



**Discovery**  
PARKS

# THE DISCOVERY WAY

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)  
2023 YEAR IN REVIEW

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## Acknowledgment of Country

We acknowledge the Aboriginal and Torres Strait Islander people of Australia and pay our respects to their Elders past, present and emerging.

We recognise their unique connections to the land and water and thank them for protecting and caring for Country across countless generations.



GRANT WILCKENS  
Chief Executive Officer,  
G'day Group

## CEO Foreword

Welcome to our first Environmental, Social and Governance (ESG) Review, which reflects on our progress, challenges and achievements in 2023. This review is an important milestone in our journey to grow with care, support our people, give back to our communities and protect our environment.

As Australia's largest regional tourism provider, we are passionate about showcasing Australia to millions of guests each year. We are custodians of some of Australia's most treasured places, and we take this privilege and responsibility seriously. We create spaces for our guests to connect with nature and loved ones, discovering what really matters.

To help shape our future, we have developed an ESG strategy that focuses on four pillars: Resilient & Pristine Environments, Purposeful

Work, Connection to Nature, and Vibrant Community & Culture. These pillars reflect our vision, values and purpose, and guide our actions and decisions across our business.

In this review, you will find examples of how we are delivering on our ESG commitments and creating positive impact for our stakeholders. Some of the highlights include:

- signing a landmark Indigenous Land Use Agreement with the Wilinggin Aboriginal Corporation for El Questro Homestead in Western Australia, which provides local employment, cultural tourism, low-carbon land use and carbon offset opportunities;
- recovering and future-proofing six of our parks from the record River Murray floods, which tested our resilience and demonstrated our grit and teamwork;
- completing carbon inventories and energy audits for our entire network, which enabled us to model our decarbonisation pathway and plan for on-ground works to reduce our emissions and achieve net zero by 2050;
- launching a comprehensive wellbeing program for our employees, which includes access to the Sonder app, a support tool and assistance service for our dispersed and often remotely located workforce;
- partnering with Rural Aid to support farmers and communities in regional Australia, and raising over \$79,000 through various guest events and fundraisers; and

- introducing guest education and experiences that foster connection to nature and inspire responsible travel, such as guided bush tucker and wildlife walks, children's nature activities, and regenerative tourism packages.

We are proud of what we have accomplished, but we also recognise that we have more work to do. We are committed to continuous improvement and learning from our challenges. We are also committed to transparent and accountable reporting, and we will benchmark our ESG performance annually through the global Global Real Estate Sustainability Benchmark (GRESB) assessment.

I would like to thank our Board of Directors and Executive for their continued support and guidance. I would also like to thank our people, who are the driving force behind our ESG strategy and who work hard to integrate sustainability throughout our business.

We look forward to sharing our ESG journey with you and to creating experiences that matter for our guests, our people, our communities and our environment.



## About us

Founded in 2004, Discovery Holiday Parks (DHP) is Australia's largest regional tourism provider, with more than 85 owned and operated properties across the country including iconic regional resorts at Kings Canyon in the Northern Territory, along with Rottnest Island and El Questro in Western Australia.

As part of G'day Group, the company also owns G'day Parks brand, a network of more than 210 independently owned licensed parks and more than 240,000 G'day Rewards members, and Australia's number one regional travel community, Wikicamps.

As the largest owner and operator of lifestyle holidays parks in Australia, G'day Group is a significant contributor to the local and national tourism economy and is committed to growing with care through supporting our people, giving back to the communities in which we operate and protecting our environment.



**GRANT WILCKENS**  
Chief Executive Officer



**AMANDA BALDWIN**  
Chief Investment Officer



**BEN SIMONS**  
Chief Strategy Officer



**DAVID HASSAN**  
Chief Technology Officer



**JOHN DOMINO**  
Chief Development Officer



**KAREN JARRETT**  
Chief Finance Officer



**KATE BERRY**  
Chief People Officer



**LAHNEE WHITE**  
Chief Marketing Officer



**MATT LANG**  
Chief Operations Officer

## Our people

Our people are at the heart of everything we do - connecting people, places and communities together to discover Australia's most beautiful places.

