



# 20 Responsible 25 Business Report

Inspiring you to live  
your passion







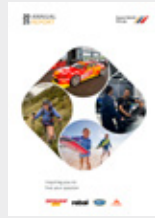
## Our reporting suite

Our Responsible Business Report is part of our broader reporting suite. You can find this report and other publications on our website. Note that some of our reports are published on our website later in the year, including our Modern Slavery Statement.



**To view and download these documents, see**

<https://www.superretailgroup.com.au/investors-and-media/reports-and-publications/>



2025 Annual  
Report

Digital and print



2025 Responsible  
Business Report

Digital only



2025 Corporate  
Governance  
Statement

Digital only



2024 Modern  
Slavery Statement

Digital only



Reflect  
Reconciliation  
Action Plan

Digital only

Super Retail Group is committed to establishing and maintaining corporate governance standards that protect and enhance the sustainable performance of the Group, taking into account the interests of our stakeholders, as well as the communities and environments in which we operate.

Our FY25 Corporate Governance Statement discloses how we have complied with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th edition) for the reporting period. This statement has been lodged with ASX and is available in the Corporate Governance section of our website.



**To view and download our FY25 Corporate Governance Statement, see**

<https://www.superretailgroup.com.au/investors-and-media/corporate-governance/>



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Image: Original artwork *Seed Dreaming* - Watiya-warnu Jukurrpa, was produced by Charmaine Napangardi Dickson, who is a third-generation artist with Warlukurlangu Artists, for our Reflect Reconciliation Action Plan.

## Acknowledgement of Country

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Super Retail Group acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to land, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.



We also operate in Aotearoa New Zealand, and we acknowledge ngā iwi Māori as Tangata Whenau (First People) of Aotearoa.

Super Retail Group is committed to upholding Te Tiriti o Waitangi - Treaty of Waitangi principles, developing relationships with, and supporting local iwi.

*Manaaki whenua,  
Manaaki tāngata,  
Haere whakamua.*

*If we care for the land,  
If we care for the people,  
We can move forward into the future.*

**Māori proverb**





## About this report

This Responsible Business Report discloses our strategic direction and performance against material sustainability topics affecting Super Retail Group Limited (ABN 81 108 676 204) (the Company or Super Retail Group) and its subsidiaries (the Group) for the financial year ended 28 June 2025. Unless otherwise stated, it covers Super Retail Group's operations in Australia, New Zealand and China, including our store network, support offices and distribution centres. All financial figures are reported in Australian dollars, unless otherwise stated.

This is an interactive PDF designed to enhance your experience. Click on the links on the Contents page and throughout the report, or use the navigation panel to access to find the relevant information. Our detailed climate disclosures are in our [FY25 Annual Report](#) and our annual performance data in our [FY25 Sustainability Data Pack](#).

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. Full details are available in our [Sustainability Data Pack](#).

This report has been guided by our materiality assessment and focuses on the key sustainability-related risks identified by stakeholders, as well as our enterprise risk assessment practices (see Chapter: Governance). The report has five priority areas in line with our Sustainability Framework: Team, Community, Responsible Sourcing, Circular Economy and Climate.

## Important notice

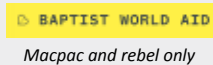
This report contains forward-looking statements. While these forward-looking statements reflect Super Retail Group's expectations at the date of this report, they are not guarantees or predictions of future performance or statements of fact. These statements involve known and unknown risks and uncertainties, which may cause actual results to differ materially from those expressed in the statements contained in this report.

There are inherent limitations with respect to scenario analysis, and it is difficult to predict which, if any, of the scenarios might eventuate. Scenario analysis is not a forecast and is not intended to represent a full and definite description of the future, but rather the key factors that could drive future developments. Scenarios do not constitute definitive outcomes or probabilities, and scenario analysis relies on assumptions that may or may not be, or prove to be, correct and may or may not eventuate. Scenarios may also be impacted by additional factors to the assumptions disclosed.

Super Retail Group makes no representation, assurance or guarantee as to the accuracy or likelihood or fulfilment of any forward-looking statement or any outcomes expressed or implied in any forward-looking statement. Except as required by applicable laws or regulations, neither Super Retail Group nor any other person undertakes to publicly update or review any forward-looking statements, whether as a result of new information or future events. Past performance cannot be relied on as a guide to future performance. Super Retail Group cautions against reliance on any forward-looking statements or guidance.

There are references to 'IFRS' and 'non-IFRS' financial information in this report. Non-IFRS financial measures are financial measures other than those defined or specified under any relevant accounting standard and may not be directly comparable with other companies' information. Non-IFRS financial measures are used to enhance the comparability of information between reporting periods. Non-IFRS financial information should be considered in addition to, and is not intended to be a substitute for, IFRS financial information and measures. Non-IFRS financial measures are not subject to audit or review.

### Reporting and Disclosure



Super Retail Group is a signatory to the United Nations Global Compact (UNGC) and strongly supports the Ten Principles of the UNGC in the areas of Human Rights, Labour, Environment and Anti-Corruption and contributes to the UN Sustainable Development Goals (SDGs) through our operations, products and supply chain.

