

2022 SUSTAINABILITY REPORT

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SCA

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About SCA



Southern Cross Media Group Limited (ASX: SXL) (SCA) delivers entertainment media solutions across an unrivaled portfolio of Australian multimedia brands. Founded in 2004 and headquartered in Melbourne, we are one of Australia's leading media companies – reaching more than 95 percent of the Australian population through our radio, television, and digital assets.

Under the Triple M and Hit Network brands, we own 99 stations across FM, AM, and DAB+ radio. We also provide national representation for 23 regional ratio stations.

SCA broadcasts 94 free to air TV signals across regional Australia, reaching 2.8 million people a week. We broadcast Network 10 programming in regional Queensland, southern New South Wales, regional Victoria, Broken Hill and Spencer Gulf, while also providing national sales representation for Network 10 programming in Tasmania, Darwin, Western Australia, Mildura, and Remote Central and Eastern Australia. We broadcast Seven network programming in Tasmania, Darwin, Broken Hill and Spencer Gulf, and Remote Central and Eastern Australia. We broadcast Nine Network programming in Broken Hill and Spencer Gulf. Sky News Regional is also broadcast in 17 of SCA's regional markets across Victoria, southern NSW and Queensland and we provide national sales representation for Sky News

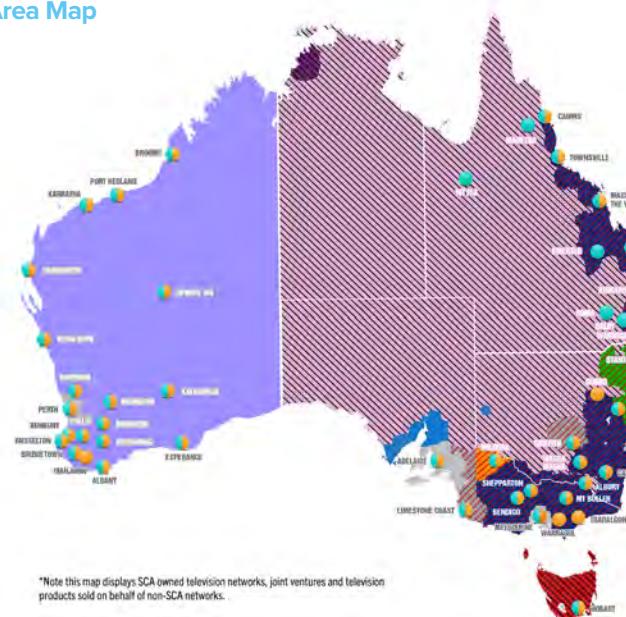
Regional in northern NSW, Griffith and Mount Gambier/Riverland.

SCA owns and operates LiSTNR, Australia's free audio destination for consumers, housing radio, podcasts, music and news. SCA also provides Australian sales representation for the global open audio platform SoundCloud and Sonos Radio.

SCA's premium brands are supported by social media, live events and digital platforms that deliver national and local entertainment and news content. Our team of over 1600 employees lives and works in local communities in all Australian states and territories.

More information is available on our corporate website: www.southerncrossaustereo.com.au.

National Area Map



Supply chain

SCA's supply chain includes acquisition of products and services needed for day-to-day operations such as office supplies, broadcasting equipment, music and other content licensing, IT infrastructure and support services, banking services, marketing services, merchandise, and audit, tax, legal, and other professional services. Most of our direct supply chain expenditure is located in Australia; however, SCA also sources goods and services from global suppliers with operations in places such as the United Kingdom, the United States of America, Singapore, Hong Kong, Japan, and Indonesia.

TV COVERAGE

■ NETWORK 10 QLD, NSW, VIC	● BOLD ● Peach ● SHAKE
■ NETWORK 10 NNSW	● BOLD ● Peach
■ SGT	● BOLD ● Peach ● Gam ● Gol ● Life
■ CENTRAL DIGITAL TELEVISION	● BOLD ● Peach
■ DARWIN DIGITAL TELEVISION	● BOLD ● Peach
■ MILDURA DIGITAL TELEVISION	● BOLD ● Peach
■ WEST DIGITAL TELEVISION	● BOLD ● Peach
■ TASMANIAN DIGITAL TELEVISION	● BOLD ● Peach ● SHAKE
■ SEVEN NETWORK	7 two 7 mate
■ SKY NEWS REGIONAL	sky news REGIONAL

RADIO COVERAGE

● HIT NETWORK ONLY	HIT
● TRIPLE M NETWORK ONLY	TRIPLE M
● HIT & TRIPLE M NETWORKS	HIT

About this Sustainability Report

This report covers SCA's activities in FY22 – from 1 July 2021 to 30 June 2022.

This report is framed by our material topics and provides information on how topics are managed, and updates stakeholders on our sustainability progress and aims. This report was developed with the support of sustainability consultancy, Point Advisory, with internal stakeholder reviews and executive sign-off. For information on our financial performance, see our Annual Report.

CEO Message

Proudly national and fiercely local, our purpose is to entertain, inform, and inspire Australians, anytime, anywhere.

Welcome to our Sustainability Report for 2022.

We are proud of the culture we have built at SCA that encourages inclusion, diversity, agility, and collaboration. Our people are highly skilled, passionate, and curious by nature. Supported by our flexible working policy – SCA YourWay – they have adapted to the challenges of working remotely and in our many offices and studios around Australia. I believe we have settled into an optimal balance of fostering collaboration and creativity in our office locations while supporting our people's wellbeing and professional performance and development.

The world has changed considerably in the past year. The media markets in which SCA operates have been among the most affected by the lingering impacts of the pandemic and more recent geo-political events. Our commitment to innovation and digital transformation of our business is focused on setting us up to benefit from the changing ways in which our growing audiences are consuming our audio content. Our teams have developed new products and ideas to make it even easier for our audiences to find and enjoy our content, and for our advertisers to connect to targeted and addressable audiences.

In the past year, our teams in Queensland and New South Wales kept their communities informed as floods wreaked physical and emotional damage, and our teams were to the forefront in supporting recovery efforts. Our business continuity arrangements kept us on air when our own locations and people were affected by the floods. At the same time, we continued to support our thousands of small and medium business clients struggling to overcome these events, along with ongoing supply chain disruptions and labour shortages.

In January 2022, we welcomed two new national charity partners – Foodbank Australia and Make-A-Wish – to our SCA Embrace program. We were also delighted to continue our partnership with Beyond Blue, including through Triple M's annual No Talk Day. In the past year, we extended SCA Embrace into our regional markets, empowering local offices to partner with local charities. As well as providing our charity partners with opportunities to communicate their messages through SCA's media platforms, SCA Embrace continues to engender a feeling of pride among our people.



A handwritten signature in black ink that reads "Grant Blackley".

Grant Blackley
CEO and Managing Director

As the COVID-related lockdowns eased during the past year, we were excited to welcome our people back to the office. SCA YourWay enabled our teams to find the work arrangements that best meet SCA's business objectives and our people's wellbeing and professional performance and development.

Our commitment to sustainability is important to our culture and purpose. We are at an early stage in our sustainability journey and, for this year's report, engaged sustainability consultancy Point Advisory to lead us through our first materiality assessment. The materiality assessment provided an opportunity for our people and other stakeholders to reflect on SCA's responsibilities and opportunities as a corporate citizen. This was a comprehensive process involving a peer review, megatrends analysis, an assessment of key internal documents, a workshop with the executive leadership team, a business-wide employee survey, and interviews with a selection of our people, our major investors, and media buyers. It aimed to explore the areas where SCA has or could have the biggest positive and negative impacts on the economy, environment and people.

Based on this materiality assessment, we have organised this year's report under the following six themes that group the topics found to be most material to SCA and its stakeholders:

- Trusted Content
- Thriving People
- Responsible Leadership
- Digital Transformation
- Connecting Communities
- Climate and Environment.

These themes will guide us in future years to mitigate our sustainability risks and to take optimum advantage of our opportunities. Over time, this will create competitive advantages for SCA in our value propositions to our employees, communities, media buyers, business partners, and other stakeholders.

Thank you for your interest in SCA and our approach to sustainability. I trust you will enjoy our report. We would welcome your feedback via our mailbox: CompanySecretary@sca.com.au.

Materiality Assessment

SCA undertook its first materiality assessment in early 2022

The assessment found that ethical conduct, transparency, and corporate governance was the most material topic overall. Data management, use and security mattered most to SCA, while reliability and trust was especially important to stakeholders.

Process to determine material topics

SCA adopted a 'double materiality' approach to allow for a comprehensive and holistic assessment. This meant that the assessment considered topics related to SCA's impacts on the economy, environment, and people, including impacts on their human rights, as well as topics that have an impact on SCA, including on our financial position.

The materiality assessment involved desktop analysis and stakeholder engagement to build an understanding of what matters most to SCA and our stakeholders.

The desktop analysis included a peer review, megatrends analysis, and an assessment of key internal documents, including those related to SCA's legal and operating context, sustainability context, business relationships, and ownership structure. The analysis helped to identify SCA's current and potential positive and negative impacts on the economy, environment, and people.

Stakeholder engagement involved a series of interviews with internal and external stakeholders (investors and media buyers) as well as an employee survey. Through this engagement, stakeholders were asked for their views on the areas where SCA has or could have the biggest positive and negative impacts on people, the economy, and the environment.

The desktop analysis and stakeholder engagement informed the development of a 'topic universe'. Topics were also reviewed against GRI and SASB topic standards, and against the United Nations Sustainable Development Goals.

Our senior leaders were engaged in the development of our topic universe and prioritisation methodology, setting materiality thresholds and validating the assessment outcomes, which informed the topics and themes covered in this report. The details and outcomes of our materiality assessment were presented and discussed with SCA's Board in May 2022.

Assessment findings

Several strong themes emerged from the assessment. Local content and SCA's market presence and service delivery in local communities across Australia were highly valued by both the business and key stakeholders, including employees.

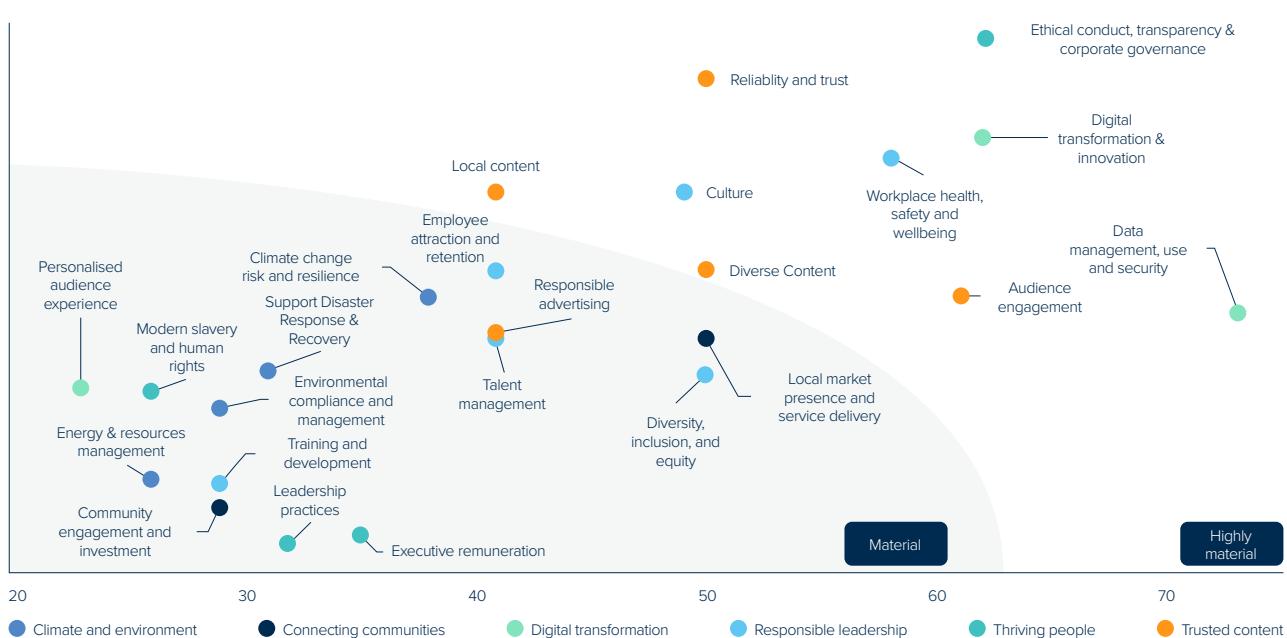
The shift towards digital transformation and digital products was also highly material and brings with it responsibilities around data management and security.

SCA's stakeholders clearly value the business and its 'proudly national and fiercely local' approach. The company's mission, 'to entertain, inform, and inspire Australians. Anytime. Anywhere.' is reflected in the assessment's findings on the importance of reliable, trustworthy, diverse, and local content, and audience engagement.

Employees see a responsibility for SCA to maintain a position as a trustworthy source of information and expect the business to proactively avoid spreading misinformation.

Stakeholders, including employees, are increasingly interested in sustainability and climate change. They urged SCA to use our media platforms to share trustworthy information on climate change and reliable advice on how audiences can reduce their own negative impacts on the world around them. Stakeholders also saw an opportunity for SCA to reduce its negative environmental impacts, including through measurement of emissions, and implementing initiatives to reduce those emissions.

The assessment findings informed the six themes of this report.



Report Themes

This report is structured around six themes emerging from our materiality assessment.

The six themes are:

- Trusted Content
- Thriving People
- Responsible Leadership
- Digital Transformation
- Connecting Communities
- Climate and Environment.

The table below sets out the topics covered under each theme, and whether each topic was found to be material or highly material.

In this, our second Sustainability Report, we have chosen to report in accordance with the Global Reporting Initiative (GRI) for our highly material topics.

The report meets the requirements of relevant GRI topic standards where they exist for highly material topics. We aim to report against GRI topic standards for our material topics in future.

Themes	Topics	Importance Category
Trusted Content	Local content Diverse content Audience engagement Reliability and trust Responsible advertising	Highly material Highly material Highly material Highly material Material
Thriving People	Culture Workplace health, safety, and wellbeing Talent management Employee attraction and retention Diversity, inclusion, and equity Training and development	Highly material Highly material Material Material Material Material
Responsible Leadership	Ethical conduct, transparency, and corporate governance Leadership practices Executive remuneration Modern slavery and human rights	Highly material Material Material Material
Digital Transformation	Digital transformation and innovation Data management, use and security Personalised audience experience	Highly material Highly material Material
Connecting Communities	Local market presence and service delivery Community engagement and investment	Material Material
Climate and Environment	Climate change risk and resilience Support disaster response and recovery Energy and resource management Environmental compliance and management	Material Material Material Material

Trusted Content

We are committed to being a trusted source of information and entertainment for Australians.

We reach more than 95 percent of Australians through our radio, television, and digital assets. We recognise our responsibility to our communities to be a reliable and trusted source of information as well as entertaining and inspiring content.

Local content

SCA is proudly national, fiercely local. Our 99 Triple M and Hit Network FM, AM, and DAB+ radio stations and 94 regional television stations, along with our LiSTNR digital audio platform, connect us to virtually every local community in Australia. And we are committed to providing compelling local content to every community we operate in. Our radio stations employ local announcers to broadcast local community voices telling local stories every day. Every week, our radio stations broadcast 2,400 local news bulletins around Australia.



The Triple M Network doubled down on its local roots in 2022. All Triple M stations around the country have locally produced Breakfast shows as well as new state-based Rush Hour Drive shows. This differentiates Triple M from our own Hit Network and other competitors which, for the most part, offer national Drive shows. These state-based Rush Hour shows have quickly resonated with audiences as survey results improved over the year.

Our Triple M Wheatbelt stations broadcast a two-hour show on weekdays covering agricultural and rural issues around Western Australia.

Although our regional television stations broadcast programming from our metropolitan program suppliers, we are committed to providing local news services for regional television viewers. The flagship is our daily one-hour live 7 Nightly News program in Tasmania. With around a 70 percent share of commercial viewing, this is the most viewed program in Tasmania. SCA also produces a 30-minute news bulletin on weekdays on our Seven Network affiliated regional South Australia service.



In addition we produce nine news updates each weekday for 13 of our Network 10 affiliated regional television areas in Queensland, southern New South Wales, and Victoria, and six news updates each weekday in Darwin.

Our content and news teams live in the communities we serve, ensuring our teams have the personal insight needed to tailor our content and connect with our listeners and advertisers. Our people know which trusted community voices to emphasise, what news matters, and what stories are most relevant or interesting to their community.

Our reach is also highly valuable in case of emergencies. During emergency events, we keep our audiences informed throughout the day through broadcasting up-to-date and accurate emergency information. We maintain memoranda of understanding with emergency services in several states and territories to record protocols for communication of emergency information.