From our Board and Executive right through to our Adelaide Office support teams and park managers and staff, we all have a role to play in creating memorable travel experiences for our guests.

# Our journey so far

**2004** Founded by Grant Wilckens with three caravan parks in WA.

**2008** Re-branded from Beston Parks to Discovery Parks.

**2010** Major investment from Australian owned Sunsuper.

**2016** Acquisition of Aspen Parks and Resorts, adding a further 21 properties to the Discovery Parks portfolio.

**2017** Acquired Top Parks.

Launched G'day Rewards as a regional travel loyalty program to deliver value to our customers including discounted stays, in-park benefits and access to special offers from some of Australia's largest retailers.

**2019** Opened G'day Group's first greenfields eco-resort with 83 eco-tents.

**2020** Rebranded Top Parks to G'day Parks, Australia's largest holiday park network.

Acquired El Questro, expanding our reach to the Kimberley region of WA.

**2021** Began charity partnership with Rural Aid to support regional communities.

Despite COVID restrictions, accommodated more than 1.7 million Australians.

Launched our first ESG strategy with headline targets.

**2022** Launched Discovery Conferences and Events.

The team shows resilience and agility in the face of adversity from floods to the Murray River region.

**2023** We have built a diverse and talented team across all levels and disciplines. Our strength lies in our collective skills, knowledge and experience combined with a set of values that seeks to empower each of our team to achieve our collective goals.

**Our Purpose** is to bring people, places and communities closer together.

**Our Values** are how we bring customer experience to the fore and create memorable moments in exceptional accommodation offerings.

## Our vision and values

As Australia's largest regional accommodation provider, we showcase Australia to millions of guests each year. We're custodians of some of Australia's most treasured places; a privilege we don't take lightly.

We create spaces for our guests to connect with nature and loved ones, discovering what really matters.

To help shape our future, we have developed an Environmental, Social and Governance (ESG) strategy that focuses on the pillars of 'connection to nature', 'purposeful work', 'resilient & pristine environments' and 'vibrant community & culture'.

We're focused on growing with care, giving back to our communities and supporting our people. By treading lightly, we aim to deepen our connection to land and community.

We're about creating experiences that matter.





## About this review

Our first Environmental, Social and Governance (ESG) Review will aim to communicate our progress, upcoming plans and key achievements across the four pillars of our 2022-2027 ESG Strategy. The Review will reflect on the 2023 calendar year.

As an organisation, we recognise the importance of ESG in generating long-term value, whether through environmental stewardship, climate action, customer focus, social impact, effective cybersecurity or ethical governance.



# Our ESG Strategy

Our ESG strategy outlines our approach to managing our impact, deepening our connection to land and community and fostering our people and culture.

Our ESG initiatives are separated into four strategic pillars.

## Resilient and Pristine Environments

we will achieve a 40% carbon emissions intensity reduction by 2030, on our path to achieving net zero status by 2050.

## Purposeful Work

embed ESG in our business through engaging our employees and integrating ESG into our organisational objectives.

## Connection to Nature

demonstrate a net increase in vegetation levels across our portfolio.

## Vibrant Community and Culture

be known for Indigenous inclusion at our culturally significant sites and for community impact across our network.

Our ESG framework and performance will be benchmarked annually through participation in the global GRESB assessment - an internationally recognised ESG benchmark and reporting framework which identifies key performance strengths and areas for improvement.

# ESG Highlights

**+\$79K** raised for Rural Aid

**3000** carbon offsets purchased from Wilinggin Aboriginal Corporation

**5** Net Zero Park Assessments completed

**521** solar panels installed at 8 parks, with installation planned at 25 more

**2500+** employees across Australia

**6** parks recovered from record River Murray floods

**16** new eLearn modules delivered to employees via Learning Management System, GROW

**9000+** in-park activities and experiences hosted

**1** Sustainable Procurement Policy published

# Resilient & pristine environments

Our primary focus this year has been to reduce carbon emissions and conserve natural resources. More specifically, we've started tackling the complex task of accurately capturing and analysing electricity, gas, fuel, waste and water data from across our park network.



