

## 1. INTRODUCTION

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

SCA is committed to its people and to workplace diversity. SCA values a diverse workforce where all employees are treated with respect and fairness and have equal access opportunities available to them.

For the purposes of this Policy, diversity includes gender, age, ethnicity, cultural background, impairment or disability, sexual preference and religion.

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

- everyone is valued and respected for their distinctive skills, experiences and perspectives;
- structures, policies and procedures are in place to assist employees balance their work, family and other responsibilities effectively;
- decision making processes in recruitment take account of diversity;
- employees have access to opportunities based on merit;
- the culture is free from discrimination, harassment and bullying; and
- employment decisions are transparent, equitable and procedurally fair.

The corporate benefits which flow from facilitating and promoting a diverse 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 Nomination Committee is responsible for including gender diversity objectives in Board recruitment, Board performance evaluation and succession planning processes.

## **2.3 SCA Diversity Committee**

Management has established a Diversity Committee who have adopted the following Charter:

Diversity contributes to our business success and benefits individuals, teams, clients and the community.

We are committed to advancing equal opportunity and recognise the value of attracting and retaining a diverse workforce including different cultural backgrounds, gender, experience, knowledge, thinking and abilities where everyone can give their best.

Members of the Diversity Committee are expected to attend each scheduled Diversity Committee meeting and be actively involved in bringing ideas and discussion to the Committee.

The Diversity Committee meets quarterly and is responsible for:

- championing diversity across the organisation;
- promoting current diversity initiatives;
- researching diversity best practice and recommending improvements and initiatives to the Committee;

- responding to and addressing practice that does not support diversity;
- ensuring initiatives are driven, implemented and measured through the organisation; and
- assisting the People and Culture team with quarterly reporting to the Board on progress.

#### **2.4 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.

#### **2.5 Employees**

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

- General Managers and National Executives 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 promote the achievement of diversity targets.

#### **2.6 People and Culture Director**

The People and Culture Director is responsible for implementing this Policy throughout SCA. This includes:

- the development, implementation, maintenance and review of appropriate structures, systems, policies and procedures which support diversity initiatives and strategies;
- active participation and recognition in the annual Workplace Gender Equality Agency (**WEGA**) reporting with progressive annual initiatives;
- review of diversity programs and initiatives to support the diversity strategy; and
- reporting to the Board and the People & Culture Committee on performance against diversity targets and on implementation of diversity initiatives.

Whilst the People and Culture Director 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.

### **4. REVIEW OF POLICY**

The People & Culture Committee will review this Policy from time to time (at least every two years) to ensure that it remains relevant and appropriate to SCA. Any changes identified by the People & Culture Committee will be recommended to the Board for approval.