



Diversity, Equity and Inclusion Policy

Our vision

At oOh! we recognise that all people are unique and equally important. We believe that oOh!'s diversity, equity and inclusion priorities directly influence our ability to attract, retain, motivate and develop the best talent, to enable us to deliver the sharpest insights for our customers, and to grow with our business.

Our vision is to create a culture which embraces and promotes diversity, where everyone feels included and accepted, and where bringing your true self to work is actively supported in everything we do.

To achieve this we are committed to ongoing initiatives supporting a workplace that is free from discriminatory and non-inclusive behaviours and business practices.

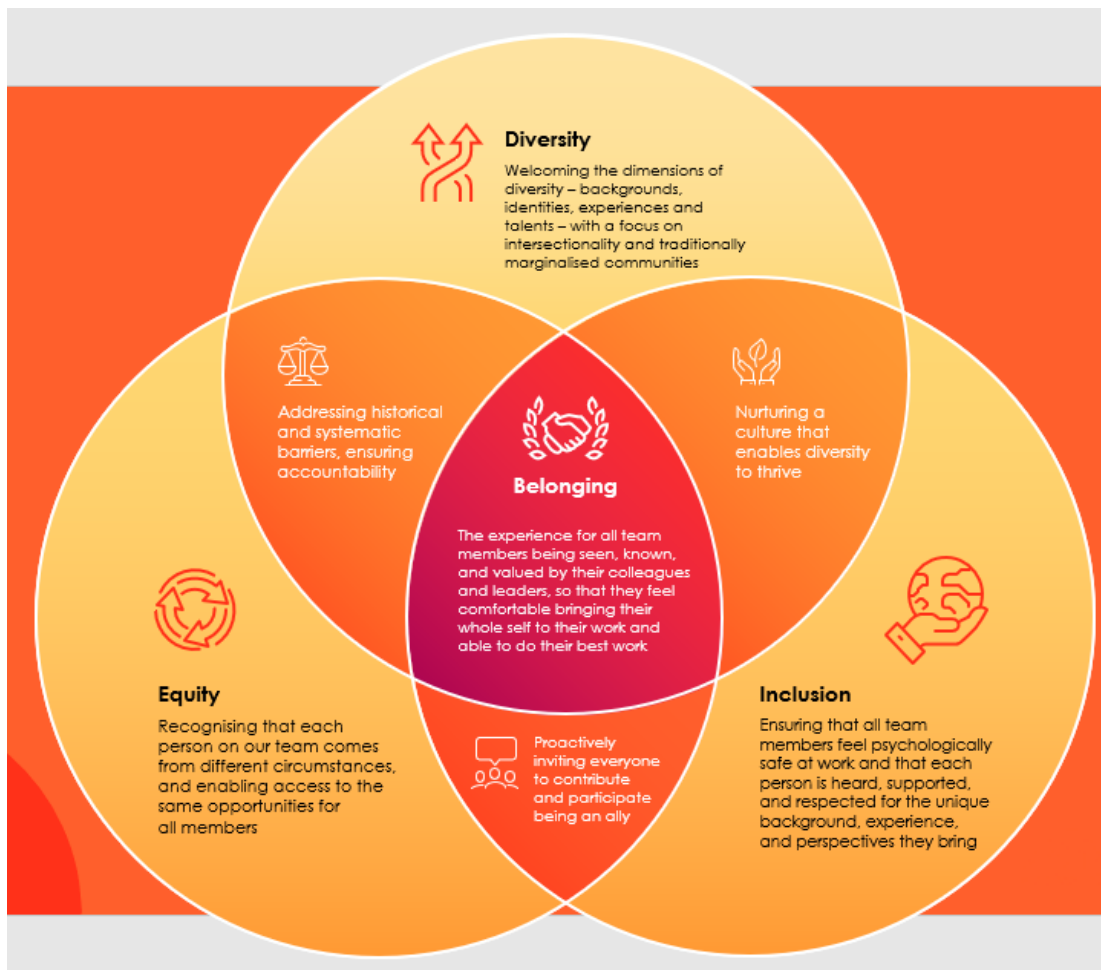
This Policy outlines our approach and our commitment to promoting diversity, equity and inclusion at oOh!

Who this applies to

This Policy applies to all of oOh!, including oOh!'s Board of Directors, all employees of oOh!, contractors, sub-contractors, labour hire employees, or consultants of oOh! and its subsidiaries (collectively referred to as "team members" for the purposes of this policy).

Our approach

At the heart of our approach at oOh! is "Belonging", which for us means that all team members are seen, heard, known and valued. At oOh! we are constantly striving to create an environment where our team members feel comfortable and accepted bringing their whole self to work, where they are able to perform at their best and where they can achieve their career goals.



This approach also guides us in other areas such as our Reconciliation Action Plan (RAP) and Environment, Social and Governance (ESG) initiatives.

Our strategy pillars and priority focus areas

We are focused on three key pillars:

An inclusive culture

Setting the standards, the behaviours and values that all oOh! team members live by, by creating and embedding a culture where everyone is able to bring their whole self to work, where they feel respected, comfortable and safe and know that their contribution matters.