Super Retail Group reports its progress in line with applicable legislation, frameworks and certifications. Super Retail Group supports the Ten Principles of the UN Global Compact (UNGC) across Human Rights, Labour, Environment and Anti-Corruption. This report outlines how we're integrating these principles into our strategy, culture and operations.



# FY25 highlights\*

## People

<b>TRIFR</b>  <b>12.1</b> <i>Improvement from 14.5 in FY24</i>	<b>Team member engagement</b>  <b>81</b> <i>78% participation rate</i>
<b>I Am Here ambassadors</b>  <b>64%</b> <i>of people leaders</i>	<b>Female representation: Board</b>  <b>50%</b>
<b>Female representation: senior leadership</b>  <b>41%</b>	<b>Average Gender Pay Gap</b>  <b>3.2%</b> <i>compared to retail industry mid-point average of 10.6 per cent**</i>
<b>rebel funds raised for Lifeline</b>  <b>\$652,000</b> AUD	<b>Supercheap Auto funds raised</b>  <b>\$683,000</b> <sup>***</sup> AUD

\* Further detail can be found in our FY25 Sustainability Data Pack

\*\* Compared to retail industry mid-point average of 10.6 per cent <https://www.wgea.gov.au/sites/default/files/documents/WGEA-Employer-gender-pay-gaps-report-FINAL.pdf>

\*\*\* Raised for Beyond Blue, HeartKids and the Australian Road Safety Foundation

## Planet

<b>Reduction in Greenhouse Gas (GHG) emissions from FY17</b>  <b>22%</b>	<b>Waste diversion from landfill</b>  <b>65.9%</b> <i>up from 62.3% in FY24</i>
<b>Recycled engine oil (litres) Supercheap Auto</b>  <b>1,488,297</b>	<b>Recycled car batteries Supercheap Auto</b>  <b>168,778</b>
<b>Recycled sports shoes rebel</b>  <b>170,593</b>	<b>'Refuse a bag' Macpac</b>  <b>3.6m</b> <i>since 2018</i>
<b>Macpac Fund for Good</b>  <b>\$323,000</b> AUD	<b>BCF funds raised for OzFish</b>  <b>\$1.39m</b> AUD



## Message from the Chair and CEO

### Building a sustainable future, together

With customers, shareholders and stakeholders demanding greater accountability and sustainability from the corporate sector, the importance of responsible business practices has never been clearer.

At Super Retail Group, we embrace these challenges as opportunities to innovate and create value that extends beyond our financial and operating performance. Our vision – to inspire our customers to live their passion – is directly linked to our ability to operate sustainably, so that the environment and communities where our customers pursue their passions can thrive.

The Group's FY25 Responsible Business Report is more than just a compilation of numbers, data and achievements. It reflects our ongoing commitment to incorporating sustainability into our business processes and demonstrates the dedication of our team, and our partners, working collaboratively to build a more sustainable future for our communities and the planet.

In FY25 we have made material and pleasing progress against our Sustainability Scorecard. Comprising 12 sustainability goals, the scorecard guides our responsible business practices across our operations and supply chains. While the journey towards achieving our sustainability objectives is ongoing and multifaceted, our

FY25 achievements demonstrate significant momentum and provide a strong foundation for further progress.

We are particularly proud to highlight several areas where our sustained efforts have generated notable improvements.

On safety and wellbeing, we achieved an improvement from 14.5 to 12.1 (17 per cent) in our Total Recordable Injury Frequency Rate (TRIFR), over the past year. Our progress reflects our enhanced safety protocols, continuous training, and the proactive engagement of our teams in fostering a safer working environment.

Our commitment to diversity and inclusion remains a cornerstone of our workplace culture. Super Retail Group continues to hold the Employer of Choice for Gender Equality citation from the Australian Workplace Gender Equality Agency and, while we recognise we have more work to do, this sustained recognition demonstrates we remain on the right track in creating a workplace where everyone feels valued, respected, and empowered to thrive.

In FY25 we were proud to be recognised as having a neutral gender pay gap (defined as less than 5 per cent). The Group's gender pay gap of 3.2 per cent is significantly lower than both the national gender pay gap of 21.8 per cent and the retail industry mid-point average of 10.6 per

cent. We are pleased that our equitable remuneration practices are delivering improved outcomes for our team members.

We have also improved gender diversity in senior leadership, moving to 41 per cent female leaders in FY25, up from 37 per cent last year. Our Board and executive leadership gender diversity remained on par with the previous year, at 50 per cent and 33 per cent respectively. Diverse representation at the highest levels of our organisation provides a stable foundation for the business.

Environmental stewardship is another area where we have reported improvement.

In FY25, we achieved a diversion rate of 65.9 per cent, surpassing our target of 64 per cent. Our performance was underpinned by outstanding performance in our Distribution Centres, with an average waste diversion rate of 76 per cent. We attribute this success to high team member engagement and a comprehensive program that included a review of bin types, strategic placement, optimisation of services (including the addition of timber and metals bins), improved signage and targeted team member training.