## Decarbonisation

We recognise the tourism sector must decarbonise. As Australia's largest regional accommodation provider, we are committed to leaning into this future and being part of the solution.

DHP is committed to reaching net zero Scope 1 and Scope 2 carbon emissions by 2050, with an interim target of 40% emissions intensity reduction by 2030 (from a 2019 baseline). Modelling our decarbonisation pathway by climate zone enabled us to map the steps needed to achieve our interim goal.

Our decarbonisation plan establishes responsibilities and accountabilities across the business, outlining the critical path for success. Key steps include a capital works

program to improve energy efficiency and boost electrification, behind-the-meter solar PV rollout, review of cabin design and site orientation, electric vehicle fleet conversion, guest EV charging, sustainable procurement framework, waste to energy trials, and power purchase agreement for renewable energy.

However, the first phase was establishing baseline data across every park in our network, including those in remote locations. We were not daunted by the complexity of this task, initially conducting specialist, detailed on-ground energy, water and waste audits for 20 archetypal parks and then extending the program through the remaining network in collaboration with park managers.

At the same time, we developed a software platform for housing and analysing park-level electricity, fuel, gas, water and waste data and calculating our Scope 1 and 2 greenhouse gas emissions. The Environmental Data Management System (EDMS) is our primary

vehicle for tracking environmental performance and internally benchmarking individual parks. This data, combined with our detailed park audit results, was critical for modelling our decarbonisation pathway - the basis for rollout of our accelerated on-ground works program from 2023 onwards.

Priority actions are efficiency upgrades of plant and equipment such as air conditioning systems and hot water units, installation of rooftop solar PV to more than 40 parks, installation of LED efficient lighting and movement sensors, upgrade of gas-fired swimming pool heating systems with electric and solar units, and a biodigester trial for organic kitchen waste.

## Climate Resilience

DHP is committed to inspiring a sustainable future to create long-term value for our shareholders, customers, partners, and the communities we operate in.

Despite ongoing challenges posed by the summer flood events, we didn't take our foot off the accelerator, maintaining focus and momentum on addressing the risks posed by climate change.

Over the past two years, we conducted climate and natural hazard risk assessments on existing and newly acquired parks. Applying the latest climate projections, the process enabled us to qualify and internally benchmark, where relevant, coastal erosion, inundation, riverine flooding, storm and bushfire risk, identifying

practical mitigation and adaptation actions. Our recent experience managing and recovering from the acute bushfire and flooding events in 2020-21 and 2022-23 respectively has generated a deep well of knowledge to embed into our emergency and risk management frameworks.

Last summer, the River Murray experienced the highest flood levels since 1956. Several parks were impacted, including those at Mildura, Nagambie, Echuca, Lake Bonney, Moama and Horseshoe Lagoon. Resources were rapidly deployed to safely evacuate our employees, guests and residents and, where possible, salvage cabins and other infrastructure. Our park and support teams faced unprecedented logistical challenges managing issues on the ground, liaising with and supporting the broader community response, tackling the arduous clean-up task and, finally, coordinating recovery plans and execution, heavily focussed on future-proofing park assets.

The next step in developing our climate resilience is to conduct an enterprise climate risk assessment, aligned with the ISSB S2 - Climate-related Disclosures (previously the Task Force on Climate-Related Financial Disclosures) and based on the Intergovernmental Panel on Climate Change's (IPCC) latest published Representative Concentration Pathways. The risk assessment and report will analyse and rate

both physical and transition risks in context of our risk tolerance.

We will identify, assess and plan for the potential impacts of acute physical events and the direct and indirect impacts from chronic, long-term climate change. This assessment presents an opportunity to revisit our transition risks beyond those directly impacting our operations - to include our value chain - which we know will present additional challenges. These include changes to customer behaviour due to climate-related concerns and unexpected increases in energy costs due to government policies or economic shifts.

A Climate Resilience and Adaptation Strategy will arise from this risk assessment, in consultation with external stakeholders and with consideration of local and regional planning. Our strategic focus will include mechanisms to embed climate resilience into park acquisition, master planning, design and operations.

