



Building a safe, respectful and inclusive workplace:

**A guide to our Diversity, Equity and Inclusion
Strategy 2026-2030.**



Acknowledgement of Country

At Nine Entertainment Co. (Nine), we acknowledge the Traditional Custodians of the lands, skies, and waters on which we operate, live, and work. We pay our deepest respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples as the First Nations peoples of this land.

We recognise that these lands have been home to the world's oldest continuous cultures for more than 65,000 years and are places of storytelling, connection, and profound knowledge. From the Cammeraygal people of the Eora Nation in Sydney to the Wurundjeri people of the Kulin Nation in Melbourne and the Whadjuk Noongar people in Perth, we honour the diversity of the many nations and cultural groups that have cared for Country for generations.

An Acknowledgement of Country is more than words, it is a meaningful act of respect and recognition. At Nine, we understand the significance of recognising Country and the enduring connection First Nations peoples have to their lands, waters, and cultures. Through our work as creators, we commit to amplifying these connections, ensuring that the voices and stories of Aboriginal and Torres Strait Islander peoples are heard, celebrated, and immutable in Australia's ongoing narrative.

This Acknowledgement is a reminder of our responsibility to act with integrity, to listen and learn, and to engage with First Nations communities in a way that honours their histories and cultures. It is one of the many ways we demonstrate our commitment to reconciliation and our vision for a more inclusive, respectful, and unified future.



Pathways to Partnership is an original artwork by Ginny Jones. Commissioned for Nine's Reflect Reconciliation Action Plan (2025–2026), the piece was created in collaboration with and guided by YarnnUp.



‘We bring people together through storytelling – it’s the heart of who we are and why we exist. Diversity is fundamental to this. Whether it be attracting diverse talent, showcasing diverse content or ensuring we mirror the audiences that watch, read and listen to our programs.

‘Equally, we recognise that our long-term success depends on building a culture where people feel respected and can thrive. Inclusion is shaping our group foundations so that we are the place where Australia Belongs.’

Matt Stanton
CEO, Nine Entertainment Co

This guide captures the journey we've taken, why a diverse and respectful workplace is important to us, and the roadmap to progress our goals.

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This report will be updated at key milestones to highlight progress and where there's more work to be done.

This report was prepared in partnership with Diversity Partners.

Diversity Partners is an Australian consulting firm specialising in diversity and inclusion research, strategies and leadership education.



How We Got Here

Nine's approach to developing a diverse and inclusive workplace has been evolving.

Pre 2023:

A grassroots approach with activity happening in pockets of the business. External partnerships set up with Diversity Council of Australia, Australian Disability Network and Pride in Diversity.

2023 - 2024:

We start taking a more programmatic approach with four employee-led resource groups (known as the Nine Communities) launching and a closed First Nations Community.

We introduced Families@Nine to promote shared caregiving and support for parents.

The independent review by [Intersection](#) of Nine's workplace culture is a catalyst for our cultural transformation to ensure a safe, respectful and inclusive workplace.

2025 - 2026:

External review of data and policies by consultants, Diversity Partners, and consultation with our people to map out priorities for our five-year approach to building a safe, respectful and inclusive workplace.

Four dedicated action plans accompany the strategy: Gender Diversity, Cultural Diversity, Disability Inclusion, and LGBTQIA+ Diversity.

Why now

- We're undergoing a strategic cultural transformation to create a more safe, respectful and inclusive culture and build trust, respect and psychological safety for our people.
- 2024 independent review by [Intersection](#) of our workplace culture 'Out in the Open, Changing the Culture at Nine Entertainment', found concerning levels of inappropriate workplace behaviour.
- Our Cultural Transformation Action Plan influences our priorities, with a sustained focus on leadership accountability and a cultural reset, to address systemic bullying, discrimination and harassment.
- A critical foundation to reset our culture is to develop a five-year Diversity, Equity and Inclusion (DEI) Strategy, and associated roadmap to get there. The roadmap reflects our commitment to building a safe, respectful and inclusive workplace.



‘It has been an incredible journey to see how Nine has evolved, since the launch of the Nine Communities in 2023. This progress doesn’t happen overnight and knowing that there are plans in place to bring this to life over the next 5 years is exciting and hopeful for the future of Nine, our people and our brands.’

For our All Abilities Community, this fosters an environment that is welcoming and generates an inclusive workplace for people with disabilities. Not only does the Diversity and Inclusion roadmap encourage awareness raising, but allows us to challenge our ways of sharing this to our consumers across all of our platforms.’