We also made meaningful strides in the decarbonisation of the Group. Despite a 7 per cent increase in our total floor area compared to FY24, our total Group emissions (Scopes 1 and 2) increased by only 1.2 per cent in the past 12 months. The decoupling of growth from emissions reflects the impact of our ongoing decarbonisation roadmap, which includes energy efficiency upgrades across our store network.

Further, the commencement of market-based reporting will significantly enhance the transparency of our Scope 2 emissions disclosure, aligning with stakeholder expectations for progress towards net zero emissions. In preparation for Reasonable Assurance in future years, we also undertook additional assurance procedures on our Scope 1 and 2 emissions reporting.

In FY25, we completed 85 per cent of our planned climate initiatives, with achievements including the establishment of the Australian Reporting Standards (ASRS) working group, commencing a supply chain climate risk assessment and enhancing scope 3 data measurement.

Beyond operational and environmental performance, our brands remain deeply invested in the communities we serve. Through our community investment programs, we contributed over \$3.15 million to community organisations across Australia and New Zealand during the year. Our brands support programs and partners that reflect their purpose and resonate with the passions of our customers and team members, with this alignment

fostering positive social impact where it matters most to them.

While we celebrate these achievements, we also acknowledge that our sustainability journey is one of continuous learning and adaptation. Our sustainable packaging program, for example, has progressed well, with our brands and group supply chain reviewing private brand packaging to identify more sustainable solutions. However, efforts to fully optimise packaging using 100 per cent recyclable and 50 per cent recycled content have been constrained by industry-wide challenges including regulatory hurdles, existing infrastructure gaps, and material availability.

Similarly, responsible sourcing remains a focus area as we navigate the inherent complexity of achieving supply chain transparency and embedding responsible purchasing practices. We face ongoing challenges in balancing activities that reduce risks within our supply chain, the growing appetite of our brands for product diversification, and the existing limitations of our technology and data. We are committed to further investment and collaboration in these areas.

Looking ahead, while our 2030 Sustainability Framework continues to guide our sustainable business practices, our double materiality exercise, which we commenced in the second half of this year, will support a refreshed sustainability framework, coupled with the development of strategic roadmaps to 2030. We look forward to sharing that with you in next year's report.

As a business, we remain committed to a more sustainable future and responsible business practices. Improved performance requires collaboration across the entire Group – from our dedicated team members who embody our values every day, to our suppliers who partner with us on responsible practices, and to our loyal customers who inspire us to do better.

We extend our gratitude to every individual who has contributed to the significant progress outlined in this report. Your commitment and passion are the driving force behind our achievements.

We are confident that by continuing to embed sustainability into our strategic decision-making, investing in innovative solutions, and fostering a culture of responsibility, Super Retail Group will not only meet the evolving expectations of our stakeholders but also create enduring value for our business, our communities, and the planet.

**Judith Swales**  
Chair

**Anthony Heraghty**  
Group Managing Director and  
Chief Executive Officer

# Our 2030 Sustainability Framework



## COMMUNITY

Our brands support community programs and partners that reflect their unique purpose and resonate with the passions of our customers and team members.

4

## CLIMATE

As one of Australia and New Zealand's largest retailers, we are committed to contributing to global efforts to mitigate climate change. We have a 2030 net zero (Scope 1 and 2) target and are actively working on our Scope 3 emissions measurement and management approach.

11 12

## GOVERNANCE

## PEOPLE

## TEAM

## COMMUNITY

## Our Sustainability Framework 2030

## CLIMATE

## CIRCULAR ECONOMY

## PLANET

## RESPONSIBLE SOURCING

## TEAM

We are committed to fostering a safe, diverse and inclusive workplace where our people can grow, thrive and build successful careers.

1 2 3

## RESPONSIBLE SOURCING

We are committed to building a more transparent and responsible supply chain, supported by strong environmental, social and governance practices that benefit our team members, customers, trade partners, service providers, and the communities in which we operate.

5 6 7

## CIRCULAR ECONOMY

Adopting circular economy principles means designing and sourcing more sustainably—using better materials, improving durability, reducing waste, and reducing our reliance on landfill.

8 9 10



## Our 2030 Sustainability Framework

At Super Retail Group, our vision is to inspire people to live their passion. To deliver on this, we take a purpose-led, risk-based approach to building a sustainable business that responsibly considers how we manage our impact on people and the planet. By doing so, we achieve better outcomes and create long-term stakeholder value.

We are adapting to a changing world, global economy and social expectations.

We aim to steward the Group sustainably, and inclusively for our stakeholders. Responsible principles are embedded into our strategy, guiding how we set direction, make decisions, manage risks, seize opportunities and invest capital.

Our 2030 Sustainability Framework (Framework), developed in 2022 through stakeholder engagement, clarified where the Group can make the greatest difference. It strengthened confidence in our sustainability priorities and drove a significant uplift in our focus and activity across the business.

