

DIVERSITY, EQUITY, INCLUSION AND BELONGING POLICY

Purpose

At Super Retail Group (“the Group”), we are committed to building a workplace where team members feel respected, valued and included, and can contribute their best. We recognise that diversity strengthens innovation, supports better decision-making and deepens our understanding of our customers. This Policy outlines our commitment to diversity, equity and inclusion, and sets out the principles that guide how these priorities are embedded across our business.

Why the Policy is important

Creating a culture of inclusion and belonging enables people to contribute more fully, bringing their ideas, energy and perspective to work. This strengthens team performance, supports stronger connections with our customers and contributes to sustainable business outcomes. Inclusion is a core capability—it builds leadership, fosters psychologically safe teams and enables our business to adapt and thrive.

When to use this Guide

This Guide applies to:

- Team members, including permanent, part-time, casual and fixed-term team members.
- Contractors, consultants and agency workers.
- Directors and officers.
- Suppliers, business partners and other parties acting on behalf of the organisation where applicable.

The Guide applies across workplaces, including stores, distribution centres, support offices, customer interactions, work-related travel, training events and online environments.

Reference documentation

- Workplace Adjustments Policy
- Workplace Adjustments Guide
- Gender Affirmation Policy
- Code of Conduct
- Discipline Policy
- Harassment-free Workplace Policy
- Workplace Resolution Policy



- Learning Hub Resources

See the Group's intranet for the latest action plans that support the delivery of our inclusion and belonging strategy.



1. Roles and Responsibilities

Everyone at Super Retail Group has a role to play in creating an inclusive workplace. Team members are expected to treat others fairly and with respect.

Executive Leadership Team

The Executive Leadership Team is responsible for:

- Championing diversity and inclusion.
- Embedding diversity objectives into business strategies.
- Enabling appropriate resources to be available.

Leaders and Managers

Leaders and managers are responsible for:

- Creating inclusive team environments.
- Addressing inappropriate behaviour promptly.
- Supporting equitable opportunities and development.
- Leading by example.

Team members

Team members are responsible for:

- Treating others with respect and dignity.
- Contributing to an inclusive workplace culture.
- Reporting concerns regarding discrimination, harassment or exclusion.
- Complying with this Policy and associated procedures.

The Diversity and Inclusion Manager, supported by the broader People team monitors progress and reports to the ELT to keep us accountable.

2. Diversity Principles

We value diversity in its many forms, including but not limited to:

- Gender and gender identity.
- Sexual orientation.
- Age and generation.
- Aboriginal and Torres Strait Islander peoples.
- Cultural, ethnic and linguistic backgrounds.
- Disability and accessibility needs.
- Religious beliefs and practices.
- Family and caring responsibilities.
- Socioeconomic background.



- Education, experience and ways of thinking.

We believe diversity extends beyond visible characteristics and includes diversity of thought, perspectives, skills and experiences.

3. CLEAR Principles

We apply the CLEAR principles to translate our inclusion and belonging commitments into consistent action across the organisation. These principles guide how we engage with people, and how we embed diversity, equity, inclusion and belonging more broadly across the Group.

Compassion

We recognise the ongoing impacts of structural inequality, racism and disadvantage. We apply this understanding so our actions are informed, respectful and equitable.

Listening

We prioritise ongoing relationships over one-off consultation. We engage early and work in partnership to co-design initiatives that reflect lived experience and community need.

Empathy

We focus on outcomes, not just intent. We identify and remove barriers in our systems, processes and policies to enable fair and inclusive access.

Acceptance

We meet people where they are. We respect different perspectives, experiences and identities, without expecting individuals or communities to conform.

Real

We act with authenticity and humility. We recognise that this work can be challenging, that we will make mistakes, and that learning and continuous improvement are essential.

4. Equity and Fair Treatment

The organisation is committed to promoting fair and equitable treatment throughout the team member lifecycle. This includes:

- Recruitment and selection.
- Remuneration and reward.
- Learning and development.
- Career progression and succession planning.
- Flexible work arrangements.
- Performance management.
- Leadership opportunities.



Employment decisions will be based on merit, capability, performance and organisational requirements, free from unlawful discrimination.

5. Inclusive Workplace Culture

We will foster an environment where employees:

- Feel safe to express their views and ideas.
- Are treated with dignity and respect.
- Experience a sense of belonging.
- Can report concerns without fear of retaliation.
- Are encouraged to collaborate across diverse teams.

Leaders are expected to actively demonstrate inclusive behaviours and create workplaces where everyone can thrive. Inclusion is not just a values commitment – it is a core capability that must be built, supported and maintained. Building capability strengthens leadership. Strong leadership drives performance.

6. Recruitment and Talent Practices

We will:

- Promote inclusive recruitment practices.
- Seek diverse candidate pools.
- Remove unnecessary barriers to employment.
- Provide reasonable adjustments during recruitment and employment.
- Support pathways for underrepresented groups.
- Monitor recruitment outcomes to identify opportunities for improvement.

7. Indigenous Inclusion

We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we operate. We are committed to:

- Increasing Indigenous employment opportunities.
- Supporting Indigenous leadership development.
- Building cultural capability across the organisation.
- Strengthening relationships with Indigenous communities and businesses.
- Supporting commitments outlined in our Reconciliation Action Plan (where applicable).

8. Accessibility and Disability Inclusion

We are committed to providing accessible workplaces and removing barriers that may prevent people living with disability from participating fully in employment. Reasonable workplace adjustments will be considered and implemented wherever practicable to support team members and candidates.



9. Flexible Work and Family Inclusion

We recognise that flexible work arrangements support inclusion and workforce participation. Subject to operational requirements, we will support flexible work practices that assist team members to balance work with:

- Caring responsibilities.
- Family commitments.
- Study requirements.
- Health and wellbeing needs.
- Cultural and community obligations.

10. Reporting and complaints

Any team member who experiences or witnesses discrimination, harassment, bullying, sexual harassment or other inappropriate conduct is encouraged to report it through established channels. Concerns are taken seriously, handled confidentially where possible, and reviewed in line with the Harassment-free Workplace Policy, Discipline Policy and Workplace Resolution Policy. Retaliation against anyone who raises a concern in good faith will not be tolerated.

11. Measurement and accountability

The Group will regularly monitor and report on diversity and inclusion outcomes, including where appropriate:

- Workforce composition.
- Gender representation.
- Leadership diversity.
- Pay equity indicators.
- Team member engagement and inclusion measures.
- Recruitment and promotion outcomes.
- Retention and turnover trends.

Targets may be established to drive continuous improvement.

12. Further support

Team members can seek support from their people leader or People Connect – please refer to the People Connect hub on BASIL. They can also access the Team Member Assistance Program (Sonder), for mental health, wellbeing, and medical support.

- Sonder is free for team members and their immediate family.
- Sonder is confidential, and team members' interactions remain private.
- To access Sonder, [click here](#).