Throughout the COVID-19 pandemic and lockdowns, we broke into regular programming to broadcast live press conferences, especially in Melbourne. More recently, we kept our communities informed in Sydney, Port Macquarie, and other areas affected by the devastating floods in 2022.

Read more about our support for local businesses in Connecting Communities and find out more about how we support local communities in disasters in Climate and Environment in this report.

Diverse content

At SCA, we are committed to diversity and inclusion, and this is reflected in our content offering. We develop tailored and targeted content to satisfy the diverse interests of our audiences around the country. For our radio and television stations, the diversity of our content is largely reflected in our commitment to localism. Our local shows target the interests of local audiences. Especially in metropolitan markets, our content is further targeted at specific demographic groups.

In Sydney, 2DayFM has partnered with Sydney's Gay and Lesbian Mardi Gras, aligning with our commitment to LGBTQIA+ inclusion.



LiSTNR and the growth of digital audio have opened new opportunities to diversify our content and audiences. In turn, this provides opportunities for advertisers to reach new and diverse consumer segments.

Trusted Content

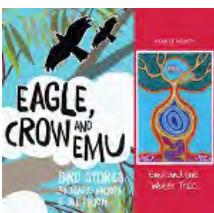
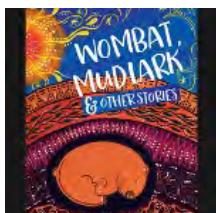
LiSTNR is a curated and personalised free app housing SCA's 99 Hit and Triple M FM, AM, and DAB+ radio stations, 124 original Australian podcasts, and 25 streaming music stations. It is organised into five content verticals: Entertainment and Culture; Sport; News and Information; Factual and Drama; and Parenting and Kids Entertainment.



The Australian Podcast Ranker for July 2022 had Hamish and Andy as Australia's most popular podcast, seven other LiSTNR podcasts in the top 20, and five LiSTNR podcasts were the most popular Australian-made podcast in their genre (Comedy: Hamish and Andy; News: 7am, in partnership with Schwartz Media; Sport: Triple M Footy AFL; Society and Culture: It's a Lot with Abbie Chatfield; and Fiction: The Younger Man). The Younger Man, an adaptation of Zoë Foster Blake's romantic comedy novel of the same name, is the first of LiSTNR's serialised audio dramas. Since 2020, we've hosted the ListenABLE podcast from Angus O'Loughlin and Dylan Alcott who aim to highlight and remove stigmas around disabilities. We were proud in August 2022 when Come Out Wherever You Are was named Podcast of the Year in Radio Today's Australian Podcast Awards. In this podcast, host Sean Szeps chats with individuals across the gender and sexual spectrum about their coming out experiences.



Other podcasts launched on LiSTNR during the past year include The Science Briefing and Huh? Science Explained both co-created with the Royal Institution of Australia, Shockwaves: The Bali Bombings, co-produced with Network 10, Steph Claire Smith's and Laura Henshaw's KICPOD, Urzila Carlson's That's Enough Already, and two of Andy Lee's best-selling children's books Do Not Open This Book and Do Not Open this Book for Eternity. We also added a suite of parenting and children's podcasts from Kinderling, several of which include indigenous storytelling.



LiSTNR is designed to help listeners discover a new world of premium, relevant audio, live or on-demand, and to enjoy it wherever they are.

Audience engagement

Understanding and building trust and loyalty with our audiences are key to our success. Our radio stations are part of their community.

1152 Triple M Riverina, which recently celebrated 90 years on air, is one of the best examples of this. The station has been a part of so many significant moments like establishment of the R.A.A.F base in 1940, proclamation of Wagga Wagga as a city in April 1946, selling the first Chiko Roll at the Wagga Wagga Show in 1951, and waving to Her Majesty Queen Elizabeth II and His Royal Highness the Duke of Edinburgh during their visit in February 1954. And, of course, many times keeping the community informed during floods and bushfires.



However, during the lockdowns imposed by State and Territory governments to manage the spread of COVID-19 in 2020 and 2021, engaging with our audiences became a challenge, especially in our largest markets of Sydney and Melbourne. Listening to audio remained strong, but audiences gravitated to talkback radio stations focused on news and information and away from entertainment formats like our Hit and Triple M Networks. Widespread working from home reduced the daily commute between home and the office, which is one of the prime drivers of radio consumption and for flagship Breakfast and Drive radio shows. Restrictions on public gatherings limited the range of listener competitions and events we use to drive engagement with our radio stations and shows. Community sport and other activities — which, especially in regional markets, are popular topics for discussion and promotion on our radio stations — were shut down.

We have been pleased in 2022 to see audiences for our radio stations returning in record numbers. In the most recent official radio survey 5 published in August 2022, the cumulative audience of SCA's Hit and Triple M stations in the five Metro capitals was 5.97 million people. This was our highest cumulative audience ever and was 22.8 percent higher than in the final survey of 2021. Including SCA's Hit and Triple M stations in regional Australia, we have a total radio audience of over 7.8 million Australians. In our top seven annually surveyed locations, SCA most recently ranked #1 in 60 percent of available dayparts for our target demographics of men aged 25-54 for Triple M Network and women aged 25-54 for the Hit Network.

While we have work to do in the year ahead to extend the time spent listening to our radio shows, the recent growth in our audiences confirms the importance to our communities of live and local radio.

We've also been able to bring back on-air competitions and activations to rebuild engagement with our audiences, while continuing our lively presence on social media pages for our leading shows and brands.

Trusted Content

The Hit Network made Australian radio history in November 2021 by crowning our very first millionaire. Hit's biggest ever promotion, the \$1,000,000 Alphabucks competition, ran on air nationally from July to November 2021. To win, players were asked to answer 10 questions in 30 seconds using one letter from the alphabet. More than 75,000 registered to play. Forty-nine finalists played live on air on Million Dollar Day with Carrie and Tommy. The lucky winner's family from Casula in New South Wales was able to give up 16 years of renting to finally own their own home.



In early 2022, the Hit Network conducted its first overseas competition since the pandemic took hold in 2020. The Carrie and Tommy show flew some lucky listeners to London to see Ed Sheeran live at Wembley Stadium.

Meanwhile, The Fox Breakfast show, Fifi, Fev and Nick, also hit the road, travelling throughout Melbourne's suburbs to connect with listeners, to the Gold Coast for "Fifi's Big Night Out" and to Victoria's Mount Buller to broadcast from the ski resort as part of its long-term partnership.

Our investment in a fully owned and operated digital audio ecosystem, LiSTNR, positions SCA to take a leading share of the rapidly expanding Australian digital audio market. Coupled with its burgeoning user community, LiSTNR opens new opportunities to gain a greater understanding of our audiences. Since launch in February 2021, the LiSTNR community has grown to more than 850,000 signed-in users. Signing in to LiSTNR enables users to express their audio interests and preferences. Using built-in artificial intelligence and machine learning, LiSTNR interprets this information and users' actual listening habits to help users find other content likely to be of interest to them. In turn, this will build trust and loyalty to LiSTNR. We also use this information to commission new content for LiSTNR and to organise the content available on LiSTNR to make it intuitive for users. We will continue to invest in evolving LiSTNR to provide our digital audio community with an easy-to-use, intuitive, and personalised experience, while building and enhancing the suite of premium live and on-demand content available on LiSTNR.



We track the engagement of our audio audiences to inform decision-making by our content, marketing, and sales teams to ensure we deliver content and advertising tailored to our audiences and clients.

Official radio surveys are conducted eight times a year in metropolitan markets, providing information about the size and demographic characteristics of our audiences, the time they spend listening and the devices they use to listen to our stations. Radio audience survey data in metropolitan areas is now collected predominantly by electronic diary and livestreaming data will be incorporated in coming months. Surveys are carried out in some large regional markets two or three times a year and once every two or three years in smaller markets.

The Australian Podcast Ranker, of which SCA was a founding member, now provides monthly data on both listeners (reach) and downloads (frequency), helping media buyers to plan and value their investment in digital audio inventory.

In addition to these and other external sources, SCA has an internal centralised hub for media research and insights housing data from more than 300,000 SCA listeners around Australia, who provide first-party data and behavioural insights. For the past nine years, SCAiQ has published an annual Mood Monitor, surveying Metro and regional Australians about their mood, concerns, and finances. This year, SCAiQ launched a Boomtown version of the Mood Monitor for regional Australians.

This year, SCAiQ also partnered with Professor Karen Nelson-Field's Amplified Intelligence in a world-first feasibility study to measure broadcast audio attention. The study found broadcast audio commands high attention, on par with other broadcast media, while SCA's suite of audio performed better than some digital video counterparts. Commercial Radio and Audio will now explore developing audio attention metrics for broadcast audio and podcasting.

Data and digitalisation are increasingly important aspects of how we run our business. However, we also know our audiences and trust the local knowledge and experience of our talented team when it comes to decisions on what makes engaging content. This combination of the latest data analysis tools and our experienced team supports innovation.



Reliability and trust

SCA prides itself in being a trusted and reliable source of information and entertainment.

Broadcast industry regulation

SCA holds a licence under the Broadcasting Services Act 1992 (BSA) for each of its radio and television stations around Australia. The Australian Communications and Media Authority (ACMA) issues standards and other guidelines under the BSA relating to a range of matters including minimum requirements for broadcast of local content on regional radio and television stations and for broadcast of Australian and children's content on television stations. Our peak industry bodies - Commercial Radio and Audio (CRA) and Free TV Australia (Free TV) - have published Codes of Practice that also have regulatory standing under the BSA. These Codes provide mechanisms for our audiences to complain if they believe our content breaches the Codes, and the ACMA has power to investigate suspected breaches of the Codes or ACMA's standards.

Trusted Content

If it finds that a breach has occurred, the ACMA has power to impose conditions on our licences or to suspend or cancel them.

Responsible media commitments

We have detailed policies and processes about our broadcasting responsibilities. These are available to all employees on our employee intranet, MyNet. On induction and annually, we provide training about our broadcasting responsibilities to on-air, production and other employees and contractors. Relevant policies cover content risk assessment, child safe code of conduct, dealing with minors and vulnerable people on-air and online, and pre-recording of content, use of delay, guidelines for working in delay, and testing of system delay procedures.

We also provide training and advice on responding to listeners with sensitive or difficult issues to ensure our audiences and people are looked after properly. For more information, see Distressed caller training under Thriving People in this report.

Day-to-day, our on-air teams discuss and plan content before going to air. This planning is designed for our teams to identify risks associated with planned content and other activities and to take appropriate steps to eliminate or mitigate those risks. These steps might include seeking legal or other professional advice about controversial topics to be discussed on air.

We apply a 'kids in the car' test for all our radio shows, requiring announcers to avoid topics not suitable for children during typical school drop-off and pick-up times. Some of our late-night radio shows discuss sexual topics. Our night-time show announcers are trained on CRA Code 2.4 which requires them to provide listeners with advance warning about sexual topics. We also encourage our radio announcers and podcast creators to provide advance warnings whenever they will discuss distressing topics on shows, news bulletins, or podcasts.

When something goes wrong on air or on one of our other platforms, whether we receive complaints or not, we address it with the relevant content team. Actions include refresher training tailored to the particular concern, reminding production teams to review risky content in advance with the legal team, and disciplinary actions including standing down announcers for a period, formal warnings, and termination of employment. We emphasise to radio producers they will never be criticised for applying a seven second broadcast delay where they are unsure about the appropriateness of content.

News and information

Our News Editorial Policy sets out our expectations for ethical practice in the creation and delivery of news content. News editors monitor editorial ethics by conducting regular script reviews and fortnightly news update airchecks with journalists. Story selection, angles, and interview talent are also discussed to ensure ethical decision making is part of daily workflow.

When onboarding journalists and other news content producers, news editors and executive producers explain SCA's News Editorial Policy and emphasise the importance of fact-checking, impartiality, and balance in creating news content. Every year, news staff complete CRA Code compliance training and participate in a masterclass offered by SCA's legal pre-publication team. News team members also have access to SCA's headline news style guide and best practice guides from Media Diversity Australia for reporting on Aboriginal and Torres Strait Islander peoples and issues, and on disability.

We rectify errors in our news services as soon as practicable by updating subsequent news bulletins, re-recording podcast content, updating social posts, or posting a correction or apology on the News section of our websites.

If a news employee is found to have breached our News Editorial Policy, the matter is escalated to the Head of News and Information or the Head

of News Operations who will counsel the relevant employee and take any necessary disciplinary action. This could range from a verbal warning through to formal performance management or termination of employment.

Protection of minors

We are guided by our Dealing with Minors and Vulnerable People On-air and Online Policy. We abide by applicable state and federal laws relating to employing children. When working with minors, we provide parents and legal guardians a copy of SCA's Child Safe Code of Conduct, which outlines expected behaviours when we interact with minors. Minors are required to obtain parent or guardian consent to participate on air or in any recordings through the signing of a performance release.

Under our Kinderling brand, we provide specialised content for children on LiSTNR and on the Kinderling app. We also ensure our content is labelled properly to protect minors from age-inappropriate programs and content. Advertising and content are both carefully scheduled and monitored to protect our vulnerable audiences, including children.

Complaints about broadcast content

The CRA and Free TV Codes set out standards for on-air content, covering areas including decency, discrimination, advertising, working with children, content involving tobacco, alcohol or gambling, and emergency services broadcasting obligations. The CRA and Free TV Codes allow consumers to lodge a complaint if they believe a broadcaster has breached a Code requirement and require broadcasters to respond to complaints within 30 days. The ACMA can investigate potential breaches of the Codes either on its own initiative or in response to a complaint lodged with it. The ACMA can take disciplinary action, such as imposition of additional conditions on a broadcasting licence, if a breach is established.

We regularly air community service announcements that discuss the CRA and Free TV Codes and explain the complaints and escalation process for consumers to raise concerns about our broadcast content. Complaints in relation to advertisements will generally be referred for response by Ad Standards (formerly known as the Advertising Standards Bureau).

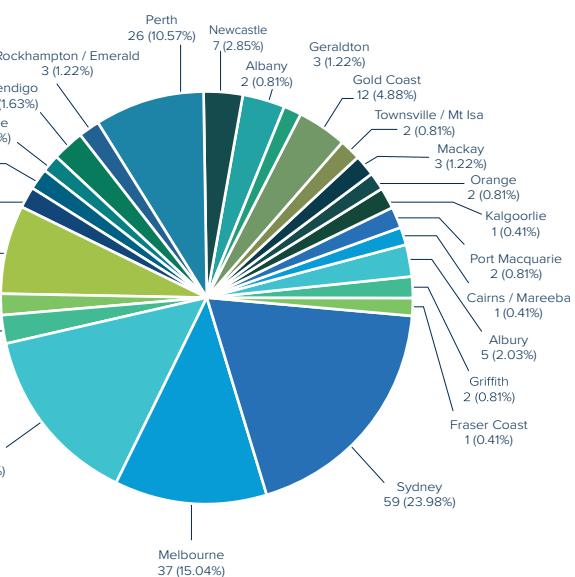
We have a target of zero breaches of the CRA Code. We emphasise this in training sessions for on-air teams; but also acknowledge that we should expect to receive a small number of complaints each year due to the nature of creating interesting and engaging content. (As an affiliate television broadcaster, we do not control the content supplied by our metropolitan program suppliers. When we receive complaints about television content, we collaborate with the applicable program supplier in investigating and responding to the complaint.)

We have comprehensive internal procedures to ensure complaints about broadcast material are investigated and responded to and, where necessary, to ensure corrective action is taken. We report on the number and categories of complaints received to the Board's Audit & Risk Committee every six months, including whether any have been investigated by the ACMA. In FY22, we received 246 complaints and two ACMA investigations with no breaches identified.

Trusted Content

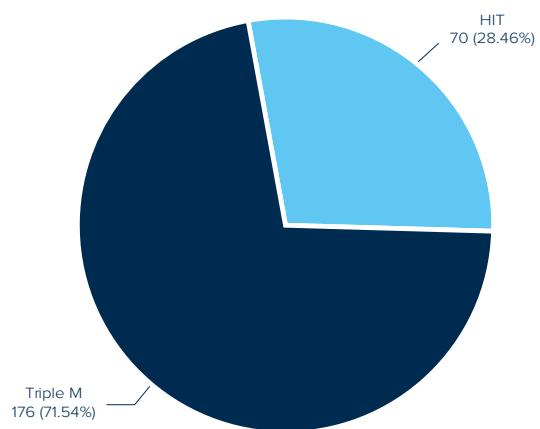
Number of Complaints by Market

Jul 2021 - Jun 2022



Number of Complaints by Network

Jul 2021 - Jun 2022



Year ending 30 June	Triple M Network		Hit Network		Metro		Regional	
	Complaints	Code breaches	Complaints	Code breaches	Complaints	Code breaches	Complaints	Code breaches
2022	176	0	70	0	185	0	61	0
2021	131	0	59	0	140	0	50	0
2020	87	1	58	0	106	0	39	1
Average	131	0.3	62	0	144	0	50	0.3

Over the last three years, we have received an increasing number of complaints relating to on-air radio content. This is largely in line with an increase in audience size over that period. During the COVID-19 pandemic, the number of radio listeners increased dramatically, with commercial radio audiences growing by 7.6 percent between 2021 and 2022.