The Framework also provides the basis for setting executive and senior management Key Performance Indicators (KPIs), which embed the Framework's goals and targets into leadership accountability and business performance. Through the Group's performance planning and review process, these KPIs flow through the business to ensure delivery across the organisation. This alignment encourages broader, longer-term thinking, mitigating risk and reinforcing to our stakeholders that sustainability is an integral part of the Group's overarching vision.

Concurrent with the development of the Group's next five-year business strategy, in FY25 we undertook a review of our Framework to ensure our goals and targets are clear and remain aligned to our strategy and values.

Key considerations and challenges discussed during this review were:

- The increasingly complex legal and regulatory environment as a driver of mandatory reporting and assurance activity, including expanded reporting and assurance expectations related to climate and modern slavery.
- Our 'Social Licence to Operate' as a key driver of voluntary goals, along with team member expectations, in line with our values.
- Supply chain transparency (human rights, raw materials, product traceability) as an expectation of investors, team members, regulators and society at large.
- Increased regulatory scrutiny of sustainability-based claims that highlight the need for clear, accurate, and meaningful communication and reporting.
- Investor expectations about sustainability as a key value driver and risk mitigator.
- Costs to deliver on our sustainability commitments are increasing in several areas, including technology, audit and consulting, and internal resourcing.
- The broad spectrum of key stakeholders whose objectives may at times differ or even conflict. These include investors, customers, trade partners, regulators, our Board of Directors, team members, non-government and community organisations, and various industry groups.



# Comprehensive materiality assessment



During the second half of the year, we undertook a comprehensive materiality assessment to review our existing, and consider emerging, sustainability topics material to our business. The assessment applied the 'double materiality' approach, which considers both sustainability-related financial risks and opportunities, and positive and negative stakeholder impacts. The outcome (which will be finalised in H1FY26) will guide the refresh of our Framework, including our roadmaps to 2030.

## Assessment process

Guided by an external consultant, the materiality assessment involved four key steps:

1. **Initial analysis** – Desktop research considered internal and external sources, including our enterprise risk register and framework, and identified the ten global megatrends most likely to impact the Group and operating environment.
2. **Stakeholder engagement** – Interviews with internal and external stakeholders discussed the relevance of these megatrends and Super Retail Group's capacity to address them. The interviews were supported by a review of our internal strategy documentation, existing enterprise risks, and best practice sustainability strategy

and reporting standards. We completed a value chain mapping to show important dependencies, impacts and external factors.

3. **Identification of material Impacts, Threats and Opportunities (ITOs)** – The process identified more than 100 potential sustainability-related impacts, threats and opportunities, which were assessed for significance and likelihood using our enterprise risk framework and in line with reporting standards.

The final step, to occur in the first half of FY26, will be the validation of assessment findings with internal stakeholders and the Executive Leadership Team (ELT). Material ITOs will be grouped into sustainability priorities and inform our refreshed 2030 Sustainability Framework.

From FY26, our sustainability framework and reporting will be aligned to the sustainability priorities identified by this materiality assessment





# Governance

Strong governance is fundamental in delivering our strategic and sustainability goals and provides the platform for the way we work. The Group continues to embed our sustainability commitments and priorities into both our strategy and risk management approach.

The Board is committed to effective oversight of the management, performance and corporate governance framework of the Group. The Board is responsible for overseeing the Company's strategy and approach to managing sustainability and climate-related risks and opportunities including approving the Framework, among its other responsibilities. For details about the Board's roles and responsibilities, see the [FY25 Super Retail Group Corporate Governance Statement](#).

The Board Risk and Sustainability Committee (BRSC) assists the Board to discharge its responsibilities in relation to risk management, compliance, sustainability, and corporate governance. The Committee meets at least three times per year and provides oversight of the Group's Framework and material sustainability topics. The BRSC reviews and makes recommendations to the Board on significant sustainability-related reports, as well

as the disclosure of material business risks and material public disclosures made under external sustainability reporting frameworks and standards. This includes climate-related disclosures, ensuring they are integrated into overall risk management and governance frameworks and that accountability is held at the Board level, in line with regulatory developments and stakeholder expectations.

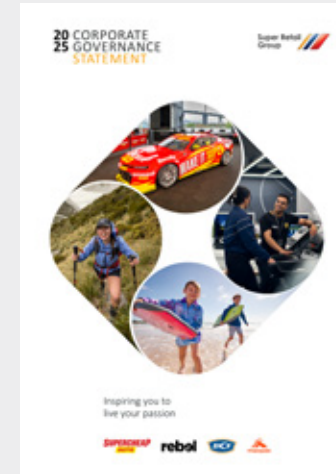
Sustainability, including climate, is also discussed in quarterly ELT meetings. Working groups are in place across the business, focused on the implementation and delivery of the Group's sustainability goals and climate priorities. In FY25, the emissions working group was merged with the newly formed Australian Sustainability Reporting Standards (ASRS) working group, which focuses on mandatory climate reporting under ASRS, and decarbonising our operations and building climate resilience. The ASRS working group is a collaborative and cross functional working group spanning each area of the business and meets periodically. Matters that require decision or approval are escalated to the ELT as appropriate. The ELT and working groups receive advice and support from the Group's sustainability team. Monthly executive reporting on sustainability strengthens governance

by ensuring regular oversight, accountability and alignment with strategic objectives.