Diverse teams

Celebrating our colleagues' uniqueness and knowing that strength lies in our different ideas and perspectives by working to ensure our teams reflect the diverse communities in which we operate.



Structural inclusion

Ensuring our systems and processes are purposefully designed to be fair, equitable and to eliminate bias through enhanced data and reporting, strong governance and accountability; we operate in a way that is supportive to all team members, equally.

Our priority focus areas are: Women, LGBTQI+ and Cultural Background

Performing to our objectives

The Board or Talent and Culture Committee sets measurable objectives to progress towards a diverse workforce across our organisation. Our Talent and Culture Committee will review performance against objectives at least annually.

Each year, the oOh! Annual Report will include the measurable objectives of the reporting period and a summary of oOh!'s progress towards achieving those measurable objectives.

Our Chief People and Culture Officer has responsibility for:

- ensuring oOh! workplace policies and practice notes are aligned to Board diversity, equity and inclusion objectives;
- cascading those objectives to appropriate management levels and business units in oOh!; and
- reporting to the Board annually on oOh!'s workforce profile and performance against objectives.

Our recruitment, selection and succession planning

Successful recruitment and selection are fundamental to our business.

During any selection process it is critical to recognise that diversity allows for different strengths and contributions to be brought to oOh! and that discriminatory practices and unconscious bias are to be avoided at all levels.

All people leaders have a responsibility to make decisions based on merit and to actively encourage diversity, equity and inclusion in their teams.

These same principles are applied when considering new Directors for appointment to the Board to ensure a balance of skills and background in candidate selection.

Our Talent and Culture Committee assists the Board to identify qualified individuals for appointment to the Board. In identifying candidates, the Committee will consider the selection criteria set out above, as well as:

- skills, expertise and background that add to and complement the range of skills, expertise and background of the existing Directors;
- diversity; and
- the extent to which the candidate would fill a present need on the Board.

Our Talent and Culture Committee oversees the development and succession planning process for our Chief Executive Officer (CEO) and our CEO's direct reports. In enacting this responsibility, the Committee will consider diversity criteria.



Board appointment process

Skills such as leadership and previous experience as a Chief Executive, Chair or Board member of a large organisation are traditional prerequisites for a Director. Our Board seeks to have a broad range of experiences for optimum performance, including skills gained from experience in areas such as the following:

- senior executive;
- corporate;
- finance, M&A, legal;
- marketing and sales;
- an understanding of how to drive enterprise structures, including the implementation of performance management structures, analytics and measurement tools in a sales driven organisation;.
- a belief in innovation as a major driver of growth; and
- experience as a Non-executive Director of a listed company, preferably an S&P/ASX200 Board.

Our Board, assisted by the Talent and Culture Committee, will develop and disclose a Board appointment process, which includes selection criteria relevant to the skills and experience outlined above, and the selection process for senior management positions.

Disclosure and review of this policy

The oOh! Annual Report / the oOh! website will disclose:

- a copy and summary of this policy;
- our progress toward achieving its objectives;
- the diversity of team member genders at oOh! across the whole workforce, in senior management and on our Board or, if applicable, oOh!'s most recent "Gender Equality Indicators" as defined by the *Workplace Gender Equality Act 2012* (Cth).

oOh!'s Talent and Culture Committee is responsible for overseeing the implementation of this policy and its objectives. It will, with appropriate support and input from management, periodically review:

- the effectiveness of this policy; and
- the division of responsibilities and accountability for developing and implementing diversity initiatives across oOh!.

The Talent and Culture Committee will report on the outcomes of any review, and its recommendations for change, to our Board as appropriate.

Our Talent and Culture Committee is responsible for reviewing the content of this Policy at least every 2 years, or as required, and will make recommendations for changes to our Board.

The Executive Leadership Team (ELT) is accountable for delivery of the annual initiatives set out in the Diversity, Equity and Inclusion strategy.

All people leaders are accountable for creating and maintaining an inclusive workplace by role modelling inclusive behaviours and communicating their commitment to this Policy. This includes ensuring no bias is held in relation to decision making, there is a consistency of



approach, that their teams adhere to our values and behaviours and relevant policies / practice notes including the Workplace Behaviours and Code of Conduct.

All team members are responsible for contributing to and maintaining an inclusive and diverse workplace culture in line with oOh!'s policies and values. This includes acting and behaving with respect and inclusion and not engaging in non-respectful activities or behaviours such as discrimination, harassment, sexual harassment, bullying, victimisation, vilification, or retaliation.

Compliance

Any known or suspected instances of non-compliance should be discussed with your leader, a senior leader, or a member of the People & Culture team. Alternatively, any team members who are aware of a breach of this policy may elect to raise this in accordance with oOh!'s [Whistleblower Policy](#).

Conduct that is deemed to have breached this policy may be subject to disciplinary measures, up to and including termination of employment or engagement.

For more information

If you have questions about the content of this Policy, please contact the Chief People and Culture Officer, another member of the People & Culture team or the CEO.

June 2023