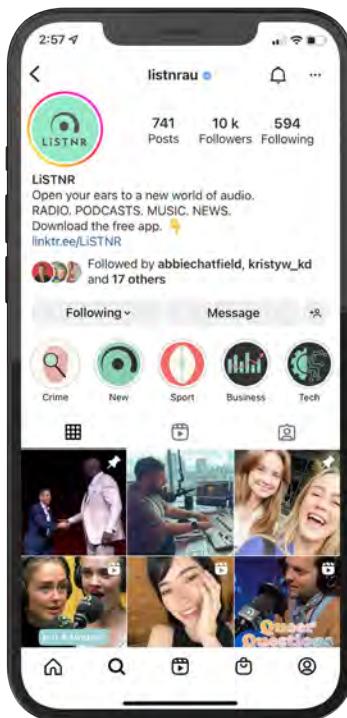
Oversight of user-generated content and user conduct

SCA owns, manages, and operates over 300 social media channels.

Every day, we produce a large volume of digital content to engage with our audience - which prompts a corresponding volume of user-generated content. User-generated content is any text, videos, images, reviews etc. created by our audience rather than us.

User comments are regularly monitored and moderated. The publisher of the content is responsible for managing the user-generated content it generates and senior brand or content managers oversee the process. Our team is equipped with various social media management tools and systems to manage this user-generated content and escalate our response as needed.

Regular removal of comments is proactive and reliant on the publisher to exercise their judgment against the framework outlined in SCA's Social Media Comment and Moderation Policy. This policy also outlines the escalation process. Our legal team and other senior stakeholders are briefed on how to handle negative situations related to user-generated content. Actions taken will be dependent on the scale of the brand or commercial effect on the business or the broader community.



Trusted Content

Music licensing

SCA's broadcast radio formats are music-based, and we have created many music-based livestreams and programs on our new LiSTNR app. Supported by consumer research, our music content teams are expert in curating playlists that appeal to our Triple M, Hit Network, and LiSTNR audiences with nuances for our radio stations in different cities or regions. We respect the rights of songwriters, composers, performers, and their record labels who help us to entertain, inform and inspire our audiences. In Australia, most popular music is licensed by two organisations that represent music rights holders, APRA AMCOS and PPCA. SCA holds licences from APRA AMCOS and PPCA covering the broadcast, livestreaming, and other uses of popular music on our radio and television stations and on our websites, LiSTNR and other apps. We pay licence fees to APRA AMCOS and the PPCA based on a percentage of revenue related to our music use and in some cases based on the number of times each song is livestreamed. We maintain specialised software to monitor and report to these agencies on our use of popular music and to ensure timely and accurate payment of licence fees.



SCA also licenses music for other uses important to our business including:

- to organise concerts and other events
- to play our radio stations in our offices and for on-hold music on our telephone systems
- to incorporate "production music" such as jingles and sonic logos on our radio stations or in radio, television, or online commercials.

Responsible advertising

As a reliable and trustworthy source of information and entertainment, we understand the advertisements we communicate also need to align with our values and responsibilities as a broadcaster.

Advertising opportunities

We carefully consider which advertising opportunities are selected for communication on our platforms. We trust content directors to know their brand and their values and to collaborate with sales teams to ensure advertisements are consistent with those brand values. For example, when political advertising ramped up during the 2022 federal election, our teams were able to raise their concerns over advertising opportunities that may contradict SCA's values and ethics.

The most powerful form of advertising on our radio and digital audio platforms is integrated content in which our radio announcers or podcast hosts discuss or perform scripted advertisements about a client's products or services while clearly identifying the content as advertising. At the time of contracting our announcers and podcast hosts, we discuss and record any product or service categories for which they prefer not to

perform integrated content. We do not want our announcers and podcast hosts to feel pressured to promote products and services not aligned with their own values.

Occasionally, we authorise third parties to sell advertising on our radio and digital audio platforms. For example, in 2016 we entered a long-term agreement for Australian Traffic Network (ATN) to provide traffic updates for our Metro and regional radio audiences. In return, we have authorised ATN to sell 10-second advertisements (known as "tags") for broadcast on our radio stations at certain times of the day. To ensure consistency with our brands and values, our contract with ATN requires that its tags must not contain news or current affairs material nor any political, religious, economic, or social comment, statement, or opinion, be from any political party, trade union or related organisation or religious organisation, or from persons advertising or promoting any adult (i.e., sexual) product or service.

We participate in several digital audio exchanges under which media agencies and advertisers can bid in real time to insert advertisements in our digital audio content, using data about the typical demographics of the relevant audience. Using filters available in these exchanges, we exclude advertising for products or services that are inconsistent with SCA's brand values or otherwise not suitable for our audiences.

Protecting children from inappropriate advertising during children's listening hours

We take a common-sense approach to content and advertising, especially during 'kids in the car' times. For our radio content, the CRA Code does not require classification of advertisements, but SCA has proactively established which types of advertisements are not suitable for children (e.g., alcohol, sexual or adult products). We do not allow broadcast of advertisements for these products and services during school drop-off and pick-up hours. For our TV content, the Free TV Code requires classification of advertisements which reinforces SCA's commitment to only broadcast appropriate advertising during children's viewing hours.

Just like any other work or content involving children, the principles of our Child Safe Code of Conduct, Dealing with Minors and Vulnerable People On air and Online, and Content Risk Assessment Policy apply to our review of the advertising we air.

Thriving People

Healthy, happy, thriving people are at the heart of our business.

Our people are what makes SCA one of Australia's leading media companies. From fostering a collaborative and supportive culture to keeping our team safe, healthy, and well, we are committed to supporting every member of our team to thrive.



Since 2016, we have worked with Human Synergistics, a global organisational development consultancy, to measure our culture. Human Synergistics conducts Organisational Culture Inventory (OCI) surveys to assess inherent behaviours and styles that govern the way people interact and work with each other. We were proud after our most recent OCI survey in 2021 that Human Synergistics awarded SCA its Culture Sustainability Award for maintaining and growing a highly constructive culture that outperforms our peers. Our next OCI survey will take place early in 2023.

Culture and values

At SCA, culture is "the way we do things around here". We work hard to create and maintain a culture that supports our people to thrive.

SCA's Code of Conduct sets out our values and the behaviours we expect of our people as they represent SCA. We require all employees to read and sign our Code of Conduct when they join SCA, and we also build the Code of Conduct into our agreements with regular contractors such as the hosts of our leading radio shows and podcasts.

Our Code of Conduct also reinforces our commitment to having a diverse workforce, safe from discrimination, harassment and bullying as well as from health, safety, and welfare risks.

Our five values represent our people's expectations for themselves and each other and guide our day-to-day decisions and behaviour.

- **We COLLABORATE: We work as a team.**
Together, we deliver our best.
- **Take INITIATIVE: Each of us is responsible for exceeding expectations. We go the extra mile.**
- **Maximise CREATIVITY: We lead with fresh thinking. We create winning ideas.**
- **Have COURAGE: We always show strength and spirit. We stand up for our beliefs and each other.**
- **Act with INTEGRITY: We do what's right and act with transparency and honesty.**
We deliver on our promises.

In recent years, we have also developed a culture centred around workplace flexibility through our program SCA YourWay (see more detail below). Our goal is to support our people to find the work arrangements that best meet SCA's business objectives and our people's wellbeing and professional performance and development. After the extended lockdowns of 2021, we decided it was important to continue to review, refine, and reinvigorate SCA YourWay. We ask our people to work most of their time in the office. This requires full time employees to work from our offices at least three days per week. Each team negotiates their team members' individual work patterns. We believe this hybrid work environment will help reinvigorate our offices while supporting collaboration and enhanced creativity in our teams.

In 2021, we worked with Media I to evaluate our employees' level of happiness at work. This revealed that:

- 75 percent of our radio employees and 81 percent of our TV employees reported being happy or very happy at work
- 90 percent of our radio employees and 91 percent of our TV employees enjoyed SCA's culture
- 88 percent of radio employees and 96 percent of TV employees thought SCA recognised and rewarded their efforts.

SCA PulseCheck

In February 2022, we conduct our first PulseCheck survey to check the engagement levels of our employees. We plan to conduct three PulseCheck surveys each year, with the next survey to be completed in September.

PulseCheck is designed to capture employee sentiment in a structured way to identify trends and correlate results with business changes. PulseCheck is designed to send a positive message to employees that their opinions are valued, and this includes reporting to employees on feedback from each survey and the initiatives to be implemented in response.

We used the data collected from our February 2022 PulseCheck survey to review our grievance mechanisms relating to bullying and harassment and to remind employees of how to report concerns about inappropriate workplace behaviour.

Workplace health, safety, and wellbeing

SCA takes seriously the health, safety, and wellbeing of our people. We have in place robust systems, policies, practices and training and development to prevent and mitigate any harm to our employees and contractors. We also have multiple programs to support positive health and wellbeing for our team.

Occupational health services and training

Our occupational health services contribute to the identification and elimination of hazards and minimisation of risks. All staff have access to these services. During their induction, all employees complete an online training session and an in-person session with managers and local workplace health and safety (WHS) representatives. Our new starter webinar includes WHS and legal modules, which inform all new employees on our WHS approach and services. On-site induction is also provided to contractors via our contractor management system, SINE.

The WHS committee at each of our locations completes quarterly checklists and uploads them to MyNet. Location checklists aim to identify and eliminate workplace hazards and risks, and our station vehicle checklists identify and eliminate hazards related to vehicles owned by SCA and operated by our people. Employees using our vehicles must comply with our Safe Driving Policy.

Thriving People



We provide general emergency evacuation instruction to our workers annually. Our annual compliance training includes a WHS module. SafeWork guides are available on our employee intranet. These guides cover topics including COVID safety, manual handling guide, office safety and ergonomics guide and work-related violence guide.

We provide our office receptionists with training on dealing with threatening behaviour to equip them with knowledge and strategies to manage sensitive situations. Bullying and harassment training is also delivered to all employees.

Employee participation, consultation, and communication on WHS

All SCA employees are encouraged to communicate any WHS issues and risks to local WHS representatives. Local WHS representatives meet quarterly and feed into State-wide WHS meetings which, in turn, feed into our national operational risk committee. These meetings receive and discuss identified WHS issues and agree strategies to mitigate risks and reduce harm. The national operational risk committee reports quarterly to SCA's Board.

SCA also encourages employees to raise concerns regarding their wellbeing with management or the People and Culture team. Any concerns, whether raised formally or informally, are taken seriously and addressed in a timely manner.

Promoting health and wellbeing

SCA supports the physical health and wellbeing of staff through a discount on private health insurance via BUPA and free flu shots in most metropolitan offices and some of our regional locations.

We are committed to helping our workers with mental health risks, whether they are work-related or not. Our Employee Assistance Provider (EAP) Drake WorkWise provides our staff with free and confidential access to counselling. The EAP number is available to all employees via our employee Intranet and the service can be used at any time.

We developed a mental health strategy in consultation with our national charity partner, BeyondBlue. The strategy recognises that the "always-on" and highly public nature of a media business carries particular challenges for our people's mental health. We provide our managers with training on managing mental health to help them navigate the complexities of mental health and support their teams. Managers are taught to proactively identify the signs of stress and mental health struggles and given strategies to support their teams maintain their wellbeing.

Additionally, organisational psychologists support employees working directly on shows. This is particularly valuable when the team deals with distressing content on air, or via listener engagement on social media.

A curated list of LiSTNR podcasts on wellbeing and managing stress has been compiled and is available on our employee intranet. This provides

employees with knowledge and support to manage their stress — whether it be personal or professional — and increase their wellbeing.

Hours lost due to workplace injury

In FY22, out of a total of 3,158,673 hours worked, 403.8 hours (0.013 percent) were lost due to workplace injury.

SCA's approach to workplace health and safety management

Our WHS Policy is the foundation of our commitment to providing safe workplaces and ensuring the health and safety of all workers, visitors, and contractors. The policy is reviewed annually. It describes the methods we use to meet this commitment and assigns WHS responsibilities to appropriate function and location-based leaders around our organisation. We encourage a proactive approach to management of WHS and other risks.

Under Australian WHS laws, we must have health and safety practices in place. SCA has a WHS management system in place via the hazard and incident reporting portal on MyNet. Our Hazard and Incident Report Procedures explain how our people can report hazards and incidents via MyNet. Our system is set up to comply with SafeWork obligations and was developed using guidance and codes from relevant state and national bodies.

The WHS Policy is also supported by more detailed guidance on managing specific WHS risks:

- Hazard and Incident Report Instructions
- WHS Hazard Reporting Procedure
- SCA Work Health and Safety Management Plan
- Workers Compensation Policy
- Working From Home WHS Policy
- Bullying Policy
- Harassment Policy
- Return to Work Policy and Procedures.

Our Emergency Plan and Crisis Management Plan are reviewed annually. All these policies and plans are available on MyNet.

Our WHS management system covers all permanent and casual employees and contractors. We use the contract management system SINE to record tradespeople checking in to our locations and to deliver the contractor induction which includes Site Hazard documents. SINE is also used for visitors to show fire exits on location. Our WHS management system covers all workplaces including offices, remote working venues, and external venues where activities take place, and all vehicles.

Hazard identification, risk assessment, and incident investigation

All SCA offices complete quarterly location safety checklists. Every office has general evacuation instructions for cases of emergency. All fire equipment is regularly maintained and checked as part of the location checklist. We also perform quarterly assessments of our vehicles using a safety checklist. These regular assessments allow us to identify and rectify risks on locations and vehicles in a timely way.

Our people conduct regular and other low risk events and promotional activities in accordance with our suite of WHS policies and procedures.

We perform specific risk assessments for significant events and promotional activities. These risk assessments include appropriate consultation with our WHS representatives, inhouse legal team, and insurers. In most cases, risk assessments are reviewed and approved by responsible managers and stored on MyNet.

Our WHS induction and new starter webinar instruct employees to report immediately any hazard or incident to their manager or WHS representative. If an employee does not feel comfortable doing so, the employee is able to report to the applicable human resources business partner for the employee's location. Reports related to ill-health or an injury are escalated to the applicable human resources business partner to

Thriving People

manage one on one with the employee. Employees can fill in an incident or hazard report on MyNet, which automatically notifies the applicable manager and the WHS representative for the relevant location. Local and national WHS committees use these reports to identify risk trends and to implement additional training or other actions to mitigate these risks.

Our bullying and harassment and whistleblowing policies allow workers to anonymously report anything and be protected against reprisals.

At its quarterly meetings, the national operational risk committee reviews work-related incidents and the significant events and promotional activities that occurred during the preceding quarter and summarises any incidents and mitigating actions in its quarterly report to SCA's Board.

Talent management

On-air and podcast talent is central to the entertainment and information we offer Australians. They are the frontline representatives of our values, and we hold them to a high level of professionalism. All talent complete compliance training and on-air training. This training has recently been expanded to also cover values and behavioural expectations.

Just as we have expectations for our talent, we also have expectations for ourselves. We aim to be an employer of choice for talent through our values, leadership practices, and content offerings.

Our on-air radio talent, especially in regional areas, are instrumental in connecting with the communities we serve. Many of our talent take part in our SCA Embrace programs (for more information, see Connecting Communities in this report) and engage in their own charity work, encouraged by SCA.



During SCA's Triple M No Talk Day in 2022, our talent team had valuable conversations about mental health that resonated within communities and had significant positive impacts. Being involved with the community also supports our talent in understanding their audiences' needs and expectations to deliver quality content.



Employee attraction and retention

At SCA, we strive to provide attractive benefits and competitive remuneration, as well as a constructive environment offering opportunities for our people to develop their knowledge, skills, and careers.

Benefits

All permanent full-time and part-time SCA employees are entitled to the same benefits. Some benefits are calculated on a pro-rata basis (e.g., parental leave entitlements and annual leave) and therefore vary slightly between full-time and part-time employees. Casuals and contractors do not have access to all the benefits offered to permanent employees.