For more information about how sustainability-related risks are managed using the Group Risk Management Framework, please refer to the risk management section of the FY25 Annual Report.

## Product safety

We take responsibility for every product we sell, which is why all our trade partners are required to comply with our product compliance requirements. A well established product testing regime is in place for our private brand products to address applicable regulatory standards. Product testing is conducted either in-house or at third-party testing facilities. In FY25, we initiated three voluntary recalls for private brand products. These actions reflect our commitment to product safety and are consistent with the principles outlined in our Product Safety and Quality Policy, which guides our approach to managing product risks and maintaining high standards across our supply chain. Additional information regarding product recalls is available in our [Sustainability Data Pack](#).







## Privacy, data and cyber security

Our Privacy Policy describes how the Group manages and protects the personal information shared with the Company through our websites and stores, social media, digital services, and interactions with job applicants, customers and the public. It also sets out the process to be followed to raise any privacy complaints or concerns with Super Retail Group. A designated privacy officer is responsible for overseeing these matters.

Our commitment to maintaining customer and team member privacy is supported by internal policies, procedures, reviews and company-wide privacy training.

We do not sell the information we collect. As set out in our Privacy Policy, we use data shared with us to deliver services, provide support and increase the engagement of our customers through more personalised and valued experiences.

During FY25, we are pleased to report that the Group was not subject to any notifiable data breaches. In FY25, we enhanced our privacy incident response framework to strengthen readiness across managed data sets and initiated the development of process improvement maps to support the ongoing uplift of our privacy program.

The Group's multi-year Cyber Risk Management Program (CRMP), endorsed by the Cyber Security Committee (chaired by the CEO), is progressing as planned and is supported by committed, sustained funding. The program comprises initiatives designed to uplift our cyber resilience, with a strong focus on areas such as data governance, business continuity and disaster recovery, control assurance and privileged access management. These efforts aim to strengthen our overall cyber governance and risk management capabilities.

We continue to conduct regular security assessments of our internal systems as well as third-party providers who have access to our information assets. Service providers are expected to meet or exceed the Group's internal security standards and comply with applicable privacy regulations. Testing and exercising our incident response plans remain essential to supporting our ongoing cyber resilience.

