
Super Retail Group Limited

DIVERSITY POLICY

Authorised by: Managing Director	Policy Owner : GM Human Resources
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1. Policy Statement

The Super Retail Group recognises its talented and diverse workforce as a key competitive advantage. Our business success is a reflection of the quality and skill of our people and behaviours that are aligned to the Group Values. We are firmly committed to developing policies, practices and ways of working that support diversity. We strive to ensure strong business growth and performance whilst providing an environment that makes the Super Retail Group a great place to work.

Central to achieving this goal is an inclusive work environment and culture that allows Team Members to contribute their full potential, through recognising and supporting their diverse strengths and needs. We want to be known as a diversity conscious employer recognising, appreciating, valuing and utilising the unique talents and contributions of all individuals.

This policy is used to guide Team Members on the diversity approach of the Super Retail Group.

2. Scope

This policy covers all Team Members employed by the Super Retail Group.

3. Policy Guidelines

3.1 Definition

Diversity at the Super Retail Group is defined as;

“Capitalising on all the ways in which we differ”.

Diversity refers to the visible and invisible differences that exist between people, such as gender, culture, race, ethnic origin, physical and mental ability, sexual orientation, age, socio economic status, language, religion, nationality, education, and family/marital status. It also refers to diverse ways of thinking and ways of working.

3.2 Objectives

This Diversity Policy links directly to the Super Retail Group's corporate vision and strategies. The objectives of the Super Retail Group Workplace Diversity Plan are:

- For our workforce to be representative of our customer base
- To recognise, value and engage the diverse skills, cultural values and backgrounds of our Team Members
- To enhance the opportunities for Team Members to participate and contribute to the work of the Super Retail Group
- To maintain a focus on workplace health and safety by providing appropriate employment arrangements
- To proactively prevent and eliminate harassment and unlawful discrimination in the workplace
- To ensure that workplace structures, conditions, systems and procedures, foster diversity and allow Team Members to manage work and personal life
- To promote awareness of the value of diversity in the workplace
- To enhance attraction, development and retention of Team Members
- To be recognised as a great place to work and a preferred employer for women in the specialty retail sector and;
- To provide suitable employment opportunities for disabled and disadvantaged Team Members

Maintaining the culture and values of the organisation are critical to the diversity approach at the Super Retail Group and to the Super Retail Group being known as a great place to work.

3.3 Positioning

The Super Retail Group recognises the wide array of perspectives resulting from diversity and that it promotes innovation and business success. Diversity management benefits individuals, teams, our Company as a whole, and our customers. We recognise that each Team Member brings their own unique capabilities, experiences and characteristics to their work. We value such diversity at all levels of the Company in all that we do.

The Super Retail Group Diversity Policy is based on the following principles:

- The behaviours and actions of all Team Members will be in line with the Group Values
- Company and Team Member decisions will not have discriminatory consequences

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- Workplace structures and conditions will enable all Team Members to contribute to their full potential at work while taking into account personal commitments
- Decisions affecting Team Members will take into account their individual needs and differences subject to business requirements
- All communication will recognise our diverse workforce and use inclusive language and;
- Decisions affecting Team Members will be based on facts.

These diversity principles aim to facilitate improved business outcomes and achievement of our goals through **embracing** Team Member's differences. In the Super Retail Group we **value** these differences and **utilise** them to build better business practices. We desire our Retail Stores, Support Office and Distribution Centres to be reflective of the communities in which we operate.

3.4 Gender Diversity

The Super Retail Group aims to provide an environment where women feel comfortable, safe, valued and supported. We strive to;

- Encourage women to consider the Super Retail Group as a employer and a career choice
- Support the recruitment of women through positive recruitment actions
- Support and develop women who are establishing their careers
- Encourage women to pursue careers in non-traditional occupations
- Provide opportunities for women to move into senior roles and develop a pipeline of women for leadership positions in the years to come and;
- Provide workplace practices that support the retention and engagement of women throughout their career with the Super Retail Group.

3.5 Attraction and Recruitment

The Super Retail Group is firmly committed to the Equal Employment Opportunity policy. The Super Retail Group cultivates a positive workplace image through accessible attraction and recruitment strategies and a supportive workplace environment that encourages and engages diversity.

3.6 Career Development and Promotion

The Super Retail Group rewards excellence and all Team Members are promoted on the basis of their performance. Maximising outcomes through the positive management of diversity is central to career development and promotion decisions. Career pathways that develop knowledge, skills and abilities that best position Team Members for future success are developed. We provide development opportunities for all Team Members to maximise their potential.