We provide a minimum of four-weeks parental leave to all part-time and full-time employees, regardless of gender. Parental leave at SCA covers birth, adoption, surrogacy, and stillbirth. This parental leave is in addition to the federal government's paid parental leave scheme.

We run an annual mentoring program under which employees are matched with a mentor in another part of the business. The program aims to support a thriving workforce by encouraging knowledge sharing and professional development.

About 20 executives in SCA's National Executive Team are eligible to participate in an annual executive incentive plan under which the reward is settled partly in cash and partly in the grant of equity performance rights. These performance rights are eligible for conversion to equity in SCA after a further two-year service period.

SCA YourWay



Our flexible work framework SCA YourWay allows us to accommodate individual circumstances and ensure employee wellbeing and satisfactory outcomes. This is key for us to deliver on our diversity, inclusion, and equity goals. Arrangements such as flex hours, micro-flex, team flex, remote working, purchased leave, job-sharing, part-time working, transition to retirement, and informal flexibility are offered to our employees to suit their individual needs and circumstances. This enables us to provide our employees with the environment and work arrangements they need to be productive and perform their best. Examples of social benefits of this framework include improved experience for return-to-work after parental leave and physical and mental health support.

All employees have been trained on what the policy means for them, and managers play an active role to ensure their teams use the flexibility options that suit them best. We also support employees to try working different hours, such as going from five days to four days each week, for 3-6 months before making permanent changes to their employment.

Employee referral and partnerships

Employee attraction can often be challenging, especially in rural areas. At SCA, we have improved our success rate through referral programs and partnerships.

Our regional employee referral program kicked off in 2021 and has proved to be a good way to attract high quality candidates. It has resulted

Thriving People

in 18 successful referrals to regional markets, and we've recently rolled out a similar program in Metro areas.

We encourage our regional offices to support hiring by creating partnerships with universities, academies and local business and community groups. As an equal opportunity employer, we have also partnered with disability organisations to support people with disabilities to apply and work with us.

Stay at SCA

We want to understand the factors that lead to our employees leaving or staying with us. Our People and Culture team conducts monthly 'stay interviews' with a sample of employees to understand what drives their intention to stay or move on from SCA. The anonymised outcomes of these conversations help us understand how to retain quality employees. We also run exit interviews to seek data on why we might lose valuable talent and inform ways we can improve as a preferred employer.

SCA aims to provide our people with a range of career development opportunities. We encourage people to apply for roles across functions and locations to help grow their careers. Our Internal Recruitment Policy outlines how our employees can apply for internal vacancies. Proactive succession planning and the findings of our stay interviews have allowed us to identify high passion areas within the business and to understand how to support our employees to do what drives them.

Employee satisfaction

In November 2021, our radio and TV employees were surveyed to evaluate their satisfaction at work. Nearly all (96 percent) of our SCA TV team said that they are adequately resourced to perform their job, whilst 77 percent of SCA radio employees said the same. Around two thirds of our team agreed they are adequately remunerated for their role (63 percent for radio and 68 percent for TV). Thirteen percent of our radio team reported that they were looking for another job within the next six months, whilst 21 percent of our TV team said the same. This reflects an ongoing challenge for our industry where specialised skills are often in high demand and as workers look for new challenges after emerging from the COVID lockdowns of the past two years.

Diversity, inclusion, and equity

An inclusive and diverse workforce is central to our business performance and success, including at senior management and Board level.

Our management approach to diversity, inclusion, and equity

SCA's Board has appointed a People & Culture Committee to oversee implementation of culture and diversity related strategies. This Committee receives regular reports from management about diversity and inclusion initiatives.

We know that business performance is enhanced by a diverse workforce in which all employees are protected from discrimination and treated with respect and fairness. We are committed to ensuring all employees have equal access to opportunities, regardless of gender, age, ethnicity, cultural background, disability, sexual orientation, and religion.

Our Diversity Policy states our intention to have a diverse 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
- recruitment processes and decision-making consider diversity
- employees have access to opportunities based on merit
- the culture is free from discrimination, harassment, and bullying
- employment decisions are transparent, equitable and procedurally fair.

Current diversity, inclusion, and equity initiatives

We have implemented diverse and inclusive hiring practices and take steps to address unconscious bias. SCA job advertisements invite candidates who need accessibility options to contact us so we can provide them with the adapted environment they need to apply and work with us. We train our people managers on diversity and inclusion, covering hiring management practices. We also prioritise diversity and inclusion when hiring for leadership roles, where we require a diverse short-list of candidates to be considered.

To further inclusion, we operate SCA Shoutouts – a peer to peer recognition program that rewards behaviours aligned with our values.

SCA has several partnerships that support diversity, equity, and inclusion. We partnered with Media Diversity Australia and their summer journalism internship program to support young diverse voices, especially to help young people of colour get work experience. Our partnership with Sydney's Gay and Lesbian Mardi Gras aligns with our LGBTQIA+ inclusion commitments and efforts. And our partnership with Busy Beans in Sydney provides people living with a disability the opportunity to learn new skills, build confidence, and find meaningful employment as baristas.

Gender equality

We are committed to gender equality at SCA. In April 2022, SCA became a signatory to the 40:40 Vision, strengthening our commitment to achieving gender balance (40:40:20¹) in executive leadership by 2030.

The gender composition of SCA's Board and workforce, and Board targets for 2024 and 2027 are summarised below.

Gender composition within SCA on 30 June 2022

Category	% Women		Board target for women		
	30 June 2021	30 June 2022	30 June 2022	30 June 2023	30 June 2027
Board (non-executive)	43%	43%	40%	40%	40%
Board (all)	38%	38%	40%	40%	40%
Senior leadership team	14%	25%	14%	25%	40%
Senior management²	40%	40 %	45%	45%	50%
Middle management	53%	53 %	50%	50%	50%
Workforce	51%	56%	50%	50%	50%

SCA is also committed to supporting women in leadership. We are a proud partner of the Women and Leadership Australia program (WLA), a national initiative supporting a higher representation of female leadership throughout the Australian workforce. This program is designed to support existing female leaders and propel them towards executive level performance, behaviours, and mindsets. It is segmented into distinct but complementary modules, including leadership and authenticity, communication, presence, and influence. Every year, 10 SCA executives take part in the program. These executives also partner with mentors from around SCA's business to share their learning, support one another, and ensure active succession planning.

SCA is a partner in Future Women's job academy program which provides mentoring, guidance and networking support for women returning to work after a break.

During 2021, we also launched our Women in Leadership program for content teams, to address the lack of female content directors and leaders in the entertainment industry. Our first cohort comprised 15 women, 60 percent of whom have since achieved leadership positions at SCA.

¹"40:40:20" refers to a diversity of gender ratio in workplace leadership: 40 percent women, 40 percent men and 20 percent any gender. ² Senior management refers to SCA's National Executive Team (excluding the senior leadership team), comprising 37 employees on 30 June 2021 and 39 employees on 30 June 2022. Middle management roles refer to all other roles with "manager" in their title.

Thriving People

Training and development

At SCA, we invest heavily in learning and development and bring in specialist trainers and advisers to help design and deliver training courses. Alongside training on business practices, we also deliver training to support our people in their roles and as they move through SCA.

Every year, SCA's Chief People and Culture Officer and CEO discuss the training required to ensure our people are best equipped to deliver the company's strategy. The Chief People and Culture Officer designs a training plan and presents the plan to the Board's People & Culture Committee.

We pride ourselves on our 50 percent internal mobility, giving our people opportunities to forge meaningful careers at SCA. To support this, we focus on leadership training to prepare our people for management and leadership roles.

During FY22, the average annual training time at SCA ranged from five to 25 hours per employee:

- All employees: 5 to 10 hours per employee
- Sales employees: 15 to 20 hours per employee
- Managers: 20 to 25 hours per manager.

We measure the value of our learning programs by collecting and analysing a mix of quantitative and qualitative data. We ask our people to evaluate the internal training programs they participate in. We also include a question related to training and development in our regular PulseCheck surveys. Feedback from these sources help us to continuously improve our training syllabus to keep it relevant and engaging.

Feedback about our training programs was generally positive in FY22 with 75 percent of employees agreeing they have the tools, resources, and skills to perform their roles.

The sections below provide information about some of our training and development programs that operated in FY22.

The Upload

The Upload is SCA's performance review system. At least twice a year, our people participate in an Upload conversation with their direct manager to review their recent performance and set goals for the next period. This approach fosters a culture of ongoing feedback and development.

As part of The Upload, SCA encourages people managers and their teams to identify individual training and development needs. In turn, SCA supports development plans to achieve individual professional objectives and SCA's business objectives.



Succession planning

Our People and Culture team facilitates annual succession planning with SCA's executive leadership team. Through this process, the leadership team identifies high-performing and high-potential employees, and potential successors for critical business roles. Tailored development plans are then implemented to support these employees' development and address any gaps in their skills, knowledge, or ability. The executive leadership team also records external candidates who might be suitable for future vacancies in senior executive roles.

Sales learning and development

Our Sales and Organisational Capability Manager conducted a training needs analysis for our sales team which includes over 700 people located around Australia. At around 40 percent of our permanent workforce, our sales team is our largest employee cohort.

The needs analysis identified the common skills and knowledge required by our sales teams and the capability gaps to be addressed. We used this analysis to develop bespoke training programs to build capability and to support achievement of sales strategy and targets. Our internal sales training programs include:

- SCA Sales DNA, in which 60 participants each year refresh and revive their general sales skills and knowledge
- Product knowledge, covering industry knowledge, and the features and benefits of our product suite
- Digital marketing fundamentals, a self-paced accredited course that equips participants with digital knowledge and skills to build their confidence in selling our digital audio and other products.

SCA Leads

Our SCA Leads program aims to build leadership capability and upskill emerging managers. See Leadership practices in this report for further details.

SCA mentoring program

Our mentoring program is designed to provide knowledge, guidance, advice, and networking opportunities to support our people's development and aid retention. The six-month program connects participants with a senior team member outside their functional work area and location. Each mentor works with their mentee to agree objectives and explore strategies to achieve them. Fifty-five of our leaders volunteered to participate as mentors in this year's program.

Compliance training

SCA's annual compliance training is designed to inform our people about SCA's and their own responsibilities in relation to the CRA and Free TV Codes, social media, equal employment opportunity, and workplace health and safety. Annual compliance training is mandatory and ensures our staff are continually upskilled to identify, assess, and manage risks affecting our business and activities.

Workplace behaviour training

We have engaged an external consultant to conduct workplace behaviour training for our managers. These sessions address ethical conduct and workplace health and safety requirements for managers, with the objective of fostering a workplace free from bullying and harassment and in which our people feel safe and empowered to speak up and participate. We encourage feedback from our employees after these sessions so we can continue to improve and review our grievance training and processes.

Distressed caller training

SCA's commitment to localism means our people are connected to the community and our audiences. Sometimes this means they handle calls from people who are in distress. We provide training to on-air producers, receptionists, and other employees to ensure they can handle these calls while protecting their own mental wellbeing.

Boosting Apprenticeship Commencements

In FY22, SCA secured federal government funding for participating in the Boosting Apprenticeship Commencements scheme. We partnered with Industry Graduates to provide eligible staff with an opportunity to complete a fully sponsored Business (Customer Engagement) or Leadership and Management qualification. These Certificate 3 courses will provide relevant training to develop the knowledge and skills of our sales coordinators and administrative staff.

Responsible Leadership

We maintain high standards of corporate governance, lead with integrity, and abide by our strong ethical framework.

Ethical conduct, transparency, and corporate governance

At SCA, we believe we will earn trust by doing what's right and acting transparently and honestly within SCA and in our dealings with others. This goes beyond compliance with the law. These expectations are confirmed in our Code of Conduct.

SCA produces a suite of annual reporting. This Sustainability Report is how we communicate our approach and performance in relation to responsible business practice and our material topics and impacts, in line with the GRI Standards. It also provides supporting information towards meeting the guidance under Recommendation 7.4 of the ASX Corporate Governance Council's Recommendations regarding identification and management of material sustainability risks.

SCA also publishes an annual Modern Slavery Statement under the Modern Slavery Act 2018. See Modern slavery and human rights in this report for more information on the actions we take to address modern slavery.

Speak Up

Supporting our commitment to high standards of behaviour, SCA's Speak Up program and Whistleblower Policy encourage, and protect responsible reporting of wrongdoing including fraud, corrupt conduct, or other illegal, unethical, or inappropriate conduct.

Our Speak Up program encourages our people to speak to their direct manager, a leadership executive, or a member of our People and Culture or Legal teams to raise concerns or suspected breaches of our Code of Conduct. Breaches of the Code of Conduct and retaliations for raising concerns are treated seriously.

Our Whistleblower Policy sets out how employees, suppliers, their workers, and other eligible whistleblowers can report misconduct and the steps SCA will take to keep the report confidential to protect the whistleblower and to investigate and resolve the report. SCA has appointed and trained workplace protection officers to handle whistleblower reports. Alternatively, reports can be made to an eligible external regulatory body or our independent whistleblower service, YourCall.

YourCall ensures disclosures can be made confidentially and anonymously at any time by telephone, email, online, or post. YourCall has experts across a variety of functions and can provide regular updates to whistleblowers through their message board portal even when the whistleblower has chosen to remain anonymous. In Australia, our whistleblowing service is accessible to people who are deaf or have a hearing or speech impairment either online or through the National Relay Service. People with difficulty speaking or understanding English can contact YourCall through the Translating and Interpreting Service on 131 450.

The Board's Audit & Risk Committee receives reports at six monthly intervals, and at other times as required, on whether there have been any material incidents reported under the Code of Conduct or the Whistleblower Policy.

See our Whistleblower Policy for further information.

Tax governance

SCA is committed to paying the right amount of tax, complying with taxation laws, and earning a "justified trust" assessment from the Australian Taxation Office. Specifically, our Taxation Risk and Governance Policy confirms our commitments:

- to file all returns and pay all taxes on time and in accordance with applicable legislation
- to make decisions based on a reasonably arguable position on all tax matters where judgement is used to make calculations and seek professional advice where appropriate

- to consider taxation implications when making significant business decisions
- not to enter into artificial structures or transactions for the sole or dominant purpose of reducing SCA's tax burden
- to maintain a professional and constructive relationship with tax authorities.

Since 2019, SCA has voluntarily published a Tax Transparency Report. Our Tax Transparency Report in 2022 discloses SCA made a net tax contribution of \$100 million. This included a total of \$31 million in income, payroll, and fringe benefit taxes with an effective income tax rate of 31.8 percent. As a large employer, SCA collected \$71 million of PAYG withholding tax and GST. In FY22, SCA recognised a benefit of \$2 million relating to the Commonwealth Government's Public Interest News Gathering fund, although the relevant funds were received during FY21.

During FY22, the ATO completed a Combined Assurance Review of the Group, which covered the 2017 to 2020 income tax years. The Group received the highest rating possible from the ATO, which confirmed the Group provided evidence to demonstrate that a tax control framework exists, has been designed effectively, and is operating effectively in practice. The ATO stated it had obtained a high level of assurance that the right Australian income tax outcomes were reported in the Group's income tax returns.

Political contributions and lobbying

In recognition of the importance of impartiality and being a reliable and trusted provider of entertainment and information, SCA's Code of Conduct requires Board approval for any political donations.

SCA did not make any political contributions in FY22 and did not engage any political lobbyists.

Our CEO and other executives meet directly from time to time with federal, state, and local politicians. Lobbying for assistance and law reform is performed through our industry associations, CRA and Free TV. SCA is active in those associations.

Leadership practices

SCA's leaders play a crucial role in embodying our values and demonstrating our organisational culture. We support leaders to play their part through training and development.

Training and development

We aim to give our leaders strategies and skills to engage and motivate employees, create a constructive culture, raise performance standards, and retain high achievers. We measure our leaders' growth through Human Synergistics' Lifestyles Inventory (LSI) tool and support their development through associated coaching programs. The LSI tool uses a combination of self-assessment and feedback from colleagues to identify individual behavioural styles. Leaders who complete the LSI each year receive coaching over six months from a qualified executive coach to help them develop their personal effectiveness and leadership capability.

We also use leadership assessments, including 360° feedback, to support leadership development and inform training plans.

SCA Leads aims to build leadership capability around our business by upskilling emerging managers by promoting responsible, values-based leadership and helping managers create mentally safe spaces for their teams. Over 350 of our emerging managers participated in SCA Leads programs during FY22.

Fostering a safe and inclusive workplace

We expect and empower our managers to model appropriate behaviours and to foster workplaces free from bullying and harassment

Responsible Leadership

and in which our people can thrive. Our managers create and support a culture in which inappropriate behaviour is reported and dealt with swiftly and fairly.