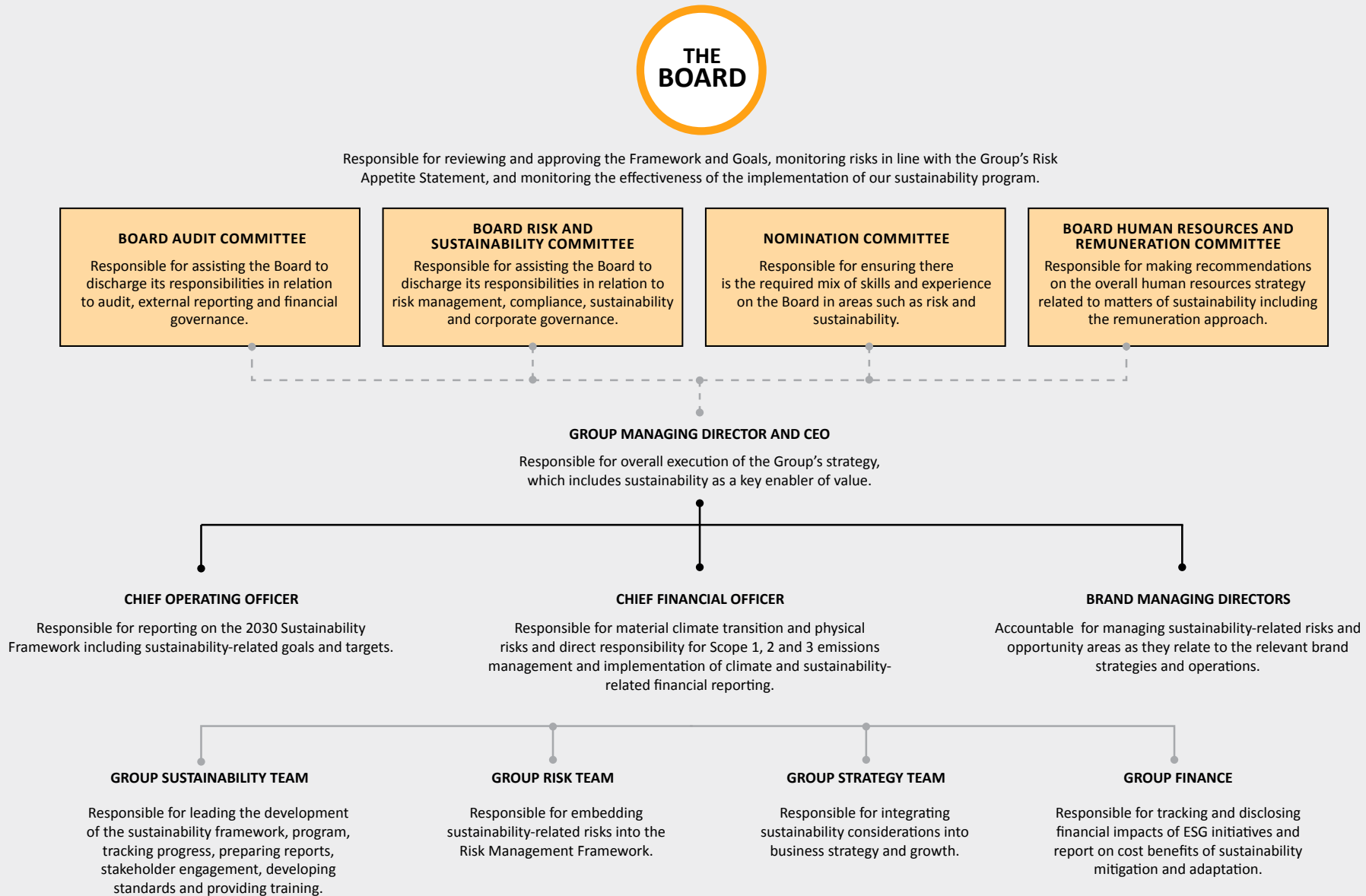




# Sustainability Governance Model

We have an established sustainability governance structure (see chart below) and key sustainability performance indicators based on the goals and targets of our 2030 Sustainability Framework which are monitored and reported to the Executive Leadership Team and the Board.

This structure enables the Board to oversee progress to plan and monitor our risks.



# Our FY25 progress towards 2030

ESG FOCUS AREA	ESG GOAL	2030 TARGETS	FY25 PROGRESS	COMMENTARY
<b>TEAM</b> page 15	1 Invest in the health, safety and wellbeing of our team	<ul style="list-style-type: none"> <li>Implementing a holistic wellbeing program – participation rates</li> <li>Health and Safety TRIFR; first quarter performer in retail</li> </ul>	→	<p>Good progress achieved, with an improvement from 14.5 to 12.1 (17 per cent) in our Total Recordable Injury Frequency Rate (TRIFR), over the past year. We also continued to implement our 'Reflect' Reconciliation Action Plan and Diversity, Accessibility, and Inclusion Plan to support a more inclusive and equitable workplace.</p> <p>Senior leadership gender diversity improved from 37% in FY24 to 41% in FY25, while Board and executive leadership remained steady at 50% and 33%, respectively.</p> <p>We continue to invest in programs that strengthen leadership capabilities and foster inclusive growth, to support the development of a strong leadership and talent pipeline.</p>
	2 Create an inclusive and diverse team	<ul style="list-style-type: none"> <li>Develop Reconciliation Action Plan</li> <li>40:40:20<sup>1</sup></li> <li>Develop Access and Inclusion Plan</li> <li>Program development for greater diversity and inclusion inc LGTBQ+</li> </ul>	→	
	3 Support our team with purpose-led career development	<ul style="list-style-type: none"> <li>Deliver programs for purpose led career development</li> </ul>	→	
<b>COMMUNITY</b> page 24	4 Invest in community programs that support our customers' and team's passions	<ul style="list-style-type: none"> <li>Identify key purpose-aligned community partnerships and agree a strategy for each Brand</li> <li>Contribute to conservation and regeneration programs</li> </ul>	→	<p>All Brands have established partnerships and community programs that reflect their unique purpose and resonate with the passions of our customers and team members. This year, we contributed over \$3.1 million<sup>3</sup> to community organisations across Australia and New Zealand.</p>
<b>RESPONSIBLE SOURCING</b> page 29	5 Improve transparency and disclosure of high-risk supply chains	<ul style="list-style-type: none"> <li>Collaborate with and support strategic trade partners to improve their supply chains</li> </ul>	→	<p>We remain committed to improving supply chain transparency through Second and Third Party Audits, Worker Sentiment Surveys (workers voice), enhanced sourcing processes, and ongoing review of factory outsourcing gaps to strengthen visibility and manufacturing insights.</p> <p>Recognising the complexity of our global, multi-tiered supply base, we also engage with industry bodies such as the Australian Retailers Association Sustainability Committee and the UN Global Compact Network Australia – Modern Slavery Community of Practice to remain informed of evolving expectations, emerging risks, and leading practices in responsible sourcing and supply chain governance.</p>
	7 Invest in sustainable supply chains through strategic partnering	<ul style="list-style-type: none"> <li>Contribute to industry level change</li> </ul>	→	
	8 Source materials and products more responsibly	<ul style="list-style-type: none"> <li>Embed responsible purchasing practices in decision making across our business</li> </ul>	⚙️	
<b>CIRCULAR ECONOMY</b> page 35	8 Design and procure durable products, with a circular mindset	<ul style="list-style-type: none"> <li>Develop a standard for design and procurement of products</li> </ul>	→	<p>Our circularity program this year focused on team member training and education, alongside targeted product ranges. We prioritised the use of more sustainable and durable materials, incorporating customer feedback into design reviews to enhance product longevity. This year, we exceeded our waste diversion target of 64 per cent, achieving 65.9 per cent (up from 62.3 per cent in FY24).</p> <p>Our sustainable packaging program has also reduced the use of non-recyclable materials, though further improvement is needed, particularly in addressing hard-to-recycle materials and increasing recycled content.</p>
	9 Reduce waste and unnecessary packaging	<ul style="list-style-type: none"> <li>Increase waste diverted from landfills to 90 per cent</li> <li>100 per cent of private brand packaging is reusable or recyclable<sup>2</sup></li> <li>Adopt the Australasian Recycling Label for private brand packaging<sup>2</sup></li> <li>50 per cent average recycled content must be included in private brand packaging<sup>2</sup></li> <li>Problematic and single-use private brand plastic packaging must be phased out<sup>2</sup></li> </ul>	→	
	10 Repair, reuse or recycle our products		→	
<b>CLIMATE</b> page 42	11 Develop a decarbonisation roadmap for our operations and customer offering	<ul style="list-style-type: none"> <li>Net Zero Emissions for Scopes 1 and 2</li> <li>Measure, manage and report Scope 3 emissions to avoid and reduce emissions in our supply chain.</li> </ul>	→	<p>We are progressing well on our decarbonisation and climate programs. Our decarbonisation roadmap this year included the ongoing rollout of energy efficiency measures in our stores, the development of an energy efficient store fit out specification, onsite solar PV installations, moving from LPG to electric forklifts and the implementation of market-based emissions reporting. Key achievements in the climate program include the establishment of an ASRS Climate Reporting Working Group, commencing a supply chain climate risk assessment and improved Scope 3 data measurement.</p>
	12 Enhance climate-related disclosures	<ul style="list-style-type: none"> <li>Align climate-related reporting to the Task Force on Climate-related Disclosures and adoption of the Australian Sustainability Reporting Standards (ASRS)</li> <li>Understand our priority climate-related risks and opportunities and financial impacts.</li> </ul>	→	