### Flood recovery and resilience

The recovery phase in our flood-affected parks has been a long process with far-reaching impacts. By March 2023, we saw most of our impacted parks - Lake Bonney, Moama West, Echuca, Maidens Inn Moama and Horseshoe Lagoon - reopen and welcome guests back for business. Where feasible, impacted cabins were rebuilt on frames at elevations protecting them from future flooding and allocated land for annual residents was repurposed as grassed, flood resilient tourist sites.

### Indigenous Land Use Agreement and Wilinggin Fire Project

In November 2022, we signed an historic Indigenous Land Use Agreement (ILUA) with the West Australian Government and the Wilinggin Aboriginal Corporation (WAC).

The ILUA is the first of its kind and sees the WA Government hand back more than 165,000 hectares of pastoral lease land at El Questro to its Traditional Owners, the Wanjina Wungurr Wilinggin people, as freehold and a reserve.

The Wanjina Wungurr Wilinggin, who are represented by the WAC, will then lease the freehold area back to El Questro operator G'day Group on a 99-year term. Reserve areas will also be licenced back to G'day Group for tourism purposes.

The agreement also guarantees ongoing employment and training for local Indigenous youth and will see the G'day Group purchase carbon credits from WAC that will enable the property to operate with net zero emissions.

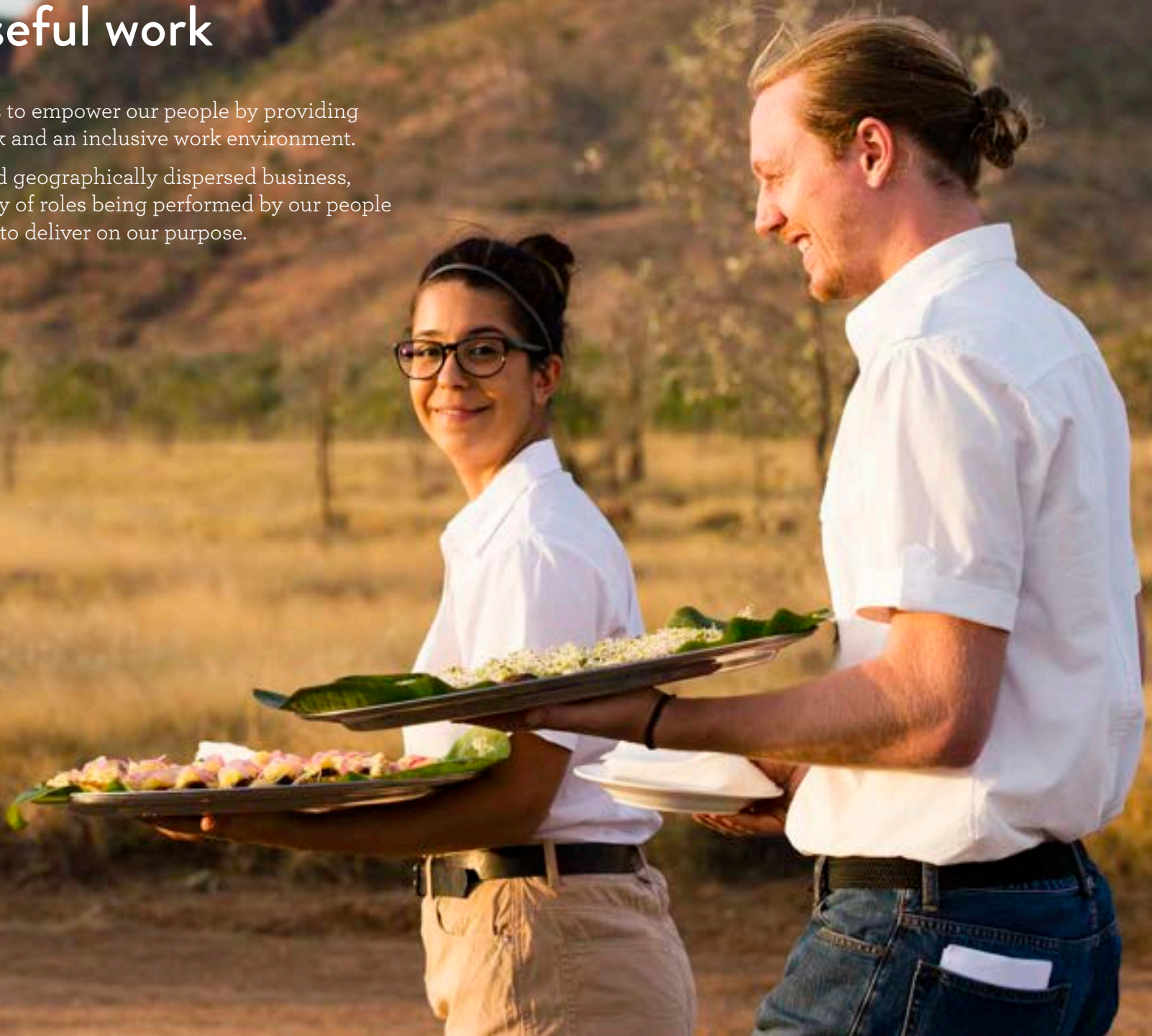
In 2023, DHP purchased Australian Carbon Credit Units (ACCUs) generated from WACs Wilinggin Fire Project, an initiative which focuses on reducing greenhouse gas emissions caused by late dry season wildfires while protecting vulnerable habitats, cultural sites and community infrastructure to strengthen climate resilience.