Executive remuneration

The Board has adopted a Senior Executive Remuneration Framework which ensures rewards for performance encourage our leaders to develop and maintain a strong culture and operational discipline.

In FY22, the Board replaced the previous short-term incentive and long-term incentive plans with a combined Executive Incentive Plan (EIP). The Board made these changes after consulting with SCA's major shareholders and considering independent advice from KPMG on market practices and investor expectations. The new EIP provides a simpler and more direct way to link executive performance and reward to generation of sustainable positive returns for shareholders.

Under the new EIP, the performance of executives is assessed annually against a balanced scorecard of financial and non-financial performance measures. Sixty percent of the annual award is based on performance against annual financial performance hurdles. Non-financial measures – accounting for 40 percent of the annual award – include execution of strategic projects designed to drive future financial performance, and cultural and behavioural influences. This balanced scorecard recognises the long-term benefits to the organisation of SCA's leaders committing to develop and maintain a strong culture and operational discipline.

The Board also maintains a corporate balanced scorecard to assess overall performance against agreed targets for radio audience survey performance, advertising market commercial share, growth in digital audio reach and monthly active users of LISTNR, as well as financial performance measures. Several of the measures from the corporate scorecard are reflected in the scorecards of individual executives and the Board also uses the scorecard to inform its exercise of discretion when considering the performance and incentive opportunities of individual executives.

The measures in the scorecards for executives and SCA overall are mapped to the pillars in SCA's corporate strategy and bear strong links to components of the material topics in this report. Executives are therefore rewarded for successful execution of strategy and sustainability outcomes.

The annual EIP award to each executive is settled partly in cash and the remainder in equity performance rights. The cash component is 40 percent for the CEO and 50 percent for other executives. These performance rights are eligible for vesting and conversion to ordinary shares at the end of year 3, subject to ongoing employment. Vesting of one-half of the performance rights will potentially be scaled back according to SCA's achieving satisfactory growth in earnings per share over the three years of the EIP. A further restriction on disposal of vested shares will apply until the end of year 5, two years after allocation of any vested shares, strongly aligning executives' interests with those of other shareholders.

Further information about SCA's remuneration policy and senior executives' remuneration can be found in the remuneration report within our 2022 Annual Report.

Modern slavery and human rights

In our approach to human rights, we are guided by the Universal Declaration of Human Rights (UDHR), the core conventions of the International Labour Organisation (ILO), and the UN Guiding Principles on Business and Human Rights (UNGPs).

We work to address human rights and modern slavery risks in our operations and supply chain through our Code of Conduct, Supplier

Code of Conduct (Supplier Code), and other due diligence measures outlined in our annual modern slavery statements. Our Supplier Code outlines our expectations and minimum standards of behaviour required of our suppliers. We want to do business with suppliers who demonstrate SCA's values. Our Supplier Code sets out SCA's expectations and minimum standards of behaviour in the areas of ethical business practices, conflicts of interest, environmental impacts and health and safety. Our Supplier Code also specifically addresses labour, human rights, and modern slavery standards.

Suppliers are expected to monitor compliance with the Supplier Code and report reasonable risks of a breach to SCA.

Supplier due diligence

SCA has a relatively simple supply chain for acquisition of products and services needed for day-to-day operations. We have developed a Supplier Questionnaire as part of our supply chain due diligence to gather information on suppliers' operations, supply chains and modern slavery standards. We are working with suppliers to refine our Supplier Questionnaire to improve the relevance and clarity of our responses. Major and high-risk suppliers are expected to refresh their responses at appropriate intervals so we can capture and address changes to our level of risk. As our due diligence approach matures, we intend to extend the Supplier Questionnaire to major advertisers to understand their risks and processes.

Modern slavery awareness

In 2021, we distributed a Modern Slavery Fact Sheet to all employees. The fact sheet explained what modern slavery is, the risks that exist with our operations, how our people can identify and mitigate modern slavery risks, and how they can report indicators or suspected instances of modern slavery. We have updated our new starter induction process to include our Modern Slavery Fact Sheet to ensure all our people are aware of modern slavery risks and how it applies to SCA.

We report on our modern slavery risks and actions annually through our Modern Slavery Statement. SCA is working to build a resilient supply chain that proactively identifies and resolves potential modern slavery risks and provides remedy to affected people. For more information, refer to our annual Modern Slavery Statements.

Digital Transformation

We are steering SCA in a new direction to give our audiences a wider range of content and a personalised listening experience. At the same time, we will continue to offer our advertising clients unparalleled reach and enhanced access to targeted and addressable audiences.

Since launch just 18 months ago in February 2021, LiSTNR has acquired over 850,000 signed-in users. Developing LiSTNR as our own digital audio platform allows us to control our destiny in the rapidly expanding world of digital audio. Our core competency and commitment to localism – in the content we create and distribute on LiSTNR together with the trusted way we engage with our physical and online communities – differentiates us from global technology platforms and services.

LiSTNR provides a growing and diverse library of live and on-demand audio content. With the recent addition of three Kinderling children's stations, LiSTNR has over 100 live radio stations; 25 music genre stations; 108 original podcasts; live AFL, NRL, and international cricket; local news and information around Australia; and domestic and international licensed content from the BBC, Schwartz Media, the Royal Institution of Australia, SoundCloud, and other partners. There truly is something for everyone!

Innovation is integral to our digital transformation strategy. By staying abreast of market trends and emerging technology, we will continue to deliver value for our audiences, advertisers, and partners.

Innovation

SCA's innovation program The Lab at SCA launched in 2019 with a mission to create a sustainable culture of innovation at SCA and generate and nurture value-adding ideas around the business.

The LAB at SCA includes an online portal enabling our people to submit ideas. Ideas submitted through The Lab portal are assessed against the criteria of being desirable, viable and feasible. We also hold periodic contests asking our people to contribute ideas to achieve business targets. During FY22, we established the LabX team to assess and bring to life the ideas submitted through The Lab portal or in response to innovation contests.

Last year's Lab winners included Stories of Us and Sound States. With the support of LabX, we have converted these ideas into content that connects with our audiences.



Stories of Us

Our people are proud of our strong connections to regional Australia and recognised an opportunity to celebrate real regional heroes. Stories of Us is a collection of inspiring true stories from local people in regional Australia. In each episode, a trusted local host sits down with a well-known and well-respected member of their community to share their stories. The first episode of Stories of Us kicked off on LiSTNR in February 2022 with Griffith musician Grant Luhrs.



Sound States: Focus

This team worked on the Focus sound state after they recognised the way different audience members use sound in their lives: to help them relax, to pump them up, and to ground and focus them. Sound States Focus is a channel with a real-time, generative soundscape designed to keep you in the moment. Sound States utilises an AI powered music engine 'MEMU' that intuitively mixes and produces sounds to create an endless, evolving background noise to help you focus and achieve mindfulness.

Digital Transformation

Personalised audience experience

SCA has invested in emerging technology to provide listeners with greater content curation and a more personalised listening experience. We have taken minority interests in three innovative technology companies and are partnering with them to deliver greater personalisation of content and advertising.



Sonnant

Sonnant is an intuitive audio editing and transcription platform that unleashes SCA's content potential with spoken word artificial intelligence technology. Instead of relying on a team of transcribers, the technology uses artificial intelligence automation to generate metadata, pull snippets and clips for promotion, and categorise and align SCA's content to support greater curation opportunities. Sonnant can analyse listener topics and use data to drive content and advertising personalisation and support decision-making by SCA's content, technology, and advertising sales teams. During FY22, this enhanced audio transcription of our content enabled us to report accurately and quickly to clients on credits delivered during live sport and other shows.



Source

SCA uses Source to create a tailored digital audio experience using artificial intelligence and machine learning to develop listener insights. Source matches our library of content with our growing userbase through listener habits and context providing personalised recommendations.

"SCA brings scale. There are few media companies in the market that have scale across audience, content, marketing, and commercial dimensions. For an AI business such as SourceAI this is critical to building high performing machine learning models such as our patented recommendations service."

SCA has also helped SourceAI materially enrich its recommender to cover Audio, which is a significantly underserved media format in terms of commercial AI applications. SourceAI has broadened the recommendations service to now uniquely digital service audio streaming and catch-up audio (podcast) companies, opening up a whole new global market of potential customers that SourceAI can uniquely service."

– Matt Jones, Chief Revenue Officer, SourceAI

Digital advertising

Through LiSTNR, SCA is able to offer data-driven advertising to clients through collection of data from user logins and behaviours while they enjoy LiSTNR. By analysing listener routines, needs and preferences, we can create behavioural and interest segments – such as sport enthusiasts or news hounds – to help our advertisers connect to relevant audiences. We will roll out an enhanced Customer Data Platform (CDP) in FY23 to improve the insights available to our advertisers and their return on investment.

LiSTNR also enables hyper-local location targeting to the city and post code of target markets, using internet connection and location services. We are investing in data analytics to better understand our audiences, predict and measure content engagement, and provide more detailed customer segments to advertisers and partner organisations.



Frequency

Frequency is a US-based audio personalisation company. Frequency uses data signals to create dynamic creative commercials to provide customers with advertising messages most relevant to them. Frequency blends contextual data, like the weather, where the listener is, what time it is, and users' behaviour, like what they listen to, to create dynamic advertisements that appeal to the individuals they target. Our partnership with Frequency creates greater impact for advertisers and a more enjoyable listener experience by delivering relevant advertisements that listeners want to engage with.

A recent example of Frequency's application is a dynamic sport campaign that delivers live AFL and NRL Friday night game scores inside audio ads on broadcast and digital audio platforms, in partnership with McDonald's.

The campaign uses live sports data to reflect the AFL and NRL Friday night match scores in real time, adapted according to which team is leading the game. Live score updates are delivered during Triple M Footy ad breaks, so fans know who's winning, even while the ads are on. The world first dynamic campaign is the latest in the successful Triple M and McDonald's footy partnership – a 19-year relationship between the two brands. The campaign features McDonald's 'Friday night feed' messaging, which celebrates the excitement of Friday Night Footy, paired with listeners' favourite Macca's feeds. Creative executions deliver unique messaging on the AFL and NRL teams hitting the field that Friday night and optimised a custom 'Team in front' message at every quarter and half time break.

"We're thrilled to be launching this new capability with SCA, an innovative leader in the audio space, and a great broadcaster of sports can evoke tremendous emotions in fans, and we're excited to now provide advertisers like Macca's a way to connect with those fans at the right time using ad creative that understands the context of a match and celebrates the hard-earned wins." - **Frequency CEO, Pete Jimison**

Digital Transformation

Data management, use and security

We acknowledge the very real risk of malicious data breaches, and we work hard to strengthen our cyber defences and protect confidential data.

The cyber security landscape is continually evolving, making cyber security and data management significant priorities for SCA. We have comprehensive measures in place to provide a secure and resilient technology environment for employees, audiences, suppliers, and other parties who engage with us. A commitment to continuous improvement is central to our approach to cyber security.

First party data and personal information are critical to our digital strategy, personalisation of content, and informing content commissioning. Our audiences, advertisers, employees, and suppliers trust us to responsibly collect, manage and secure the personal information they share with us.

Chief Information Security Officer as a service

In February 2022, we appointed Telstra Purple to provide an outsourced Chief Information Security Officer (CISO) service. Giving us access to the collective knowledge, experience, and insights of Telstra Purple's expert team, this arrangement is helping us to strengthen our processes and controls to protect our systems and confidential data.

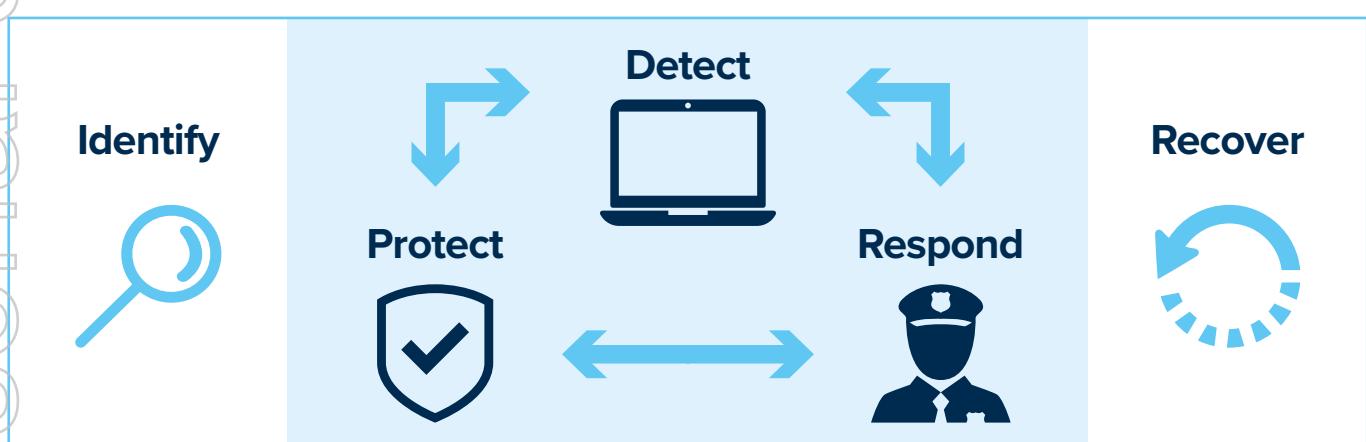
The CISO will continue to test and refine our systems and processes to ensure SCA is on top of emerging cyber threats.

Cyber security approach

We continue to measure and mature our information security management system against the internationally recognised NIST (National Institute of Standards and Technology) cybersecurity framework.

With the assistance of Telstra Purple an independent review of our information security management system is underway. As part of the comprehensive review, several significant work packages will be executed including Business Impact Analysis, Information Risk Management Framework, Asset Discovery, Threat Assessment, Risk Assessment and Current Controls Assessment.

This review will result in an updated information security risk register, comprehensive information technology asset registers and cybersecurity controls gap assessment which will inform the benchmarking of our cyber security controls and prioritise areas for future improvement and investment.



Strengthening our services and systems

We periodically carry out disaster recovery testing to ensure service and system dependencies are identified and accounted for, recovery steps are appropriate and timely, and teams understand their roles and responsibilities in the event of a disaster. At least twice each year, we perform disaster recovery testing on at least one protected service or system. We ensure all systems and services are tested on a two-year cycle to manage potential cyber risks. Any weaknesses identified in this testing are rated and promptly rectified according to their materiality.

Responding to data breaches

In FY22, we identified two data breaches and took immediate actions to mitigate the negative impacts from these breaches. Both resulted from breaches experienced by third party suppliers. Neither involved a breach of SCA's own systems.

In October 2021, a bad actor was able to gain access to our preferred direct marketing platform. No subscriber information was exported, and subscriber email addresses were the only compromised pieces of information. Upon being informed of the incident, we enacted our data breach response plan to ensure our supplier contained the incident and replaced the malicious link with a safe phishing notice page, while we notified affected subscribers. We have selected a replacement direct marketing platform which will go live in the second half of 2022.

In January 2022, an electronic direct mail campaign with a survey link hosted by third party suppliers went out to Triple M club members, accidentally exposing personal details of a small number of Triple M club members. We again enacted our data breach response plan to prevent continued exposure of Triple M club members and issued an apology email with a repaired link. SCA notified the members of the breach and warned them to be aware of any suspicious activity with their accounts. After review of this incident, we updated processes and security controls to mitigate the risk of a similar incident occurring in the future.

Digital Transformation

Our management approach to cyber security and data protection

At SCA, we recognise that it is just as important to protect our data as it is to responsibly collect and use data from our audiences, advertisers, employees, and suppliers. Our Data Security Policy sets out our management approach to the collection, retention, use, and disposal of data, including audience data. This is supported by our Privacy Policy and information collection statement which are both available online.

Our Data Security Policy outlines minimum data security requirements to protect the confidentiality, integrity, and availability of our assets. Data owners are responsible for production, development, maintenance, use, and security of each information asset according to the nature of the data and business requirements. When we need to provide suppliers and other business partners with access to data, the applicable data owner must take reasonable steps to control the access to the extent required to achieve our business purpose.

We maintain key data security requirements and scrutinise the credentials and cybersecurity posture of external parties who need access or provide interfaces to our systems and applications. SCA requires suppliers and other business partners to observe SCA's minimum data security requirements. As part of our supplier onboarding process, we require suppliers and partners who require access to confidential data or personal information to complete an information systems security questionnaire. Responses are reviewed and risk assessed before we provide access to our systems or information.

SCA's flexible work culture brings new challenges in protecting our data. To support flexibility for our people, we have introduced a mobile device management system which allows us to track the status of any enrolled device. If the device is lost or stolen, we are able to remotely lock it and/or wipe its data. We have also introduced encryption to our managed devices, making data unreadable to anyone not authorised to access a device. We continue to focus strongly on identity controls to prevent phishing and identity-based attacks by extending the use of multi-factor authentication to more of our corporate applications, as well as training our people to be aware of cyber risks.

