

PROFESSIONAL COMMUNICATION STANDARDS POLICY

The Professional Communication Standards Policy (**Policy**) establishes mandatory standards for all written and verbal communications by the Staff Members representing ARA Group Limited, ARA Group NZ Limited and its related corporate entities (collectively **ARA**) in Australia and New Zealand.

Staff Members includes all permanent and temporary employees, directors, officers, personnel and contractors of ARA together with all third parties acting on ARA's behalf or representing ARA's interests, such as agents and consultants.

The Policy applies to all forms of communication including emails, letters, reports, presentations, social media posts, client interactions, and internal correspondence.

1. POLICY STATEMENT

The Staff Members are required to maintain the highest standards of professional communication that reflect ARA's organisational values and protect ARA's reputation. Every communication must demonstrate professionalism, courtesy, respect, commercial awareness, and fairness.

Staff Members must, when drafting any communication, consider whether they would be comfortable with the content of their communication being, by way of example, published on the front page of a major news publication or presented before a Court. If they would not, then they must follow the standards set out in this Policy.

2. CORE COMMUNICATION STANDARDS

2.1. Professional

All Staff Members must in all their communications:

- (a) use clear, concise, and grammatically correct language;
- (b) maintain a business-appropriate tone in all circumstances;
- (c) ensure communications are well-structured and purposeful;
- (d) use proper spelling, punctuation, and formatting; and
- (e) include appropriate greetings, sign-offs, and contact details.

2.2. Polite

All Staff Members must:

- (a) begin communications with appropriate salutations and use language such as "Dear..." or "Hi...";
- (b) use courteous language such as "please," "thank you," and "you're welcome";
- (c) acknowledge receipt of communications promptly;
- (d) express appreciation for others' time and efforts; and
- (e) respond to all communications within reasonable timeframes.

2.3. Respectful

All Staff Members must:

- (a) show consideration for cultural differences and sensitivities;
- (b) use inclusive language that avoids discrimination or bias;
- (c) respect confidentiality and privacy requirements;
- (d) listen actively and respond thoughtfully to others' viewpoints; and
- (e) avoid inflammatory, offensive, or inappropriate language

2.4. Businesslike

All Staff Members must:

- (a) use official company letterhead, email signatures, and branding;
- (b) follow established protocols for different types of communication;
- (c) maintain appropriate levels of formality based on the audience;
- (d) ensure accuracy of all information before distribution; and
- (e) obtain necessary approvals for external communications when required.

2.5. Aware

All Staff Members must:

- (a) align communications with business objectives and brand values;
- (b) consider the commercial impact and implications of all messages;
- (c) protect confidential business information and intellectual property;
- (d) present the organisation in a positive and competent manner; and
- (e) support business relationships and opportunities through effective communication.

2.6. Fair

All Staff Members must:

- (a) provide accurate and balanced information;
- (b) treat all recipients with equal consideration and respect;
- (c) avoid favouritism or discriminatory treatment in communications;
- (d) ensure transparency where appropriate and possible; and
- (e) give fair consideration to all viewpoints and feedback.

3. PROHIBITED COMMUNICATION PRACTICES

The Staff Members must not engage in communications that:

- (a) are discriminatory, harassing, or bullying in nature;
- (b) are defamatory, libellous, or damaging to reputation;
- (c) include confidential information shared without authorisation;
- (d) are misleading, false, or deceptive;
- (e) are inflammatory, aggressive, or unprofessional in tone; or
- (f) are outside the scope of their authority or role.

4. DIGITAL COMMUNICATION GUIDELINES

4.1. Email Communication

All Staff Members must:

- (a) use clear, descriptive subject lines;
- (b) keep messages concise and relevant;
- (c) use "Reply All" only with care and where appropriate;
- (d) include appropriate disclaimers when recommended; and
- (e) maintain professional email signatures.

4.2. Social Media and Online Presence

All Staff Members must:

- (a) clearly identify personal vs professional communications;
- (b) follow company social media guidelines;
- (c) avoid posting content that could reflect poorly on ARA Group; and
- (d) respect intellectual property and confidentiality online.

5. MONITORING AND COMPLIANCE

All Staff Members acknowledge that communications may be monitored to ensure compliance with the Policy. Non-compliance with this Policy may result in disciplinary action ranging from counselling to termination of employment, as appropriate in the circumstances.

6. REPORTING AND ESCALATION

In the first instance, the Staff Members should report concerns about communication standards to their manager.

Any unresolved concerns about breaches of the Policy should be raised through ARA's procedures outlined in the Employee Grievance Policy.

7. RELATED POLICIES

The Policy should be read in conjunction with:

- (a) Acceptable Use of Information Technology Policy;
- (b) Bullying and Harassment Policy;
- (c) Code of Conduct;
- (d) Employee Privacy Policy;
- (e) Media and Communications Policy; and
- (f) Sexual Harassment Policy.

8. REVIEW

The Policy will be reviewed periodically or as required to ensure its effectiveness and relevance to ARA's goals and objectives. Amendments may be made as necessary to reflect changes in legislation, business operations, or industry standards.



Edward Federman
Chief Executive Officer

21 January 2026

Date