# Purposeful work

Our ambition is to empower our people by providing purposeful work and an inclusive work environment.

As a diverse and geographically dispersed business, we have an array of roles being performed by our people 365 days a year to deliver on our purpose.





## Engagement

Employee training, satisfaction and engagement are integral commitments within our 2022-2027 ESG Strategy. We recognize that investing in the development and wellbeing of our employees is crucial for fostering a positive work environment and driving long-term success. To this end, we have established comprehensive training programs that equip our park staff with the necessary skills and knowledge to excel in their roles. These programs encompass every stage in an employee's growth - from induction, to professional development, technical specialisation, and leadership.

By investing in continuous learning, we empower our workforce to adapt to evolving challenges and contribute to our sustainable growth

and shared goals. Additionally, we promote a healthy work-life balance nurturing a vibrant and inclusive culture, we leverage our collective strengths to drive positive change, deliver outstanding results, and create long-term value for our stakeholders.

This year we updated our training policies to further enhance the mandatory training modules required of park employees. These modules are to be completed prior to an employees' first shift and within the first two weeks of employment. These include essential work health and safety, code of conduct, cybersecurity, emergency response, media, guest experience and wellbeing. Beyond the induction package, employees are furnished with on-the-job skills training and access to a broad eLearning library.

We strive to create a supportive and friendly workplace that actively listens to our employees, encouraging open communication and feedback channels. Through quarterly online employee surveys and engagement initiatives,

we continuously check the pulse of employee sentiment, identify areas for improvement, and implement actionable measures. Conversely, we facilitate a Star Award program to recognise and celebrate employees who uphold Discovery Holiday Parks' values and deliver exceptional customer service.

These efforts are aimed at enhancing work-life balance, employee reward and recognition, wellbeing, and inclusion practices. These initiatives are designed to contribute to the overall wellbeing of our employees, support their professional growth, bolster retention, and ultimately provide a strong foundation for our long-term success as a socially responsible organisation.

## Health, safety and wellbeing

DHP operates a Health, Safety, Environment and Quality (HSEQ) Management System that adopts a proactive approach and drives continuous improvement of employee, guest and contractor safety underpinned by a regulatory compliance framework.

Landmark initiatives from this year were the publication of a policy suite that seeks to reinforce our people-centric culture; one that is family-friendly, supportive, respectful and bridges the gap between home and workplace. Our employees can now access the support and benefits offered via a Paid Parental Leave Policy, Family and Domestic Violence Leave Policy, and Paid Volunteer Leave Policy. With the introduction of domestic violence leave provisions, we demonstrate corporate responsibility and leadership through vital, practical support for people affected by this wide-reaching issue. A complementary Respect at Work training program reinforces our commitment to fostering respectful relationships both inside and outside of the workplace.