**More work to do**

Progress slower than anticipated and may be affected by external factors.


**Making progress**

Good progress made towards delivering, ahead of or in line with 2030 targets.


**Achieved**

Initiative delivered ahead of time and now part of business-as-usual operations.

<sup>1</sup> The Group has a goal of 40:40:20 representation in Board, executive and senior leadership positions.

<sup>2</sup> Our packaging targets are aligned to those set by the Australian Government, with delivery due by 31 December 2025.

<sup>3</sup> Figure includes both direct donations (cash or product donations from the Brands) and indirect donations (cash donations from team members and customers which have been facilitated by a Brand, such as customer donations to a charity at point of sale).





## Team

We are committed to fostering a safe, diverse and inclusive workplace where our people can grow, thrive and build successful careers.

At 28 June 2025, there were 15,981 team members across Australia, New Zealand and China.



UN Sustainability Development Goals



# Goal 1: Invest in the Health, Safety and Wellbeing of our team



## Why it matters

Health, safety and wellbeing is a material priority for our business because people are our most important asset. Creating a safe and supportive working environment is essential to protecting our team, maintaining operational continuity and meeting our legal and ethical obligations. Beyond preventing injuries and incidents, we recognise that promoting overall wellbeing, including mental health, supports team engagement, resilience and performance.

## Our approach

We encourage continuous safety improvement through the engagement and commitment of everyone at Super Retail Group.

We care for the physical and psychological health and safety of our team members, customers, contractors, trade partners and visitors, including our heavy vehicle operators. The Group's Health and Safety Policy reflects this commitment, and was reviewed in FY25.

The Group's Code of Conduct sets out our expected standards of behaviour in our activities, and which

help us to meet our legal obligations. The Code applies to team members, officers, volunteers, work experience students, contractors, and labour-hire team members.

Our investment in the health, safety and wellbeing of our team focuses on initiatives for injury prevention and management, appropriate workplace conduct, managing aggressive customers, and wellbeing.

## Manual handling

In FY25, we developed and implemented 18 manual handling injury reduction initiatives, which contributed to the reduction in manual handling injuries during FY25, in areas including early care, stock volume control, task rotation, space planning, click and collect storage, and task-specific manual handling.

## Stretch program

In FY25, we enhanced our Warm Up/Warm Down initiative to include pre-task stretching. Stretching can help prevent musculoskeletal injuries by preparing the body for physical activity and identifying opportunities for early intervention and reporting.

## Respect@Work

Super Retail Group places a strong emphasis on preventing and addressing serious misconduct, including sexual harassment, bullying, discrimination, victimisation, and other forms of harassment. The Group's Sexual Harassment and Discrimination Prevention Plan and Procedure set out a proactive framework to managing and controlling sexual harassment and discrimination in the workplace. This includes a suggested response matrix for situations involving unsure, suggestive, or inappropriate attention, and assault or physical contact of a sexual nature. A scenario-based online training module was developed this year to support and reinforce our proactive framework.

