

1. INTRODUCTION

Southern Cross Media Group Limited (**SCA**) recognises that its business performance, productivity and shareholder return is enhanced by a diverse workforce, senior management team and Board.

SCA is committed to fostering an inclusive and engaging workplace culture where all employees feel empowered to create, collaborate, and contribute to their team's purpose and business goals, delivering industry-leading outcomes.

SCA values a diverse and inclusive workforce where our people feel they belong, where they are treated with respect and fairness, and have equal access to opportunities available to them. These collective initiatives will be referred to as Diversity, Equity, Inclusion & Belonging (**DEIB**).

For the purposes of this Policy, diversity refers to the characteristics that make each of our people unique. Broadly, this includes a diverse representation of gender, relationship or family status, sexual orientation, gender identity, age, disability, ethnicity, religious beliefs, cultural background, socio-economic background, perspectives, thinking styles, experience and other individual differences.

We are committed to making people feel welcome in the workplace, so they feel valued and respected, as well as psychologically safe to speak up and share their unique perspectives. To have an inclusive workplace, we have zero tolerance for any type of discrimination, harassment, bullying, vilification, or victimisation.

In line with its commitment, SCA seeks to provide a workplace where:

- everyone is valued and respected for their unique skills, experiences and perspectives;
- employees feel a sense of belonging and membership within the organization, and can connect their contribution to the business strategy, purpose, and values;
- frameworks, policies and procedures are in place to support employees to achieve work-life balance, positive wellbeing and mental health;
- regular, structured training and resources are provided to managers to embed inclusive leadership and practices into day-to-day work;
- proactive talent attraction, assessment and selection frameworks in all recruitment processes to take account of diversity;
- employees have access to opportunities and advancement based on merit, attracting and selecting diverse talent so that employment is based on fair and objective decision-making;
- senior leadership role model behaviours consistent with, and in support of, all DEIB initiatives, programs and policies; and
- we have a zero tolerance of discrimination, harassment, vilification, and victimisation.

The corporate benefits which flow from facilitating and promoting a diverse and inclusive workplace include enhanced employee retention, greater innovation and maximisation of available talent to achieve corporate goals and better financial performance.

This Policy applies to the Board and all employees of SCA and its wholly owned subsidiaries.

2. RESPONSIBILITIES AND OBJECTIVES

2.1 Board

The Board is responsible for establishing transparent, measurable objectives for achieving diversity and articulating the corporate benefits arising from employee and Board diversity.

The Board will:

- review and determine, as frequently as required, strategies, programs and initiatives that will foster diversity and meet the particular needs of SCA, including identifying the skill and experience set for the Board and senior management necessary to effectively oversee its business and achieve its corporate goals;
- through the People & Culture Committee, seek to ensure that diversity is a factor that is taken into account in the selection and appointment of qualified employees, senior management and Board candidates and will consider options to expand the pool of qualified candidates to select from, including, for example, using professional intermediaries to assess candidates to promote appointments in accordance with this Policy;
- consider and review the recommendations made by the People & Culture Committee in relation to the objectives for achieving gender diversity, and the initiatives and strategies proposed to support those objectives; and
- consider and review the annual reports it receives assessing the effectiveness of gender diversity objectives, and monitoring the achievement of diversity targets.

2.2 Board Committees

The People & Culture Committee is responsible for:

- assessing and reporting to the Board on the effectiveness of diversity objectives, and monitoring and reporting to the Board on the achievement of diversity targets on an annual basis;
- making recommendations to the Board in relation to the objectives for achieving gender diversity, and the initiatives and strategies to support those objectives.

The Board is responsible for including gender diversity objectives in Board recruitment, Board performance evaluation and succession planning processes.

2.3 Senior Executives

The Chief Executive Officer will refer to this Policy when selecting and assessing candidates and in presenting recommendations to the Board regarding appointments to the senior

executive team. This Policy requires the Board to also consider gender diversity and the objectives of this Policy when considering those recommendations.

2.4 Employees

In order to promote diversity and inclusion in the workplace, this Policy requires the selection process for recruitment and promotion of all other employees of SCA to involve the following steps:

- General Managers and Executive Leadership Team commit to ensuring an awareness of gender diversity via their recruitment and selection practices; and
- the regular review of recruitment and selection processes to ensure that they are free from discrimination and based on fair and equitable decision making.

All of our leaders are expected to role model inclusive behaviour and champion diversity so that people feel trusted, respected and psychologically safe. People leaders have a key role to play to ensure we have a zero tolerance of sex based harassment, discrimination, vilification, and victimisation.

Leaders are expected to proactively ensure their team members have the flexibility they need to manage both work and their personal commitments in a way that suits them.

2.5 People & Culture Team

The People & Culture Team are responsible for implementing this Policy throughout SCA. This includes:

- development, implementation, maintenance and review of appropriate structures, systems, policies and procedures which support diversity initiatives and strategies;
- distribution and analysis of regular all-staff engagement surveys, and employee lifecycle surveys (onboarding, and exit) to capture culture feedback, and to inform DEIB policies, initiatives, and programs;
- active participation and recognition in the annual Workplace Gender Equality Agency (WEGA) reporting with progressive annual initiatives;
- overseeing integrity of recruitment and selection processes (internally and externally) engages proactive sourcing to improve candidate diversity;
- adoption modern recruitment technology and methodology-based assessment and selection processes, that ensures equal opportunity for all candidates and mitigate impact of unconscious biases;
- design and execution of leadership programs, mentoring, and all-employee training that is contemporary, practical, and supportive of DEIB initiatives;
- leverage external partnerships to elevate employee participation in DEIB activities and initiatives, ensure resource distribution at the local office level;
- management of Employee Assistance Program partnership, regularly reviewing participation, engagement, and performance;
- partnering with SGM and ELT leadership on succession planning, to identify, retain and develop high performers, to create pathways and diversity in future leaders;
- partnering with finance to analyse remuneration data and benchmarking at all role levels to ensure pay parity is maintained and discrepancies addressed; and

- reporting to the Board and the People & Culture Committee on performance against diversity targets and on implementation of diversity initiatives.

Whilst the Chief People & Culture Officer has overall responsibility for the application of this Policy across SCA, all managers and employees are responsible for behaving in a way that does not discriminate against other employees, prospective employees, contractors, customers and suppliers, and are expected to promote the spirit of diversity and equal opportunity to the full.

3. DISCLOSURE

As part of its annual reporting obligations to shareholders, SCA will disclose the measurable objectives set by the Board for achieving diversity and will report on its progress against those objectives.

A component of SCA's disclosure on diversity in its annual report will include information about:

- the number or proportion of women employees in SCA;
- the number or proportion of women in senior management positions; and
- the number or proportion of women on the Board.

SCA is also committed towards achieving greater transparency of the Board candidate selection and nomination process and will include in its annual report information on the mix of skills and diversity which the Board is looking to achieve in membership of the Board. SCA has committed to a "40:40:20" vision, referring to a diversity of gender ration in workplace leadership: 40 percent women, 40 percent men and 20 percent any gender.

4. REVIEW OF POLICY

This policy will be reviewed periodically to check that it is operating effectively and to ensure that it remains relevant and appropriate to SCA.

The Company Secretary and Chief People & Culture Officer are each authorised to make administrative amendments to this policy.