In 2023, we launched our first Wellbeing Policy in recognition of its critical importance to employees and long-term sustainability of

our business. Subsequently, we delivered a wellbeing calendar and expanding, multi-faceted program comprising the Corporate Cup team fitness program, 10,000 Steps initiative, BeWell program, Sonder app, and online wellbeing podcasts.

The SAHMRI-accredited BeWell Program, facilitated by Paralympic athlete Katrina Webb, was launched in April with the aim of deepening self-awareness, sharing knowledge, setting wellbeing goals and adapting thinking styles. Quantitative measures are being tracked to inform efficacy of the Program and adapt it prior to its wider roll out across the company.

Employee feedback on our emerging wellbeing program has been positive, telling us they value access to our suite of initiatives. We are working on ensuring everyone, regardless of their location and work pattern, has equal access as we continue to embed these policies and offerings.

## Diversity, equity and inclusion

We believe that Diversity, Equity and Inclusion (DEI) are vital to fostering a thriving and successful business environment. Our priorities centre on promoting DEI, ensuring fair labour practices, nurturing safe and inclusive workplaces, and contributing positively to the communities in which our parks operate.

This includes efforts to support social justice initiatives, implement ethical supply chain practices, and engage in philanthropic activities.

Last year women occupied 49% of management roles and 66% of non-management roles. Our workforce is also culturally diverse. We embrace diversity by recognizing and valuing individual differences in gender, cultural background, age and sexual orientation. As an inclusive business we actively work to create a supportive and equitable workplace culture where every employee feels valued, respected, and empowered to contribute their unique perspectives and talents. In doing so, we harness a wide range of experiences, ideas, and innovation, leading to enhanced problem-solving, creativity, and adaptability.

We successfully launched a Respectful Behaviour eLearning module in our induction program, linked to a Workplace Conflict Conversation Guide and Being a Bystander resource, to promote a workplace that is free of bullying and harassment.

Other initiatives include broadening the scope of our diversity data capture, inclusive recruitment practices, indigenous youth training programs and cultural calendar. Our next phase is to pilot a Female Leadership Program, to enhance the skills, capability and confidence within our female employee base, providing a tailored professional development opportunity.

### STAR Awards

Our STAR (Skills, Talents & Achievements Recognised) Award scheme is to reward and recognise employees who excel in their roles, provide superior customer service and always strive to improve their performance through display of DHP's Values. Awarded to nominated staff every quarter, the scheme reinforces the value we place on employees being friendly, helpful, innovative, resourceful and collaborative.

### Sonder wellbeing application

For a large national organisation, with over 2,000 employees occupying multiple regional and remote parks, caring for the safety and wellbeing of our employees 24/7 is no small task. Employees based in remote areas not only face limited access to medical facilities but travel long distances to and from work and between sites. To help prevent burnout, provide access to medical and mental health care, and offer real-time safety support, we launched the Sonder app; a comprehensive solution to meet our unique employee needs. Specific features, such as the ability for employees and their managers to track their car journeys, and connect with a nurse at any time, have proven to be welcome and effective safety tools offering peace of mind to all. With 66% of employees engaging with the service is evidence that it's addressing the needs of our people.

### Indigenous training program

In 2022, as part of the El Questro ILUA struck between G'day Group, WAC, and the Western Australian Government, we commenced a youth training and employment program. This landmark initiative facilitates local Indigenous youth to lead cultural tourism activities under the guidance of an experienced industry player. Annual scholarships and traineeships offered at El Questro provide support and pathways to full-time employment and rewarding careers in tourism, hospitality and land management.

# Connection to nature

Our ambition is to foster guests' connection to nature and to take inspiration from nature when designing our parks. We occupy a primary role connecting our guests to nature, inspiring them to manage their impact and designing our parks in a way that respects and draws upon the benefits that nature provides.



## Biodiversity

Many of our parks and resorts are situated near or within areas of natural habitat and, for some, within or adjacent to conservation areas or protected National Parks of notably high habitat and/or cultural significance. The habitats within, surrounding or abutting our parks are as varied as our magnificent and iconic Australian landscapes, including coastal, outback, rainforest, riverine, alpine, wetland, and bushland. These are all home to diverse flora and fauna, including protected vulnerable and endangered species.