Brad Smith & Samantha Palmer
Co-Chairs of the All Abilities Community



Nine employees celebrating
National Guide Dog Day

Inclusion and Diversity is Core to Who We Are

- Our purpose, Australia Belongs Here, brings people together through storytelling, connection, and the moments that shape who we are as a nation. It explicitly recognises that 'from journalism to entertainment and business as usual, we stand for inclusion in all its forms.'
- Our vision, Together, we'll be the creators of consumer-first experiences that matter, speaks to the value of the group working as one, while stretching us to continually aspire to higher performance.
- Australia is a richly multicultural society. Our consumers span a wide range of backgrounds, identities, and experiences. We want our viewers, readers and listeners to see themselves represented in stories, news, and entertainment.
- Through empowering diverse voices and making more meaningful and relatable content we will have higher consumer engagement.
- Fundamentally, we're determined to embed a safe, respectful, and inclusive workplace for our people.



Nine employees celebrating Lunar New Year



‘Nine’s refreshed Diversity and Inclusion roadmap gives us a clear vision for what an inclusive future looks like. Reaching this point has taken significant work, bringing together the voices, insights and lived experiences of people across our workforce to ensure the strategy truly reflects those who make Nine what it is.

For an organisation as complex as Nine, this roadmap provides a shared foundation and a shared direction. It presents a future where everyone is aligned but not identical. Bringing different perspectives, backgrounds and experiences to avoid getting stuck in the same patterns or circling the same outdated ideas.

This work will ensure Nine remains one of the best places to work and a place people can be themselves at work both now and in the future.’

Immy Abdullah,
Co-Chair, Nine Pride







Nine hosting a pride trivia night for employees

Our Diversity, Equity and Inclusion Strategy 2026-2030

Priority Areas	Capability	Accountability	Representation	Integration
	Invest in our people to foster a safe, respectful inclusive workplace.	A data driven approach, backed by strong governance, to empower leaders to drive progress.	Our workplace, from behind the scenes to the front lines, mirrors the community we proudly support.	Integrating inclusion across our frameworks, policies and practices.
Enabled by	Nine Communities		Inclusive Communications & Content	
	Investing in All Abilities, Pride, Gender Equity, Cultural Diversity and First Nations, to build awareness and allyship so that the voice of our people is central to our strategy.		Promote trust and respect by delivering transparent inclusive communications and content aligned to our Group Foundations, that resonate with our people, and our viewers, listeners and readers.	

Measuring our success:

-  Achievement of Diversity and Inclusion Measurable Objectives including our gender targets in our Corporate Governance Statement
-  The implementation of three new targets aligned to Workplace Gender Equality Agency legislative requirements (from 1 April 2026), enabled through our Gender Action Plan
-  Increase in inclusion score, building on the June 2025 baseline that 71% of employees report feeling included at Nine
-  Increase in representation of employees from diverse cultural backgrounds, people with disability, LGBTQIA+ people and Aboriginal and Torres Strait Islander peoples, measured in our internal All About You survey

We commit to reporting on how we are implementing programs and monitoring change. Regular updates will be made to this document to record our progress against the success criteria.

How We Will Get There...



OUR FOUR PRIORITY AREAS

1. Capability:

What we mean

Invest in our people to foster a safe, respectful inclusive workplace.

We will:

- | Embed inclusive leadership in Nine's values and our refreshed Code of Conduct.
- | Strengthen inclusive leadership capability through Leading@Nine, our multi-faceted leadership curriculum giving all leaders a deeper understanding and practical tools to role model safe, respectful inclusive behaviours and decision-making in everyday moments.
- | Launch the enterprise-wide 'Inclusion Series' to provide a deeper dive into key topics, to build awareness and inclusive mindsets, and inspire allies to act as a catalyst for meaningful change.
- | Provide education for Hiring Managers on challenging unconscious bias, to empower them to make fair and objective recruitment decisions.
- | Tap into the resources from our memberships with external bodies including the Diversity Council of Australia to build knowledge and understanding across the Group.

OUR FOUR PRIORITY AREAS

2. Accountability:

What we mean

A data driven approach backed by strong governance to empower leaders to drive progress.

We will:

- Tighten our governance framework to include a DEI Committee, led by the CEO, and shaped by representatives from our Communities¹, amplifying lived experiences and driving change from the inside out.
- Have regular transparent reporting to Board, the Executive Team and the Senior Leadership Team with a dashboard that captures data-driven insights to track progress against our strategy, allowing us to take targeted action to address gaps.
- Publicly launch dedicated action plans (Gender Diversity, Cultural Diversity, Disability Inclusion, LGBTQIA+ Diversity and our Reflect Reconciliation Action Plan)
- Hold our leaders to account on delivering on our cultural transformation and building a safe, respectful, inclusive workplace by connecting our values to performance evaluations and remuneration outcomes.
- Ensure our Governing Body plays a critical role in shaping, guiding, and sustaining our approach by fostering a transparent and regular dialogue on our progress, exemplifying inclusive leadership, and implementing membership term limits to promote renewal and diverse representation.
- Continue our partnerships and external benchmarking with Nine Practice Partners and external bodies, including Media Diversity Australia, Pride in Diversity, Australian Disability Network, Reconciliation Australia, Yarnnup, and the Workplace Gender Equality Agency.