SCA invests in protection and recovery options for our data, with new disaster recovery technology to support the recovery of business-critical data in case of a cybersecurity or ransomware incident. Our Cyber Security Policy defines our overall approach for governance, management, and operation of the SCA information security practice.

We regularly engage external security consultants to audit and perform penetration testing on our systems, applications, and operational environment.

We regularly review our cyber incident and data breach response plans, which define the key steps and actions that need to be taken if a cyber incident is suspected or detected.

In accordance with our Cyber Security Policy, SCA regularly monitors and randomly reviews user activity, the information technology environment, and third-party services, such as examining traffic monitor logs, reports, incident response timeframes, and conducting audits or vulnerability assessments, to ensure security controls and service definitions are in line with requirements and applicable contractual agreements.

Consistent with our commitment to continuous improvement, SCA is onboarding a new third-party cyber risk assessment tool to improve initial and ongoing risk assessment of third-party suppliers and partners.

We use a series of cyber metrics to assess our cybersecurity posture and to demonstrate progress over time. We report the following high-level metrics to the Board's Audit & Risk Committee. Working with this Committee, we will continue to refine our metrics and reporting.

1. Policy breaches: We report significant breaches of information technology policies (such as our data loss policy, information systems policy, third party vendor policy) or operational policies (such as our backup, patch, and vulnerability policies).

2. Critical incidents: We track the status of critical or high cybersecurity incidents, as well as any incidents under investigation or which were mitigated during the period. (In most cases, the occurrence and response to critical or high cyber security incidents will also be reported to the Audit & Risk Committee as part of our standard incident response processes.)

3. Risks: We report on new or outstanding critical and high cyber risks during the period. Risks of this nature include email malware protection, penetration testing, patch management and vulnerability assessment risks.

4. Cybersecurity posture: We report on the effectiveness over time of SCA's cybersecurity controls against the pillars of the NIST framework: identify, protect, detect, respond, and recover.

Connecting Communities

SCA is part of the fabric of our communities. We are Proudly National, Fiercely Local.

Local market presence and service delivery

SCA delivers local news to communities on our radio and television programming to keep the community in the loop. We recognise the opportunity we have to talk to the community about what's important to them, what they need to know, and what's going on in their community.

Two of our regional stations celebrated significant anniversaries in their local communities this year. This is a testament to the trust these communities have in us and in the entertainment and information we provide them.

As described in Audience engagement, 1152 Triple M Riverina celebrated 90 years serving the Wagga Wagga and Riverina region this year. On the NSW Central Coast, 1077 Triple M celebrated its fiftieth anniversary as the coast's longest standing radio station. The station has been home to some of Australia's best known radio personalities including Doug Mulroney, John Kerr, comedian Akmal Saleh, Mike Duncan, Rick Julien, Dwayne Jeffries, Bob Peters, Cam Humphreys, Sarah King, Paddy Gerrard, Rob Palmer and many more.



We look out for our communities in times of trouble. Read more about our crisis response in Climate and Environment in this report.

Driving you home on Triple M

The Triple M Network doubled down on its local roots this year. All Triple M stations around the country have locally produced Breakfast shows (unlike the regional "super shows" on the Hit Network) as well as new state-based Rush Hour Drive shows.

This differentiates Triple M from our own Hit Network and other competitors which, for the most part, offer national Drive shows. These state-based Rush Hour shows have quickly resonated with audiences as survey results have improved over the year.

In Melbourne The Rush Hour with JB and Billy is into its eleventh year on air, providing entertainment, sport, and news relevant to their dedicated listeners.

"Triple M's new national Drive strategy reflects the ever-increasing demand for local entertainment and sport presented by the best talent in each market under the well-known Rush Hour brand. SCA is already Australia's biggest audio content creator, and we're looking forward to creating even more amazing, local content across the country in 2022." - SCA Chief Content Officer, Dave Cameron

Boots on the ground

SCA is a national organisation with offices in 57 locations around Australia, covering every State and Territory. We understand the importance of maintaining our regional presence. We have 636 permanent employees living and working in regional locations. Our teams stay connected to what is happening in their markets because they actively participate in their markets and are trusted members of their communities. They understand what tone is needed in news stories, what is and isn't important for the community, and what the community should hear about.



We try to hire from our local communities. SCA's National Executive Team and Senior General Management Team are SCA's 45 most senior cross-functional leaders, and they are made up of 43 Australian citizens and two skilled visa holders.

Supporting local businesses

We help local businesses by expanding their reach and connecting them to customers in their community. Our range of advertising products and services support around 10,000 local and regional businesses to drive their presence in the market and grow their businesses.

During the COVID-19 pandemic, we relaxed business rules for businesses impacted by lockdowns and loss of foot traffic, reducing or waiving fees when advertisers could no longer afford to advertise or where advertising was no longer relevant to the business. We also forgave the debts of the most affected businesses in regional areas. As the impacts of the pandemic began to ease, we helped businesses reintroduce themselves to their communities by getting them back on the air in affordable ways.

Our support for local business included our Shop Local trade initiative. Using \$1 million of owned SCA media and the voices of over 70 SCA local radio personalities, we are encouraging our audiences to go out and help local businesses thrive. The campaign uses on-air shout outs, social media content, and \$1 million suburban street furniture from JCDecaux.



Also see Local business support under Trusted Content in this report.

Connecting Communities

Boomtown



National advertisers have traditionally under-invested in regional Australia. Led by SCA, since 2019 a collective of regional media businesses has partnered in a joint marketing campaign to change perceptions about regional Australia and to connect ambitious brands to the power of regional media.

Boomtown represents the 9.1 million people living in regional Australia, including major business and population centres like the Gold Coast, Newcastle, Geelong, Toowoomba, Hobart, Darwin and Canberra. Boomtown has experienced unprecedented population growth in the past year due to the 'work from anywhere' phenomenon driven by the COVID-19 pandemic.

The Boomtown collective comprises eight major media stakeholders: SCA, WIN, Seven West Media, ARN, ACM, Imparja, News Corp and oOh! Media. After four years in market, Boomtown has helped move regional media to a position of strength, with trade tracking studies showing awareness, consideration, usage, and effectiveness are at close to saturation levels amongst its media audience.

In FY22, Boomtown continued its collaboration with the Media Federation of Australia to educate media agencies about regional media while building out an online portal – the Boomtown Hub - providing industry updates, consumer insights, and a platform for agencies to locate the coverage areas of the Boomtown partners.

More information is available on the Boomtown website:
<https://boomtown.media/>.

Community engagement and investment

SCA Embrace



We recognise our unique opportunity to engage with charities beyond monetary donations. In 2016, we launched our national charity program, SCA Embrace, which works with selected national charities over two-year cycles to help their work while engaging our own people to build stronger communities. After taking a six-month break, SCA Embrace returned in January 2022, with the commencement of our two-year partnership with Make-A-Wish and Foodbank Australia.

We support the two charities through community service announcements and content opportunities on SCA's radio, television, and digital networks. Between January and June 2022, we provided Foodbank and Make-A-Wish commercial advertising support valued at over \$19 million.

Foodbank Australia

Foodbank is the largest hunger relief charity in Australia. Since kicking off the partnership in January 2022, we have worked closely with Foodbank to tell their story through branded podcasting as well as broadcast content opportunities. We have also offered volunteering and engagement opportunities for our people to take part in.

We supported Foodbank Australia in its response to the floods in New South Wales and Queensland in March 2022. We recorded and aired appeals on Hit and Triple M stations in New South Wales and Queensland for our listeners to donate to Foodbank Australia. We also used our websites and social media to share ways the community could help Foodbank Australia to support flood victims.

Rebecca Collins, Foodbank Marketing and Communications Manager, said the partnership has provided much-needed relief in emergency situations.

"In only a short few months SCA has quickly become part of the Foodbank family and we couldn't feel more supported than what we have already. It didn't take long for natural disasters to hit, and February saw not one, but two catastrophic flood disasters affect so many communities from South East Queensland and Northern NSW to Sydney and further south."

SCA was amazing, quickly turning around new CSAs and News Alerts for NSW and QLD markets to support the respective Foodbank state flood appeals which generated much needed funds to supply key essentials both in the immediate disaster and during the long recovery over the next year. Thank you to all the SCA staff for going above and beyond"

Make-A-Wish



Make-A-Wish creates life-changing wishes for children with critical illnesses. Their mission is to grant the wish of every eligible child – a quest sparked by the belief that a wish is integral to a child's treatment. SCA supports Make-A-Wish by using our national reach to boost public support and business partnership interest.

Make-A-Wish Partnership Manager, Rhiahne Ralph, said the organisation has seen an increase in awareness and fundraising since the beginning of the partnership.

"From the commencement of our partnership we have seen a direct uplift in the number of wish applications received and increases in the number of unsolicited donations. Additionally, we have had three new business partnership enquiries, which will provide sustainable revenue to Make-A-Wish over the next three years which will help make even more wishes come true!"

The support SCA have given our Hungry Jack's Wishmaker Campaign saw a significant increase in funds raised, by just over \$300k! We also saw an increase in the fundraising efforts in our Ride for Wishes campaign by \$40k. We are incredibly grateful and excited for what is yet to come."

Connecting Communities

Local Embrace

In July 2021, we expanded SCA Embrace to partnerships with local charities in our regional and rural locations. Through our local programs, we provided over \$900,000 worth of community service announcements.

Our giving does not stop with SCA Embrace. Employees can take one paid day of leave for volunteering per year to donate their time to a non-profit. In FY22, 30 SCA employees took volunteer leave.

No Talk Day

We recognise the challenges men face speaking up about their mental health. So, for the fourth year in a row, on No Talk Day at Triple M, we created space for men's mental health. Around Australia, we stop talking for 12 hours, one day a year, to encourage men to talk about their wellbeing.

On No Talk Day, from 6:00am to 6:00pm across Australia, Triple M's great music continues, but there are no radio shows, no ads, no news, and no traffic reports. Instead, listeners can tune in to hear how radio hosts, professional athletes, Beyond Blue speakers, and fellow listeners look after their mental health and check in with their mates.

We are proud of our position as a trusted voice and the positive impact we can have on the community, we hope to break down the stigma of mental health challenges for men Australia-wide. The response from our audience has been incredible. Every year, listeners call in to share their own experiences and challenges, and to receive support for their mental health.

We work with Beyond Blue to deliver content focused on normalising discussions around men's mental health, providing practical tips for listeners to help themselves and to talk to people in their lives. This year, we recorded Triple M's Courageous Talk, a roundtable of five men discussing their mental health frankly, which is available on Triple M's YouTube channel.

No Talk Day is an important part of our SCA YourWellbeing partnership with Beyond Blue. We provide Beyond Blue with in-kind advertising and other support from around our business. Since January 2022, SCA has provided Beyond Blue with \$7 million of in-kind advertising. Beyond Blue continues to support SCA with its expertise and knowledge to ensure we provide a safe and well workplace and helps us with our mental health and wellbeing strategy.



Community investment	AUD
In-kind advertising provided to Beyond Blue	\$6,997,737
In-kind advertising provided to SCA Embrace partners	\$19,164,547
In-kind advertising provided to Local Embrace initiatives	\$915,642

Climate and Environment

SCA is committed to playing our part to tackle climate change and protect the natural world, and to helping our audiences to do the same.

Climate risk and resilience

We recognise climate change as a major threat to our way of life and business. We acknowledge our responsibility to our communities and the environment to address climate change. We accept the evidence presented by the Intergovernmental Panel on Climate Change and support the goals of the 2015 Paris Agreement, which seeks to limit global warming to below a 2°C increase above pre-industrial levels.

SCA has begun a journey towards aligning to the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD). To begin TCFD-aligned reporting, we must first assess our climate impacts and establish goals and targets.

Our largest direct physical impacts are use of power and other resources in our leased office and studio locations. This is because, since September 2019, we have outsourced our broadcast transmission operations to BAI Communications (BAI).

Broadcast transmission

BAI has stated goals to minimise harm to the environment, to maximise sustainability, and to help its customers to reduce their environmental impact. BAI's Broadcast Services division has achieved the Australia/New Zealand Standard and ISO Standard 14001 for environmental management.

BAI recently announced a \$20 million investment into its Towards Carbon Neutral (TCN) program to reduce absolute scope 1 and 2 emissions by 65 percent from a 2010 baseline by 2030 and to achieve net zero emissions by 2040.

Together with BAI, SCA monitors the environmental impact of our broadcast operations and works to reduce that impact through infrastructure improvements. Over the past two years BAI has invested in initiatives across Australia that reduce our power consumption as well as the carbon released into the atmosphere. In FY22, BAI completed two major projects at SCA sites.

In Victoria, BAI consolidated SCA radio services from Trentham Cliffs to BAI's Yatpool site. As part of this project, BAI installed new low power transmitters, reducing transmitter power consumption by 60 percent.

In South Australia, BAI upgraded the Mt Burr FM Antenna which will be utilised for Triple M's forthcoming AM to FM conversion in Mt Gambier. The antenna replacement is part of BAI's wider program to replace ageing FM antennas with double aperture antennas, resulting in reduced power use by these transmitters. Following Triple M's conversion to FM and replacement of the FM antenna, it is expected Triple M's transmitter power consumption will reduce by 50 percent while the Hit Network's existing SAFM service will see a reduction in transmitter power consumption of 40 percent.

Both projects will consolidate services from two sites to a single site, providing environmental benefits including maintenance of one site and its supporting infrastructure.

Through its holding company, Frequency Infrastructure Australia Holdings Pty Ltd, BAI is required to report under the National Greenhouse and Energy Reporting (NGER) scheme. Based on BAI's estimate of the proportion of BAI's annual reported electricity consumption represented by services provided to SCA, BAI has provided the following estimates for greenhouse gas emissions from SCA's broadcast transmission operations:

Emissions	Greenhouse gas emissions (CO2e tonnes)	
	FY20 ³	FY21
Total	8,878	9,614

³FY20 emissions are for 10 months only from 2 September 2019 to 30 June 2020.

New services were added in December 2020 following SCA's acquisition of nine new radio stations in regional Western Australia. This resulted in higher estimated emissions from services provided by BAI to SCA in FY21. SCA intends to start measuring our own emissions in 2023. We will then work with expert advisers to explore pathways and targets to reduce our emissions over time.

Environmental compliance and management

There were no environmental compliance breaches during FY22. Through the centralisation of regional services hosted in local data centres to our core primary data centres in Sydney and Melbourne, we are actively reducing our data centre footprint and power consumption. This initiative is also supported by improvements in data centre hardware density, better power efficiency of hardware, and virtualisation.

Energy and resource management

Melbourne relocation

In July 2022, SCA relocated its Melbourne operations into a new office in South Melbourne after a 12-month design and fit out process. 101 Moray Street is a new building with a 4-star Green Star rating and a 4.5 star NABERS rating.

The floorplan is approximately 20 percent smaller than the previous office as SCA has adapted its working practices in line with our SCA YourWay flexible working initiative and this is expected to reduce its energy consumption. The office provides improved amenity and has enhanced the employee value proposition. Extensive end-of-trip facilities encourage and enable people to travel to work by walking, running, or cycling and the onsite gym and other amenities encourage a healthy working environment.



Travel and video conferencing

SCA operates a national business with 57 locations around Australia. In 2018, we invested in a national office video conferencing system to enable greater inter-office collaboration and communication whilst reducing travel requirements. This system was able to be instantly

Climate and Environment

expanded to enable all staff to work from home when the COVID-19 pandemic commenced. The SCA YourWay flexible working policy continues to mean that the system is used extensively by our people who now balance their working life between home and the office. As a result, levels of commuting have reduced, and we anticipate this will have an ongoing impact on our greenhouse gas emissions. Travel between offices has also reduced and company travel expenses have reduced by more than 30 percent compared to 2019.

SCA Restore

SCA Restore is an initiative launched by our Sydney office, to encourage greater consciousness of resource use in the office. SCA Restore addresses recycling and energy use in the Sydney office by raising awareness among the team. In 2023, we will explore opportunities to roll out similar programs in other locations around Australia.

IT equipment and End User Compute (EUC)

At least 99.4 percent of our End User Compute (EUC) devices and 100 percent of our printer fleet are known to be ENERGY STAR compliant. We partner with HP for our EUC devices. HP follows a set of guidelines to decrease the environmental impact of their product packaging, including:

- eliminate the use of heavy metals such as lead, chromium, mercury, and cadmium in packaging materials
- eliminate the use of ozone-depleting substances (ODS) in packaging materials
- design packaging materials for ease of disassembly
- maximise the use of post-consumer recycled content materials in packaging materials
- use readily recyclable packaging materials such as paper and corrugated materials
- reduce size and weight of packages to improve transportation fuel efficiency
- plastic packaging materials are marked according to ISO 11469 and DIN 6120 standards.

