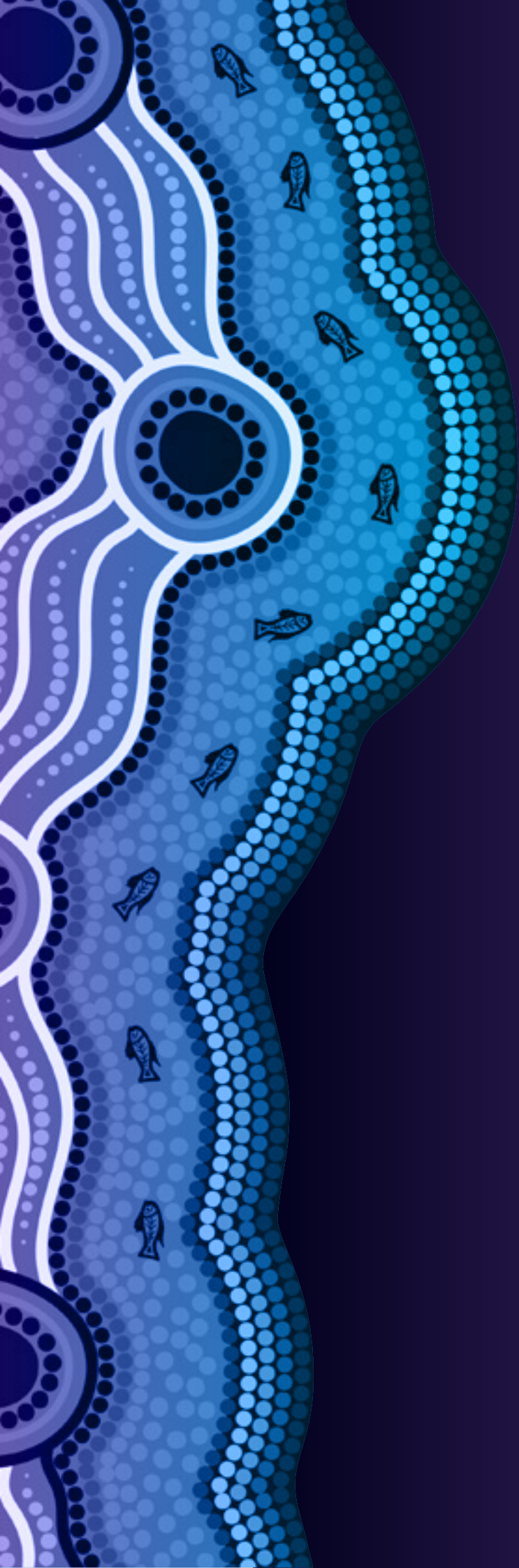
ABOVE: An element of Cliftons ESG website page.
LEFT: Cliftons social post for Reconciliation Week, May 2023.

OPPORTUNITIES

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|---|---------------|---|
| To increase Aboriginal and Torres Strait Islander supplier diversity with the aim to support improved economic and social outcomes. | Investigate Supply Nation membership and utilise the database to explore opportunities for Cliftons business. | December 2023 | Lead: CFO Support: Head of Operations |
| | Identify and encourage within Cliftons the use of Aboriginal and Torres Strait Islander-owned businesses for procurement strategies. | December 2023 | Lead: Head of Operations, Support: CFO |
| | Review procurement policies and processes to embed supplier diversity principles to raise awareness and promote the utilisation of Indigenous consultants or businesses owned by Aboriginal and Torres Strait Islander peoples. | December 2023 | Lead: Head of Operations, Support: CFO |
| | Review Cliftons process to embed supplier diversity principles to raise awareness and promote the utilisation of businesses owned by Aboriginal and Torres Strait Islander people. | December 2023 | Lead: CFO Support: Finance, Operations |
| | Identify database systems to create, monitor and report on the utilisation of and purchasing activity of Aboriginal and Torres Strait Islander-owned businesses. | December 2023 | Lead: CFO |
| | Ensure the supplier list is made available to all relevant employees responsible for purchasing. | December 2023 | Lead: CFO |



| GOVERNANCE | | | |
|---|--|---------------------------------|---|
| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
| Maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | Maintain an effective RAP Working Group (RWG) through the development of a Terms of Reference document in support of the implementation of RAP actions. | October 2024 | Lead: Chief Executive Support: Co-chairs RAP Working Group |
| | Set quarterly meetings for the year ahead so RAP Working Group can monitor progress for 2024 & 2025. | January 2024 | Lead: Co-chair RAP Working Group |
| | Explore and establish Aboriginal and Torres Strait Islander peoples representation/on the RAP Working Group by considering internal and external representation. | January 2024 | Lead: Co-chair RAP Working Group |
| Provide appropriate support for effective implementation of RAP commitments | Define resource needs for RAP implementation. | December 2023 | Lead: Chief Executive Support: Co-chair RAP Working Group |
| | Engage senior leaders in the delivery of RAP commitments. | December 2023 | Lead: Chief Executive |
| | Appoint a senior leader to champion our RAP internally. | December 2023 | Lead: Chief Executive |
| | Define appropriate systems and capability to track, measure and report on RAP commitments. | December 2023 | Lead: CFO Support: Head of IT |
| 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 important RAP correspondence. | June annually (2024 & 2025) | Lead: Co-Chair RAP Working Group |
| | Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire. | 1 August annually (2024 & 2025) | Lead: Co-Chair RAP Working Group |
| | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | 30 September 2024 | Lead: Co-Chair RAP Working Group |
| Continue our reconciliation journey by developing our next RAP. | Register via Reconciliation Australia's website to begin developing our next RAP. | March 2025 | Co-Chair RAP Working Group |



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