

Diversity Policy

PURPOSE

VRL recognises the benefits of diversity where people from different backgrounds can bring fresh ideas and perceptions which make the way work is done more efficient, and services more valued. It is for these reasons that VRL is committed to being a diversity leader (across all levels in the Company) in the entertainment and tourism sector by:

- Providing a diversity inclusive workplace in which everyone has the opportunity to fully participate and is valued for their distinctive skills, experiences and perspectives.
- Incorporating diversity into its business practices through its corporate social responsibility initiatives that aim to improve the quality of life for its workforce, their families, communities and society at large.

POLICY STATEMENT

Valuing and managing diversity means that VRL will:

- Facilitate equal employment opportunities based on relative ability, performance or potential;
- Help to build a safe work environment by taking action against inappropriate workplace and business behaviour that does not value diversity including discrimination, harassment, bullying, victimisation and vilification;
- Develop flexible work practices to meet the differing needs of our employees;
- Attract and retain a skilled and diverse workforce as an employer of choice;
- Enhance customer service and market reputation through a workforce that respects and reflects the diversity of our customers;
- Make a contribution to the economic, social and educational well-being of the communities it serves;
- Improve the quality of decision-making, productivity and teamwork;
- Meet the relevant requirements of legislation, shareholders and the Board;
- Align with world leading practice, and
- Create an inclusive workplace culture.

DEFINITIONS

Non-inclusive behaviours include:

Direct discrimination is denying a person of an opportunity or treating them less favourably because they belong to a particular group or category. For example: not employing a female applicant on the grounds of males typically doing the job.

Indirect discrimination occurs when an action or policy which appears to treat everyone equally, has a discriminatory effect against a certain group of people. For example: holding workplace meetings after work hours when employees with family responsibilities would find it hard to attend.

Harassment is any form of behaviour that is unwelcome and which offends, humiliates or intimidates a person.

Sexual Harassment is any form of unwelcome sexual attention. This may be obvious or indirect, physical, or verbal, intentional or unintentional, or behaviour that creates a sexually hostile or intimidating environment.

Bullying is the repeated less favourable treatment of a person by another or others that may be considered unreasonable and inappropriate workplace behaviour. The behaviours can be physical, verbal or non-verbal. For example: assaulting, shouting or isolating a person in the workplace.

Victimisation is when an employee is treated less favourably for making a complaint or providing information as a witness. For example: using pay back, refusing to acknowledge the person, removing or reducing benefits.

Vilification is conduct that incites hatred against, serious contempt for, or revulsion or severe ridicule of another person or group of persons on the grounds of race, ethno-religious beliefs, HIV or AIDS, transgender or homosexuality. For example: graffiti that encourages hatred of a particular race of people.

Key terms:

Diversity is recognising and valuing the unique contribution people can make because of their individual background and different skills, experiences and perspectives. People differ not just on the basis of race and gender, but also other dimensions such as lifestyle, education, physical ability, age and family responsibility.

Inclusion is actively valuing a person or group's diversity and making them part of VRL's success, by providing opportunities for their full participation at every opportunity – regardless of differences such as age, gender, physical or mental ability and culture or family responsibilities.

Vicarious liability is a legal term used to describe when a person or organisation has knowledge or is a witness to discrimination, harassment or workplace bullying and fails to take reasonable action to prevent it from occurring (including reporting). The person and/or the organisation can be held legally responsible and cannot claim not to have known.

Corporate Social Responsibility is a continuing commitment by VRL to behave ethically and contribute to economic development and environment protection while improving the quality of life of the workforce, their families and the local community and society at large. It is a genuine attempt to build meaningful relationships between VRL and its stakeholders.

VRL Board means the directors of Village Roadshow Limited as appointed by VRL's shareholders from time to time.

VRL Executive Committee means the persons serving on the Executive Committee of VRL from time to time.

VRL Remuneration Committee means the persons serving on the Remuneration Committee of the VRL Board from time to time.

ASX Recommendations means the Principles of Good Corporate Governance and Best Practice Recommendations issued from time to time by the Australian Securities Exchange Corporate Governance Council.

Senior Management means all members of the VRL Executive Committee (as constituted from time to time), Divisional CEOs and employees in roles classified into Career Bands 5 and 6 of the VRL Job Classification framework.

ENFORCEMENT

VRL does not tolerate non-inclusive behaviour and upholds the law aimed at preventing vicarious liability. To achieve this VRL expects its employees to:

- Uphold and demonstrate VRL's core Values and behaviours at work or at after hours work functions;
- Regularly attend/complete diversity awareness training;
- Understand and comply with Diversity policies and procedures;
- Be assertive to prevent inappropriate and non-inclusive behaviours of discrimination, harassment, bullying, victimisation and vilification;
- Willingly adapt their behaviours if required to ensure appropriate workplace conduct.

Resolution Options Model

VRL supports any employees who are subjected to inappropriate behaviours through its Resolution Options Model. There are three resolution options the employee can choose from as follows:

- **Informal complaint** – usually a verbal complaint about a minor incident. The most **suitable resolution** option here is the person is encouraged to address and resolve the issue with the other party directly. They can also seek information or assistance from a Supervisor or Human Resources team member.
- **Formal Complaint (internal)** – more serious complaint which is put in writing to **Human Resources or your Manager**. A formal investigation is *likely* to occur.
- **Formal Complaint (external)** – usually for an extremely serious complaint lodged **with an external provider** e.g. Anti-Discrimination Commission. A *formal* investigation **will occur**.

Support is available to decide which option to choose *and* includes:

- Supervisors/managers
- Human Resources Team
- Union Representative
- The Employee Assistance Program (please contact your HR team member)
- A high degree of discretion, sensitivity and confidentiality must be exercised by all those involved at any stage of resolving the complaint. Further information on the Resolution Options Model, support options and how to address inappropriate behaviour can be found on the VRL intranet site under Human Resources.

IMPLEMENTING AND MONITORING

Executive Committee will be responsible for setting targets for male/female ratios in the Senior Management group and will provide reports to VRL's Remuneration Committee which will monitor progress against such targets.

HR will provide periodic reports to the VRL Executive Committee to assist in monitoring progress against nominated gender targets.

VRL will disclose progress against gender targets in three levels in its' Annual Report:

- VRL Board; and
- Senior Management; and
- Whole of organisation (Australia wide).

Heads of Divisions will be responsible for implementing the policy in their Division and for attainment toward the VRL Group target. This will constitute one of the annual performance KPI's for these Executives.

In addition, the VRL Group will separately report annually relevant male/female employee information as required under the Workplace Gender Equality Act.

GENDER DIVERSITY TARGETS

As at June 2018, the proportion of women employed in Australia across the group was 54.74% with VRL's Senior Management group comprising 31.08% females.

VRL has set a target of increasing this proportion of female Independent Non-executive Board members and Senior Management employees to 33% by the end of 2021.