Some notable locations include Kings Canyon (NT), El Questro and Rottneest Island (WA), Kangaroo Island (SA), Cradle Mountain (TAS), Bright and Echuca (VIC) and Horseshoe Lagoon (NSW). We are cognisant of the importance of in-park vegetation; offering protection and food sources for native birds, marsupials, reptiles and insects, harbouring protected plant species, providing safe corridors between locally fragmented habitats, increasing guest amenity by reducing heat island effect and wind loads, and increasing shade and privacy. Considered vegetation management and species selection must seek to maximise these benefits whilst also reducing bushfire risk, enhancing drought tolerance, minimising weed transfer, improving tree safety and reducing maintenance burden. Park landscapes and habitat contribute significantly to placemaking and guest experience and are a

key focus in park master planning and landscaping, further emphasised in our drive to identify, assess and mitigate the impact of climate change over the medium to long-term.

We aim to demonstrate a net increase in vegetation levels across our portfolio by 2027. Next year, we will complete our first step towards achieving this goal; measuring baseline vegetation composition and canopy cover across our park network using remote imagery, digital mapping tools and local species identification. An evaluation tool will be developed to prioritise a program of landscaping, planting and habitat restoration. This will be underpinned by a Biodiversity Strategy including a holistic framework incorporating biophilic considerations for new parks and improvements.

## Guest experiences

We are committed to providing exceptional experiences and exceeding the expectations of our customers. We understand that guest satisfaction not only drives loyalty but also delivers value and positive environmental and social impact.

As our portfolio of parks and resorts expands, so does the diversity and breadth of immersive, natural- and cultural-related experiences for guests and visitors. In addition to our existing guest tours and activities, we plan to introduce guided bush tucker and wildlife walks, children's nature activities, and regenerative tourism packages at suitable locations across the country.

## Guest education

To protect our precious wildlife and educate guests on minimising their environmental impact we have commenced the first phase in the rollout of in-park guest messaging - aimed at reducing electricity and water consumption as well as proper waste disposal and recycling, with the aim of reducing the risk to native animals and unsightly pollution from littering.

## Iconic nature tours

Guests staying at any of our resorts are invited to immerse themselves in iconic and beautiful native habitats and geological landscapes. Numerous exploratory tours and experiences are on offer at locations such as Undara volcanic lava tubes, Lake Argyle, Kings Canyon and El Questro, connecting our guests with nature.

# Vibrant community & culture

Our aim is to be a leader in regional community engagement and impact, and Indigenous inclusion. Our ambition is to support thriving communities and build genuine partnerships with Traditional Owners. We celebrate our connection to Country and seek engagement and collaboration with local and Indigenous communities, service providers and suppliers.



## Indigenous recognition

We understand the responsibility that comes with ownership of properties in some of country's most valued and stunning landscapes, infused with over 60,000 years of indigenous history and occupation.

We are privileged to be entrusted with this responsibility, bringing respectful and long-term engagement and collaboration with Traditional Owners to the core of our thinking, business and operations.

Our future is inextricably linked to symbiotic relationships with local Indigenous communities and organisations, and fuelled by our shared, dual aims of economic development and social equity. We want to connect our guests with the deep history and diversity of Aboriginal and Torres Strait Islander cultures and Country.

In 2022 we signed a landmark ILUA with the WAC in Western Australia, partnering on an

array of cultural, training, employment and environmental initiatives. Furthermore, our first Sustainability Procurement Policy underpins a key objective to source goods and services from local and Indigenous providers wherever practicable.

The next phase in our ESG Strategy is to develop an Indigenous Participation and Engagement Plan and implement the next phase of tangible initiatives, focussed on culturally significant locations. This plan will be the foundation for our Reconciliation Action Plans (RAP) to continue meaningful action to advance reconciliation around the core pillars of relationships, respect and opportunities.

## Connected communities

Giving and volunteering are in our DNA. We care about our regions and building partnerships to help our local communities grow.

We partner with Rural Aid to help our farmers in regional Australia who are doing it tough. We help them grow a more sustainable future for their communities and our fundraising efforts support them through hardships from natural disasters to financial difficulties, fodder to feed their farms, wellbeing support and more.