Supporting disaster response and recovery

In disasters and emergencies, radio is a lifeline. When the community needs us, we are there with 24-hour coverage, even when we are affected ourselves.

During emergencies and disasters, our employees work around the clock to broadcast information to local communities. We recognise the effort and strength it takes to deliver emergency information to your community, friends, neighbours, and family. We support employees through our Employee Assistance Program, flexible working policy and additional days of leave including volunteer leave.

In response to recent extreme weather, we established QR codes in each of our offices that link to our state emergency response plans and the crisis management plan, regional content plan, and TV emergency response plan to ensure our people can readily access emergency plans. We provide training on our emergency plan and business continuity processes to general managers and content directors. In the event of an office closure due to a disaster, we follow our emergency response plans and safety procedures, and are guided by local emergency services.

When disaster strikes, we are there with regular updates and news bulletins. We switch to 24-hour emergency information broadcasts across impacted communities to ensure people have access to the information they need to stay safe.

In response to flooding in Queensland in FY22, we provided constant updates on road closures, areas to avoid, flood evacuation centres and

flood alerts. Both our stations in Brisbane and the Gold Coast moved to 24-hour emergency information broadcasts and increased updates to every ten minutes with full bulletins on the hour to keep our audiences informed.

Triple M Brisbane flood action

During intense flooding and power outages in Brisbane, our Triple M office set up a 4MMM power station at the base of their building providing the local community with a recharging station for phones and devices and help local residents store medical supplies.

During the clean-up, the office stored basic toiletries, groceries, and workwear to help clean-up volunteers.

We encouraged our people to go out and help the community by providing an additional day of paid volunteer leave. Leave was also granted to Triple M breakfast host Marto, who left straight after his shift each day for two weeks to help clean up flood-impacted homes, something he also volunteered to do during the 2011 and 2013 floods in Brisbane.

When an employee working in Brisbane lost their home and belongings to flooding, SCA provided leave with full pay during the time they needed to rebuild and resettle as well as \$500 worth of Bing Lee vouchers to help. On top of this, a GoFundMe campaign was shared internally for colleagues to support.

Gold Coast flood relief

Triple M Gold Coast ran Ks for Cash to raise money for flood relief. The Breakfast team walked from the north of the Gold Coast to the south, broadcasting live from 5:00am to 6:00pm across the day, stopping at local businesses to chat and collect donations. Triple M Gold Coast teamed up with Serving Our People to ensure all funds raised went directly to flood relief. The \$12,000 raised went to those impacted in the Coolangatta area and neighbours in Northern NSW.

Being in the communities, our offices and studios are also impacted by weather events and disasters. SCA can get our services on the air in the event of a crisis using our fly away kits, which line up broadcast via satellite, reducing our reliance on terrestrial transmission lines which may be down or unreliable. Through BAI, we can set up temporary transmission sites to ensure we maintain coverage across impacted areas while keeping our people safe.

We are also able to supply broadcasts from different SCA offices. When Port Macquarie experienced some of the worst flooding seen in the area in over 50 years - stranding residents and damaging infrastructure - we were able to continue to provide residents of Port Macquarie with news and updates broadcast from our Wagga Wagga studios.

To strengthen our emergency processes, in FY23 we will work with state emergency services to manage escalations and contacts to ensure emergency services have a clear line of communication within SCA. This will ensure when disaster strikes, we can readily contact emergency services to provide timely accurate updates across our markets.

Governance and Accountability

Good governance and accountability are key to the success of our sustainability ambitions.

Sustainability governance

Our Corporate Governance Statement describes our key corporate governance practices and policies, including information about our directors. Information about our leadership executives is available on SCA's corporate website and in our 2022 Annual Report.

The Board has four standing Committees: the Audit & Risk Committee, the People & Culture Committee, the Digital Transformation Committee, and the Nomination Committee. The responsibilities of each Committee are set out in a Charter approved by the Board.

SCA's executive team, the Board, and its Committees consider sustainability risks and opportunities within their respective areas of responsibility.

For example, the Audit & Risk Committee monitors SCA's management of risks relating to regulatory compliance, workplace health and safety, cyber security, environmental matters, and economic impacts. The People & Culture Committee monitors SCA's management of risks relating to attraction, retention, development, and care of our people. The Digital Transformation Committee monitors SCA's approach to technological innovation.

The Corporate Governance Statement and 2022 Annual Report provide further information about the composition, responsibilities, and activities of the Board's Committees.

Process for raising concerns

As explained under Ethical conduct, transparency, and corporate governance, SCA's Speak Up program and Whistleblower Policy provide mechanisms for employees, suppliers, their workers, and other eligible whistleblowers to report wrongdoing connected to SCA or its governance practices including fraud, corrupt conduct, or other illegal, unethical, or inappropriate conduct.

Appendix A: Glossary and references

A.1. Glossary

The following terms are used in this report.

ACMA	Australian Communications and Media Authority
APRA AMCOS	Australasian Performing Right Association Limited (APRA) and Australasian Mechanical Copyright Owners Society (AMCOS)
BAI Board	BAI Communications SCA's Board of directors
BSA	Broadcasting Services Act 1992
CISO	Chief Information Security Officer
CRA	Commercial Radio and Audio
CRA Code	Commercial Radio Code of Conduct
EAP	Employee Assistance Provider, Drake WorkWise
Free TV	Free TV Australia
Free TV Code	Free TV Code of Practice
GRI	Global Reporting Index
Metro	Brisbane, Sydney, Melbourne, Adelaide, and Perth
MyNet	SCA employee intranet
NGER scheme	National Greenhouse and Energy Reporting scheme
NIST	National Institute of Standards and Technology
PPCA	Phonographic Performance Company of Australia
Regional	Radio and television markets other than Metro markets
SCA	Southern Cross Media Group Limited and its controlled entities
WHS	Workplace health and safety

A.2. References

The following policies and other documents referred to in this report or relevant to the topics covered in this report are available on the Investors pages on SCA's corporate website, www.southerncrossaustereo.com.au.

- Company Constitution
- 2022 Annual Report
- 2022 Tax Transparency Report
- 2022 Modern Slavery Statement
- 2022 Corporate Governance Statement
- 2022 Workplace Gender Equality Agency Report
- Board Charter
- Board Committee Charters
- Code of Conduct
- Diversity Policy
- External Communications Policy
- News Editorial Policy
- Non-executive Director Share Ownership Policy
- Risk Management Framework (including Risk Appetite Statement)
- Risk Management Policy
- Securities Trading Policy
- Senior Executive Evaluation Policy
- Senior Executive Remuneration Framework
- Senior Executive Share Ownership Policy
- Taxation Risk and Governance Policy
- Whistleblowing Policy

Other policies and procedures referred to in this report are internal to SCA and are available to SCA's employees on our employee intranet, MyNet.

Appendix B: GRI Content Index

B.1. GRI Index

GRI Standard Number	Disclosure	SCA FY22 response and remarks																																																																																
2-1	Organisational details	2022 Annual Report.																																																																																
2-2	Entities included in the organisation's sustainability reporting	See Appendix B.3 in this report.																																																																																
2-3	Reporting period, frequency, and contact point	This report covers FY22, running from 1 July 2021 to 30 June 2022. SCA publishes an annual Sustainability Report in September each year. Please contact CompanySecretary@sca.com.au.																																																																																
2-4	Restatements of information	No restatements																																																																																
2-5	External assurance	No external assurance was undertaken on this report. It was prepared with support from Point Advisory, an ERM Group Company. SCA will consider assurance on key topics in future reports.																																																																																
2-6	Activities, value chain and other business relationships	2022 Annual Report																																																																																
2-7	Employees	<p>a. report the total number of employees, and a breakdown of this total by gender and by region;</p> <table border="1"> <thead> <tr> <th>Row Labels</th><th>ACT</th><th>NSW</th><th>NT</th><th>QLD</th><th>SA</th><th>TAS</th><th>VIC</th><th>WA</th><th>Grand Total</th></tr> </thead> <tbody> <tr> <td>Female</td><td>17</td><td>328</td><td>1</td><td>274</td><td>69</td><td>58</td><td>193</td><td>112</td><td>1052</td></tr> <tr> <td>Male</td><td>33</td><td>308</td><td>4</td><td>211</td><td>68</td><td>51</td><td>171</td><td>106</td><td>952</td></tr> <tr> <td>Grand Total</td><td>50</td><td>636</td><td>5</td><td>485</td><td>137</td><td>109</td><td>364</td><td>218</td><td>2004</td></tr> </tbody> </table> <p>b. report the total number of: i. permanent employees, and a breakdown by gender and by region;</p> <table border="1"> <thead> <tr> <th>Row Labels</th><th>ACT</th><th>NSW</th><th>NT</th><th>QLD</th><th>SA</th><th>TAS</th><th>VIC</th><th>WA</th><th>Grand Total</th></tr> </thead> <tbody> <tr> <td>Female</td><td>16</td><td>310</td><td>1</td><td>258</td><td>65</td><td>54</td><td>175</td><td>103</td><td>982</td></tr> <tr> <td>Male</td><td>33</td><td>286</td><td>4</td><td>202</td><td>60</td><td>47</td><td>165</td><td>97</td><td>894</td></tr> <tr> <td>Grand Total</td><td>49</td><td>596</td><td>5</td><td>460</td><td>125</td><td>101</td><td>340</td><td>200</td><td>1876</td></tr> </tbody> </table>	Row Labels	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	Grand Total	Female	17	328	1	274	69	58	193	112	1052	Male	33	308	4	211	68	51	171	106	952	Grand Total	50	636	5	485	137	109	364	218	2004	Row Labels	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	Grand Total	Female	16	310	1	258	65	54	175	103	982	Male	33	286	4	202	60	47	165	97	894	Grand Total	49	596	5	460	125	101	340	200	1876
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Appendix B: GRI Content Index

B.1. GRI Index

GRI Standard Number	Disclosure	SCA FY22 response and remarks								
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a. report the total number of employees, and a breakdown of this total by gender and by region;

Row Labels	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	Grand Total
Female	1	18	0	16	4	4	18	9	70
Male	0	22	0	9	8	4	6	9	58
Grand Total	1	40	0	25	12	8	24	18	128

iii. non-guaranteed hours employees, and a breakdown by gender and by region;

Row Labels	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	Grand Total
Female	0	38	0	52	10	8	16	9	133
Male	2	53	0	65	16	18	30	16	200
Grand Total	2	91	0	117	26	26	46	25	333

iv. full-time employees, and a breakdown by gender and by region;

Row Labels	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	Grand Total
Female	16	252	1	191	47	43	156	83	789
Male	31	253	4	144	47	32	139	88	738
Grand Total	47	505	5	335	94	75	295	171	1527

v. part-time employees, and a breakdown by gender and by region;

Row Labels	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	Grand Total
Female	1	38	0	31	12	7	21	20	130
Male	0	2	0	2	5	1	2	2	14
Grand Total	1	40	0	33	17	8	23	22	144

Methodology: Data is based on employees who were active on 30 June 2022.
Contextual information: Regions are based on the state or territory where the employee works. A non-guaranteed hours employee is classified as Casual in the SCA data. A full-time employee is any employee working 37.5 hours a week. A part-time employee is any employee who is not casual and works fewer than 37.5 hours a week. A temporary employee is an employee on a contract with an end date.

Appendix B: GRI Content Index

B.1. GRI Index

GRI Standard Number	Disclosure	SCA FY22 response and remarks
2-8	Workers who are not employees	<p>a. There are 120 non-employees whose work is controlled by SCA.</p> <ul style="list-style-type: none"> i. The most common type of non-employee worker is an independent contractor engaged under an agreement between SCA and the contractor stating the requirements and duration of the services and the payment terms. ii. The most common type of work is the production of audio content for radio or podcasts. <p>b. The methodology used to compile the data regarding non-employees is to report the full-time equivalent number of non-employees using an average of remuneration across the reporting period. There were no significant fluctuations in the number of non-employees to employees during the reporting period, not between reporting periods.</p>
2-9	Governance structure and composition	2022 Annual Report. Corporate Governance Statement.
2-10	Nomination and selection of the highest governance body	Corporate Governance Statement. Nomination Committee Charter.
2-11	Chair of the highest governance body	2022 Annual Report. Corporate Governance Statement.
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance Statement. Board Charter.
2-13	Delegation of responsibility for managing impacts	Corporate Governance Statement. Board Charter.
2-14	Role of the highest governance body in sustainability reporting	SCA's Board oversees sustainability reporting and was actively involved in overseeing and approving the results of the materiality assessment. For further information, see Materiality Assessment in this report.
2-15	Conflicts of interest	Code of Conduct.
2-16	Communication of critical concerns	Corporate Governance Statement. Board Charter. We do not report on individual concerns.
2-17	Collective knowledge of the highest governance body	Corporate Governance Statement.
2-18	Evaluation of the performance of the highest governance body	Board Charter.
2-19	Remuneration policies	Senior Executive Remuneration Framework. Remuneration Report included in the 2022 Annual Report.
2-20	Process to determine remuneration	Senior Executive Remuneration Framework. Senior Executive Share Ownership Policy. People & Culture Committee Charter. Collective bargaining: During FY22, 83 percent of SCA employees were covered by an industry award. A further 2 percent of our employees were covered by the Southern Cross Broadcasting (Southern NSW) Collective Agreement 2006 – 2009, and the remaining 15 percent are non-award.

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B.1. GRI Index

GRI Standard Number	Disclosure	SCA FY22 response and remarks
2-21	Annual total compensation ratio	<p>a. In FY22, the annual total compensation for the organisation's highest paid individual was \$1,546,309. The median annual total compensation for all employees (excluding the highest paid) was \$81,001. The ratio of the highest paid to the median was 19.09.</p> <p>b. In FY22, the percentage increase in the annual total compensation for the organisation's highest paid individual was 2919 percent. The median percentage increase in annual total compensation for all employees (excluding the highest paid) was 0.16 percent. The ratio of the percentage increase of the highest paid individual to the median percentage increase was 182.43 percent.</p> <p>c. Total compensation includes salary, commissions, bonuses, allowances, and superannuation contributions. The data is compiled from payroll records.</p>
2-22	Statement on sustainable development strategy	See the CEO Message in this report.
2-23	Policy commitments	<p>Code of Conduct. Supplier Code of Conduct. Modern Slavery Statement.</p>
2-24	Embedding policy commitments	SCA's Board has approved the Code of Conduct and Whistleblower Policy and receives regular reports on whether there have been breaches of the Code of Conduct, disclosures under the Whistleblower Policy, concerns raised under SCA's Speak Up program for workplace grievances, and workplace health and safety risks, hazards, and incidents.
2-25	Processes to remediate negative impacts	<p>SCA demonstrates its commitment to remediate any negative impacts through the robust policies and structures we have in place to create a safe working environment for all employees and contractors. Our policies provide a clear framework around appropriate and inappropriate behaviours within the business to protect the health and safety of our employees and ensure SCA adheres to all relevant employment laws and best practice.</p> <p>Policies include our Code of Conduct, Whistleblower Policy, Grievance Policy, Bullying and Harassment policies, Workplace Health and Safety policies, Equal Employment Opportunity, Modern Slavery fact sheet.</p> <p>SCA's values (collaborate, initiative, creativity, courage, and integrity) also demonstrate our commitment in holding our employees accountable to displaying constructive behaviours and ways of working.</p> <p>SCA conducts compulsory annual compliance training for all employees to remind them of our policies and provide an update on any changes.</p> <p>We have many avenues available to identify grievances including our Speak Up program and Whistleblower Policy, as well as informal conversations between managers and their team members.</p> <p>Refer to the following policies:</p> <ul style="list-style-type: none"> • Grievance Policy • Bullying Policy • Harassment Policy • Whistleblower Policy • Speak Up program. <p>The Whistleblower Policy includes a facility for employees and others to make whistleblower disclosures confidentially and anonymously through an independent third party, YourCall.</p> <p>SCA launched its first PulseCheck survey in February 2022. We plan to conduct three PulseCheck surveys each year, with the next survey to be completed in September. PulseCheck is SCA's approach to assessing employee engagement. It is designed to capture employee sentiment in a structured way to identify trends and correlate results with business changes. PulseCheck is designed to send a positive message to employees that their opinions are valued, and this includes reporting to employees on feedback from each survey and the initiatives to be implemented in response. SCA also reports every six months to the Board's People & Culture Committee on grievances raised by employees and how these grievances have been addressed. An internal grievance tracker is maintained for the purposes of this reporting and to enable trends to be tracked and addressed. The People and Culture team also seeks feedback from parties to a grievance to continually assess the effectiveness of our grievance procedures.</p>