¹ Nine's employee-led resource groups

OUR FOUR PRIORITY AREAS

3. Representation:

What we mean

Our workplace, from behind the scenes to the front lines, mirrors the community we proudly support.

We will:

- Strengthen our talent acquisition policy and process to attract and select a broader, more diverse pool of candidates, while also enhancing internal mobility pathways to ensure our people have equitable access to opportunities and career growth.
- Collaborate across the industry to champion media career advocacy and pathways in schools, universities, and the wider community, cultivating a more diverse generation of talent.
- Prioritise gender balance in talent and succession planning and continue to advance initiatives such as Women in Technology to build divisional talent pipelines.
- Launch a sponsorship program for high potential women in the Senior Leadership Team and level below.
- Implement tailored recruitment and career development initiatives captured in each of our dedicated action plans.
- Consciously increase visible representation for our viewers and explore scalable ways to track diversity in our content creation and across the allocation of stories and news production.
- Continue to evolve Nine Careers (our external careers site) and Nine for Brands (our corporate website), to showcase our enduring commitment to building a safe, respectful and inclusive workplace for all.

OUR FOUR PRIORITY AREAS

4. Integration:

What we mean

Integrating inclusion across our frameworks, policies and practices.

We're intentionally integrating inclusion across our employee life cycle by:

- | Ensure inclusion is at the heart of our cultural transformation.
- | Leverage our 'About You' employee survey to understand experiences of inclusion across under-represented groups and taking purposeful actions to address any gaps.
- | Launch Grow@Nine, our career and performance framework, to empower every individual to have meaningful conversations that support their career development.
- | Embed inclusion in our policies and launch new policies as needs arise.
- | Remain steadfast in our commitment to pay equity, reinforced publicly by our annual employer statement that details the actions we're taking to close pay gaps.
- | Continue to evolve Families@Nine, to support our parents and caregivers.
- | Provide equitable access to flexible work, empowering our people to work in ways that support wellbeing, as well as team and business performance.

We will promote diversity, equity and inclusion when we engage with the community by:

- | Building a pipeline of suppliers from under-represented communities.
- | Setting and monitoring progress towards diversity supplier targets.
- | Ensuring our volunteering program, Nine Cares, is accessible to everyone and features charities representing a broad spectrum of community groups.

OUR ENABLERS

1. Communities:

What we mean

Investing in our employee-led Communities (All Abilities, Pride, Gender Equity, Cultural Diversity) and our First Nations colleagues, to build awareness and allyship so that the voice of our people is central to our strategy.

We will:

- Empower Nine Communities² with robust committee frameworks, featuring Executive Sponsors, Chairs, and key roles with defined responsibilities and tenures, to drive sustained impact and accountability.
- Take an intersectional approach through intentional cross-collaboration between the Nine Communities, so events reflect the multifaceted identities within our workplace and the Australian community.
- Ensure our Nine Communities are connected to our integrated Communications Plan and our dedicated Action Plans to amplify allyship, advocacy and awareness.
- Celebrate the contributions of our Nine Communities through meaningful recognition and reward programs.

PRIDE

GENDER
EQUITY

CULTURAL
DIVERSITY

ALL ABILITIES

²Nine's employee-led resource groups



Nine employees celebrating International Women's Day

2. Inclusive Communications And Content:

What we mean

Promote trust, respect and drive change by delivering transparent inclusive communications, stories and content aligned to our Group Foundations, that resonate with our people and our viewers, listeners and readers.

We will:

- Share an aligned and authentic narrative built on the foundation of respect by having an integrated internal and external DEI Communications Plan.
- Leverage the DEI Hub for proactive, accessible and inclusive storytelling, shining the light on our Group Foundations and Nine's values across our DEI priority areas.
- Showcase transparent and consistent communications to our people about our commitments, to build trust across our business.
- Take a mindful approach to inclusion in our content, opinions and reporting decisions so that our storytelling is respectful and reflective of who we are as a nation.
- Enhance accessibility across our digital platforms and products and proactively consider bias mitigation in our AI principles and ongoing usage.
- Collaborate with external organisations such as Bus Stop Films and Inclusively Made to embed inclusion across our network.



Nine employees partaking in a smoking ceremony during our Reconciliation Action Plan launch



'Nine is a place where all of Australia belongs. We have a responsibility to our audiences to reflect the true nature of our country - a diverse tapestry of people across our vast continent.

Leading with respect and kindness isn't just about creating safe, inclusive workplaces. It ensures we have the right voices in the room making decisions that shape our future. As Australia's leading media organisation, this matters for everyone who works here and everyone we serve.'

Peter Tonagh
Chair, Nine Entertainment Co



Interns from Bus Stop Employment during the 2024 Paralympics