Through such a partnership, we aspire to create a meaningful and lasting impact. Moreover, our dedication to volunteering encourages our employees to engage directly with community initiatives, fostering personal growth and teamwork. We believe that these endeavours contribute to a more sustainable and equitable world. Therefore, last year we rolled out paid volunteer leave for all permanent and casual employees.

### Building regional employment

Over the past two years, El Questro has teamed up with Wyndham District High School, introducing over 60 local students to the diverse world of tourism careers. The program offers hands-on experience in a range of roles, from hospitality, food and beverage to tour guides and park maintenance. This program is intended to be a stepping stone to future industry employment.

This year, an alumni joined the permanent El Questro team. We are building community and careers, fostering tourism pathways in regional and remote areas like the East Kimberley region.

### Community support

After recent park developments, one of the park teams donated their old playground to bring smiles to young faces at the Great Lakes Women's Shelter in Taree. In partnership with numerous local volunteers we demonstrated our desire to create joyful memories for others and connect people across our communities in support of one another. This is just one example of how our parks across Australia connect with and support their local communities.

### Rural Aid

We are a corporate partner of Rural Aid Australia, supporting farmers across our regions in tough circumstances resulting from drought, floods or personal upheaval. Our park teams host numerous guest events throughout the year - pancake breakfasts, sausage sizzles, fundraisers - which last year raised over \$79,000. A fantastic way to bring people together while supporting regional communities.

### Light Towers

Discovery Resorts - Kings Canyon has become home to the latest iconic installation - Light-Towers - by acclaimed British artist Bruce Munro. The 69 Light-Towers generate sound, light and landscape at scale, with visitors able to wander through its outback maze, wondering at the changing hues in response to an entrancing soundscape by composer Orlando Gough. DHP is committed to bringing travellers to experience the very best of Australia's regions whilst bringing stunning, immersive art for all to savour.



# Governance

DHP places a strong emphasis on governance as the foundation that underpins our four ESG pillars. Our commitment to sound governance practices ensures transparency, accountability, and ethical decision-making across all levels of our organization. We adhere to a vigorous governance framework that includes clear roles and responsibilities, effective board oversight, Executive Key Performance Indicators (KPI), and regular reporting mechanisms.

Our Board of Directors comprises a diverse group of experienced professionals who bring a wealth of expertise and perspective to our decision-making processes. We have gathered a core team of highly capable and skilled technical specialists and project managers to carry the ESG Strategy forward.

Additionally, we have implemented policies and procedures to promote integrity, prevent conflicts of interest, and ensure compliance with applicable laws and regulations. Our governance structure is both mature and agile to carry us forward, achieve sustainable value creation, safeguard stakeholder trust and uphold our reputation.

Over the past year, our governance framework has matured through development or enhancement of policies across sustainable procurement, parental and volunteer leave, wellbeing and modern slavery. We've also invested heavily in digital solutions to streamline internal data flow and administrative processes, whilst maintaining data protection and privacy.



## Modern slavery

As a significant contributor to the tourism economy, we recognise that the way we manage our environmental and social responsibilities has a far-reaching impact. We invest significant capital into improving infrastructure in regional communities and form close ties with local businesses, suppliers, and tourism industry peers. To support our local communities, we strive to source produce, supplies, and services from local businesses, reflected in over 99% of our suppliers are based in Australia.

However, we have evaluated the inherent risks in our supply chain, and have developed a Supplier Risk Management Framework, which sets out our modern slavery risk approach, including how our risk assessment process will be incorporated into supplier onboarding and ongoing due diligence processes.

## Cybersecurity

Effective data privacy and cybersecurity are essential to the integrity and protection of sensitive information in today's digital landscape.

We are vigilant in how we safeguard data from unauthorized access, breaches, and misuse. We have enforced a compulsory cybersecurity training program for all staff comprising eLearning modules and phishing tests.

## Whistleblower

Our Whistleblower Policy supports the raising of reports of unethical and fraudulent conduct and non-compliance in areas such as health and safety, environmental management and modern slavery practices.

In 2022, we engaged an independent external provider, Stopline, to facilitate the reporting mechanism under this policy.





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