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GRI Standard Number	Disclosure	SCA FY22 response and remarks
2-26	Mechanisms for seeking advice and raising concerns	In addition to ensuring a safe workplace through workplace health and safety processes, SCA encourages employees to raise concerns regarding their well-being with management or the People and Culture team. Any concerns, whether raised formally or informally, are taken seriously and addressed in a timely manner in line with our internal grievances policy. SCA's Whistleblower Policy and Speak Up program encourage, protect, and support responsible reporting of wrongdoing including fraud, corrupt conduct, or other illegal, unethical, or other inappropriate conduct. This program encourages employees to bring any suspected wrongdoing to the attention of management or the People and Culture team as a first step. If someone does not feel comfortable reporting internally then an employee can make a confidential and anonymous report to an independent third-party service, YourCall.
2-27	Compliance with laws and regulations	In FY22, SCA complied with all applicable laws and regulations and did not incur any fines or non-monetary penalties for non-compliance with any law or regulation.
2-28	Membership associations	<ul style="list-style-type: none"> Commercial Radio and Audio (CRA): SCA is a member and represented on the Board. SCA's CEO Grant Blackley is Chair of CRA. Free TV Australia: SCA is a member and represented on the Board by its Chief Sales Officer, Brian Gallagher. Australian Association of National Advertisers: SCA is a member and represented on the Board by its CEO, Grant Blackley. Boptom: SCA is a founding member of this regional media initiative to promote benefits of national advertising investment in regional Australia. SCA's Chief Sales Officer, Brian Gallagher, is Chair.
2-29	Approach to stakeholder engagement	<p>SCA maintains strong relationships with a range of external stakeholders. The purpose of engagement for each stakeholder group is described below.</p> <ul style="list-style-type: none"> Major shareholders: Ensure they understand SCA's strategy and operations and are confident in SCA's governance, including Board composition and non-executive and executive remuneration structures. Proxy/governance advisers: As above. Australian Communications and Media Authority (ACMA): Provide confidence SCA is aware of and complies with applicable regulatory obligations as a radio and television broadcaster. Federal government: As above, and to lobby for appropriate regulatory reform. State and local governments: Provide confidence SCA is aware of and complies with applicable regulatory obligations and contributes positively to its local communities. Media buyers: Provide confidence in the value of investing their clients' advertising dollars on SCA's platforms so that SCA obtains a high proportion of the available investment. Sporting organisations (AFL, NRL, Cricket Australia): Secure appropriate rights to communicate audio commentary of scheduled matches. Charity partners: Contribute value to enable partners to communicate their messages, raise funds, and provide their services effectively. In regional areas (local business, sporting, and community organisations): Demonstrate SCA's commitment to positive economic, social, and cultural outcomes in our local communities. <p>Engagement methods vary depending on the stakeholder group and context. Methods include investor presentations, publication of reports, and electronic and face to face communications. Stakeholder concerns are routinely taken into consideration in the development of policies, strategies, and product development.</p>
2-30	Collective bargaining agreements	<p>Eighty-three percent of employees are covered by industry awards. Two percent covered by Southern Cross Broadcasting (Southern NSW) Collective Agreement 2006 – 2009.</p> <p>The remaining 15 percent are non-award.</p>

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B.1. GRI Index

GRI Standard Number	Disclosure	SCA FY22 response and remarks																																																																																																																																																																																																																																																																																																																						
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401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See Thriving People in this report.																																																																																																																																																																																																																																																																																																																						
401-3	Parental leave	<ol style="list-style-type: none"> Total number of employees that were entitled to parental leave, by gender. F - 793 M - 679 Total number of employees that took parental leave, by gender. F - 78 M - 36 Total number of employees that returned to work in the reporting period after parental leave ended, by gender. F - 74 M - 32 Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender. Data not available. Return to work and retention rates of employees that took parental leave, by gender. Data not available. 																																																																																																																																																																																																																																																																																																																						
403-1	Occupational health and safety management system	See Thriving People in this report.																																																																																																																																																																																																																																																																																																																						
403-2	Hazard identification, risk assessment, and incident investigation	See Thriving People in this report.																																																																																																																																																																																																																																																																																																																						
403-3	Occupational health services	<p>See Thriving People in this report.</p> <p>In addition to the policies and practices described in Thriving People, the following policies reinforce our commitment to protect our staff from dangerous work conditions and support our staff in managing these situations if they ever arise:</p> <ul style="list-style-type: none"> • Asbestos Management Policy • Hazardous Chemicals Policy • High Risk Work Licensing Policy • Transmitter Site Safety Policy • Working Alone Policy • Working At Heights Policy • Working With Compressed Gas and Portable Gas Appliances Policy • Bushfire Preparation and Awareness Guidelines • Dealing With Snakes at Transmission Sites • Outside Broadcast Safety Checklist • Safe Handling and Transport of Compressed Gases • Safe Operations of Portable Gas Appliances. 																																																																																																																																																																																																																																																																																																																						

Appendix B: GRI Content Index

B.1. GRI Index

GRI Standard Number	Disclosure	SCA FY22 response and remarks
403-4	Worker participation, consultation, and communication on occupational health and safety	See Thriving People in this report.
403-5	Worker training on occupational health and safety	See Thriving People in this report.
403-6	Promotion of worker health	<p>See Thriving People in this report. Benefits for SCA salaried employees include:</p> <ul style="list-style-type: none"> • Annual leave • Birthday leave • Volunteering leave • Paid parental leave • BUPA Corporate Health Insurance Program (discounted private health insurance) • Mazda Corporate Program (inclusion of three years' free servicing upon purchase) • SCA YourWay flexible work program • Employee Referral Program • SCA Mentoring Program. <p>We support all employees to maintain good mental health through the following policies and programs:</p> <ul style="list-style-type: none"> • Annual training for our people managers on how to manage mental health in the workplace, using the Suicide Risk Intervention Framework published by the Centre for Corporate Health as a guide to proactively identifying and managing high-risk mental health impacts • Employee assistance program (EAP) and counselling services available 24/7 for our employees • A wellbeing portal on the company intranet • Partnering with Beyond Blue to provide talks about mental health to our people • Access to financial management advice and counselling • Ongoing partnership with Dr Travis Kemp, Organisational Psychologist, with a specific focus on supporting our on-air talent and the unique challenges they face in their role • Distressed caller training to support our front of house staff and producers navigate challenging and distressing listener calls • Bespoke training for our news leaders delivered by the Dart Centre for Trauma and Journalism, equipping leaders with practical skills and knowledge to support trauma exposed staff.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>Contractors performing work at SCA locations must complete a safety induction in SINE, to mitigate their health and safety risks when working in SCA locations. Every contractor must also read the site hazards statement on entering SCA premises and confirm they have done so in SINE.</p> <p>Regular contractors must complete an online contractor induction via SINE. The online company contractor induction includes verification of workers compensation and public liability insurance and applicable licence requirements (e.g., electrical, or responsible service of alcohol), and provision of applicable safe work method statements and electrical safety certificates. We also require regular contractors to read and acknowledge our WHS Policy, Bullying Policy, Drug and Alcohol Policy and Smoking Policy, as well as the site hazard statement. Once this process is complete, the documentation is approved by the engineer in charge of the site and records are kept in SINE.</p>
403-8	Workers covered by an occupational health and safety management system	<p>Quarterly reporting on Risk Assessments (Intranet) Vehicle checklists (manually filled in and loaded onto Intranet) Incidents/No Injury, Incidents/Injury and Hazards and the type of incident/Hazard e.g.: Building or Threatening behaviours etc. (In the Incident and Hazard reporting section on Intranet) All manually reviewed, compiled, and reported on each quarter for the National Operational Risk Committee Meeting</p>

Appendix B: GRI Content Index

B.1. GRI Index

GRI Standard Number	Disclosure	SCA FY22 response and remarks
403-9	Work-related injuries	<p>i. The number and rate of fatalities as a result of work-related injury: 0 ii. The number and rate of high-consequence work-related injuries (excluding fatalities): 0 iii. The number and rate of recordable work-related injuries: 221 injuries iv. The main types of work-related injury: 200 injuries were employees who contracted COVID-19 and visited the workplace v. The number of hours worked: 3,158,673 vi. The number and rate of fatalities as a result of work-related injury: 0 vii. The number and rate of high-consequence work-related injuries (excluding fatalities): 0 viii. The number and rate of recordable work-related injuries: 0 ix. The main types of work-related injury: N/A x. The number of hours worked: 3,158,673 xi. how these hazards have been determined: N/A xii. which of these hazards have caused or contributed to high-consequence injuries during the reporting period: N/A xiii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls: N/A.</p> <p>Illnesses and injuries are tracked together. Rates have been calculated based per 1,000,000 hours worked. Data was tracked using our quarterly Board reporting derived from our running Claims and Injuries (inc. Illnesses) Tracker, which is updated upon receiving each incident report.</p>
403-10	Work-related ill health	<p>i. The number of fatalities as a result of work-related ill health: 0. ii. The number of cases of recordable work-related ill health: 0. iii. The main types of work-related ill health: 0.</p>
405-1	Diversity of governance bodies and employees	<p>Percentage of employees per employee category in each of the following diversity categories:</p> <p>i. Gender: F - 55 percent M - 45 percent.</p> <p>ii. Age group: Under 30: 424 30-50: 1004 50+: 243</p>
405-2	Ratio of basic salary and remuneration of women to men.	<p>a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation. Full-time: 0.75 Part-time: 1.50</p> <p>b. The definition used for 'significant locations of operation': Significant locations of operation are SCA's offices in Metro capital cities.</p>
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>i. Complaints received from outside parties and substantiated by the organization: 0 complaints. ii. Complaints from regulatory bodies: 0 complaints. iii. Total number of identified leaks, thefts, or losses of customer data: Two identified data breaches in FY22. See Data management, use and security in this report for more information.</p>

Appendix B: GRI Content Index

B.2. External assurance

We did not use external assurance for this report. We will consider assurance on key topics in future reports.

Appendix B: GRI Content Index

B.3. List of entities

Name	Australian Company Number
ACN 159 751 443 Pty Ltd	159 751 443
Austereo Capital Fm Pty Ltd	074 733 841
Austereo Entertainment Pty Ltd	067 790 345
Austereo ESP Finance Pty Ltd	095 343 294
Austereo Group Pty Ltd	095 552 060
Austereo International Pty Ltd	066 861 489
Austereo Online Pty Ltd	073 667 197
Australian Capital Television Pty. Limited	008 404 706
Australian Regional Broadcasters Pty Ltd	080 900 670
Barrier Reef Broadcasting Proprietary Limited	010 998 384
Bassfarr Pty. Limited	085 051 761
Belcap Investments Pty Ltd	009 265 187
Broken Hill Television Pty Limited	000 450 724
Burl Rose Pty. Ltd.	056 039 591
Central Coast No. 2 Pty Ltd	101 229 949
Central Coast Radio Pty Ltd	069 299 225
Clainew Pty. Limited	085 051 645
Commercial Radio Coffs Harbour Pty Ltd	001 758 407
Consolidated Broadcasting System (W.A.) Pty Limited	008 670 460
Dubbo Fm Radio Pty Ltd	086 880 873
Elldale Pty Ltd	009 355 248
Esperance Broadcasters Pty Ltd	008 716 283
FNQ Broadcasters Cairns Pty Limited	081 117 473
FNQ Broadcasters Townsville Pty Limited	081 117 455
Forsby Pty. Ltd.	009 662 668
Geraldton Fm Pty Ltd	009 269 327
Gold Coast F.M. Pty. Ltd.	057 872 723
Gold Radio Service Pty. Limited	009 661 518
Goulburn And Border Broadcasters Pty Limited	082 950 105
Goulburn Valley Border Venture Pty Limited	082 950 249
Great Northern Broadcasters Pty Ltd	008 670 291
Great Southern Land Broadcasters Pty Ltd	092 410 305
Greater Cairns Radio Pty. Limited	008 631 730
Harbour View Radio Pty Limited	108 208 000
Mackay Transmission Facility Pty Ltd	086 725 966
Maryborough Broadcasting Company Pty Limited	009 661 527
Mid-Coast Broadcasters Pty. Limited	003 566 309
Mid-Districts Radio Pty Ltd	008 806 166
National Radio Sales Australia Pty Ltd	082 351 282

Appendix B: GRI Content Index

B.3. List of entities

Name	Australian Company Number
Nessian Pty Ltd	003 012 253
North Queensland Broadcasting Corporation Pty Ltd	010 110 497
North West Broadcasters Pty. Ltd.	010 553 152
North West Radio Pty Ltd	074 344 451
Northern Rivers Television Pty Ltd	062 851 629
Perth FM Radio Pty Ltd	077 569 110
Radio 2GZ Pty Limited	003 490 015
Radio 2LF Pty Limited	061 719 453
Radio 2RG Pty Limited	003 803 218
Radio 3BO Pty Limited	008 631 758
Radio 3CV Pty Limited	061 299 581
Radio 3MA Pty Limited	052 266 814
Radio 6AM Pty. Ltd.	009 214 733
Radio Albury Wodonga Pty. Limited	008 631 687
Radio Newcastle Pty Ltd	000 225 525
Radio West Broadcasters Pty Ltd	009 316 554
Redwave Media Pty Ltd	083 553 860
Regional Broadcasters Australia Pty Limited	059 084 552
Regional Media No. 1 Pty Limited	124 719 400
Regional Media No. 2 Pty Limited	124 720 289
Regional Radio Broadcasters Pty Limited	094 315 474
Regional Radio No. 2 Pty Ltd	003 882 326
Regional Television Pty Limited	067 044 464
River View Radio Pty Limited	108 209 043
Riverina Broadcasters (Holdings) Pty. Ltd.	008 440 364
Rockhampton Broadcasting Co. Pty. Limited	009 661 634
Rockhampton Transmission Facility Pty Ltd	101 064 797
SCA Community Fundraising Limited	159 239 675
SCA Digital Pty Ltd	007 914 641
SCMG Investments Pty Ltd	159 977 349
Sea FM Central Coast Pty Limited	003 644 353
Sea FM Gold Coast Pty Limited	076 340 826
South Eastern Broadcasters Pty Limited	054 328 415
Southern Cross Austereo Pty Ltd	109 243 110
Southern Cross Austereo Services Pty Ltd	158 877 484
Southern Cross Austereo Treasury Pty Ltd	006 243 474
Southern Cross Broadcasting (Australia) Pty Limited	006 186 974
Southern Cross Communications Pty Limited	004 386 038
Southern Cross Incentive Pty. Limited	006 780 061
Southern Cross Media Australia Holdings Pty Limited	110 357 036
Southern Cross Media Group Limited	116 024 536
Southern Cross Media No. 2 Pty Limited	115 944 842
Southern Cross Media No.1 Pty Limited	134 746 124
Southern Cross Media Services Pty Limited	010 711 056
Southern Cross National Network Pty Ltd	148 894 231
Southern Cross Network (Production) Pty. Ltd.	009 540 149
Southern Cross Sales Pty Ltd	000 762 630
Southern Cross Telecommunications Pty Ltd.	089 636 724

Appendix B: GRI Content Index

B.3. List of entities

Name	Australian Company Number
Southern Cross Television (TNT9) Pty. Limited	009 483 587
Spencer Gulf Telecasters Pty Limited	007 658 782
Spirit Radio Network Pty Ltd	094 880 538
Tablelands Broadcasting Pty Limited	076 812 523
The Radio.Com.Au Pty Ltd	090 688 421
Third National Network Australia Pty Limited	095 062 285
Today FM Brisbane Pty Ltd	095 320 415
Today FM Sydney Pty Ltd	095 323 201
Today Radio Network Pty Ltd	095 317 927
Town and Coastal Broadcasters Australia Pty Limited	094 315 483
Townsville Broadcasters Pty. Limited	008 631 678
Triple M Adelaide Pty Ltd	060 560 198
Triple M Brisbane Pty Ltd	095 320 424
Triple M Melbourne Pty Ltd	095 319 903
Triple M Network Pty Ltd	095 317 936
Triple M Sydney Pty Ltd	095 323 185
Veneta Pty Ltd	000 644 584
Video Central Pty Ltd	076 670 892
Votraint No. 620 Pty Ltd	050 051 477
Votraint No. 691 Pty Limited	055 750 082
VRB Pty Ltd	064 740 030
West Australian Radio Network Pty Ltd	009 429 485
Whitsundays Broadcasters Pty Limited	082 761 055

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