3.7 Workforce Composition

The Super Retail Group employs a variety of diverse Team Members, reflective of the communities in which we operate. This ensures the continued success and growth of the organisation.

3.8 Workforce Management

The Super Retail Group strives to achieve sustained organisational performance and accountability through the development of a diverse, capable workforce that is catered for by flexibility and choice in their employment arrangements.

The Company acknowledges and supports the needs of a diverse workforce who may hold both parental and family care giving responsibilities. The Super Retail Group provides the option to request flexible working practices, such as part-time employment, working from home (where compatible with the nature of the work performed) and the adoption of other supportive work practices that enable Team Members to balance work and life priorities.

Paid parental leave and return to work flexibility for Team Members who have been on parental leave are also available.

3.9 Retention

The workforce at Super Retail Group is supported in developing its understanding and practice of diversity through a positive culture, flexible working arrangements, learning and development and rewards and recognition. This approach actively engages Team Members, assisting in retention.

3.10 Discrimination and Harassment

The Super Retail Group is committed to taking all reasonable steps to prevent discrimination and harassment, including sexual harassment, by ensuring that our Team Members understand the types of behaviours that not acceptable in our interactions. Team Members with concerns about workplace conduct can raise their concerns through a number of established channels.

3.11 Related Super Retail Group Policies and Procedures

For further information supporting this policy refer to the Super Retail Group's policies and procedures in particular;

Equal Opportunity Policy
Behaving Professionally Policy
Workplace Resolution Policy
Workplace Resolution Procedure
Discipline Procedure
Integrity Policy

4. Responsibilities

Everyone at the Super Retail Group has a responsibility to support workplace diversity.

Each individual Team Member is responsible for:

- Behaving in a way that is consistent with the Group Values
- Respecting different ways of thinking and working
- Maintaining a workplace that is free from discrimination and harassment
- Supporting Team Members who access reasonable adjustment and flexible work arrangements and;
- Being aware of the Diversity Policy and contributing to its objectives

Each Manager is responsible for:

- Practising and promoting behaviour consistent with the Group Values
- Incorporating workplace diversity principles into their team and management practices
- Identifying, utilising and developing the diverse skills and knowledge of Team Members
- Supporting Team Members who require reasonable adjustment in the workplace
- Supporting Team Members who seek flexible work arrangements subject to our business's requirements

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- Resolving workplace issues quickly, sensitively and effectively wherever possible
- Maintaining a workplace that is free from discrimination and harassment and;
- Ensuring meetings, travel and other work arrangements do not place inappropriate pressures on Team Members with personal commitments (such as caring for children or other family members).

The Group Leadership Team is responsible for:

- Upholding and promoting the Group Values
- Endorsing the Diversity Policy
- Encouraging non discriminatory practices in employment with the Super Retail Group
- Promoting workplace diversity principles
- Providing support to implement the Diversity Policy
- Recognising those Team Members and work areas that have demonstrated commitment to the Diversity Policy and;
- Considering innovative workforce practices to meet business and Team Member's needs

5. Monitor and Review Approach

The Super Retail Group will monitor the implementation of the Diversity Policy on a continuous basis in order to assess change and assure accountability. The Managing Director will report half yearly to the Board on progress towards diversity targets and initiatives that promote diversity within the Group.

6. Disclosure

The Super Retail Group will disclose in each annual report:

- The measurable objectives for achieving gender diversity and the Company's progress towards achieving them
- The proportion of women Team Members in the organisation, in the senior executive positions and on the Board
- The mix of skills and diversity which the Board of Directors is looking to achieve in membership of the Board

Appendix 1- 2011/2012 Diversity Targets

Subject to the overriding objective that all appointments are made on performance and ability, the Super Retail Group believes that the setting of measurable targets, regular workplace composition analysis and reporting on target progress are critical success factors to achieving the Company's diversity objectives, particularly in respect to improving the proportion of women employed by the Company in management or leadership positions.

The targets set assist in measuring how gender diversity is managed and valued including how gender diversity is integrated into business and workforce planning.

The measurable targets to be achieved over a 3 year period commencing 1 July 2011 are as follows;

- Women to represent 1/3 of all positions across the combination of Band 1, 2, 3 and 4 positions
- 30% women representation across the combination of Band 1, 2 and 3 positions

For further information the fact sheet 'Women at Super Retail Group' and information on our Diversity Initiatives are available on the Company intranet and Corporate website.