## Fostering a safe, respectful and accountable workplace

Super Retail Group's commitment to Respect@Work and to safeguarding the health, safety, and wellbeing of our people continues, by promoting a work environment grounded in respect, integrity, and accountability through a structured approach to behavioural governance. Preventative and detective



controls are closely aligned to the Group's Code of Conduct, Harassment-Free Workplace Policy, and Speak Up Policy.

Preventative controls are supported by the Respect@Work Councils and are focused on building awareness and capability across all levels of the business. This includes:

- Strategic education for leaders delivered through targeted manager conference sessions;
- Risk-based training informed by behavioural data and trends;
- Ongoing leadership guidance via our centres of expertise; and
- Proactive early intervention measures, including Upstander and First Responder training for managers, supported by Respect@Work-endorsed action plans for locations identified as potentially at risk.

These initiatives are designed to embed positive conduct, reduce the risk of harmful behaviour, and foster a culture where respectful interactions are the norm.

Detective controls aim to identify and address inappropriate behaviour promptly and fairly. We

maintain confidential reporting channels, conduct timely and impartial investigations, and uphold strong protections for those who report concerns. These systems are critical in managing Potential Misconduct under the Speak Up Policy as well as Respect@Work, Safety@Work, and other matters consistently, transparently, and without retaliation. Together, these preventative and detective measures reinforce our commitment to psychological safety, employee wellbeing, and organisational integrity — so that our team members can enjoy a workplace where they feel safe, supported, and empowered to speak up.

### Reporting matters of concern

We encourage people to speak up about safety and ethical concerns. We encourage early reporting and foster an environment in which our people feel safe to report matters of concern, as part of our health and safety culture.

Reporting mechanisms are easy to use and include speaking with line managers, an online reporting platform, a dedicated health and safety email address, and our whistleblower integrity line (Whispli). People can also report matters to Work, Health and Safety regulators for independent review, if required.

No person may victimise or cause detriment to someone else (or threaten to do so) because of a belief that someone has, will or could 'speak up'.

### Customer aggression

Aggressive customer behaviour is an unfortunate feature of the retail sector, and puts our team members and customers at risk. The Person in Charge (PIC) training and guidelines introduced in FY24 have provided our PICs with the skills and confidence to effectively respond in the event of a high-risk emergency.

The Group continues to collaborate with local police and the Australian Retailers Association to address these ongoing risks to protect our team and customers.

### Early care

In FY25, we enhanced our early intervention program, Early Care, to provide team members with access to immediate medical assistance following an injury at work. Provided through our wellbeing program, Early Care provides team members and their families with a 24/7 wellbeing, medical and safety support.

Since launching in July 2024, more than 50 per cent of team members have activated their Early Care access.







## Total Recordable Injury Frequency Rate (TRIFR)

Our enhanced focus on early care and manual handling injury reduction during the year contributed to a reduction in our Total Recordable Injury Frequency Rate (TRIFR)

# 17%

Reduction in Total Recordable  
Injury Frequency Rate (TRIFR)  
compared to prior year

# 12.1

Total Recordable Injury  
Frequency Rate (TRIFR)  
Includes both team members and  
non-team members



## Contractor management

In FY25, we reviewed and enhanced our contractor management system to move away from management of contractors to partnering with them to achieve safe outcomes. This has resulted in transparency and consistency in managing high-risk work activities performed by Super Retail Group-engaged contractors.

## I Am Here (team wellbeing program)

Our wellbeing program promotes a positive mental health culture, and has received strong engagement from team members. Built on the 'I Am Here' evidence-based framework, the program equips team members with the skills, courage, and confidence to guide colleagues to appropriate mental health support when needed. In FY25, 6,259 current team members completed the program.

Leaders significantly influence team wellbeing and performance and pleasingly 64 per cent of the Group's people leaders are I Am Here ambassadors.

To strengthen our culture of care and early intervention, ambassadors are equipped with psychological first aid-level skills. These skills help leaders to recognise signs of distress, communicate safely, and guide team members to support. A wellbeing, medical and safety provider complements this by providing team members with an expert that is available 'in their pocket' 24/7.

In FY25 the Group also implemented the Sonder team member support program. Sonder is a comprehensive care platform designed to go beyond traditional Employee Assistance Programs (EAPs) by offering 24/7 support across mental health, medical and personal safety. This approach allows for early intervention and prevention, addressing challenges before they escalate into crises. This resonated, with a utilisation rate of 29 per cent in FY25<sup>4</sup>.

<sup>4</sup> Sonder Utilisation Rate (New Support Cases/Ave Headcount)

## Goal 2: Create an inclusive and diverse team



### Why it matters

At Super Retail Group, fostering a diverse, equitable and inclusive workplace is central to who we are. We believe inclusive teams drive better decision-making, performance and long-term sustainability.

### Our approach

The Group remains committed to delivering on its Diversity, Equity, Inclusion and Belonging Plan.

We are building a workplace culture where team members feel safe, respected and empowered to bring their whole selves to work. Guided by four pillars—Reconciliation with First Nations communities, gender equity in leadership, disability inclusion, and support for LGBTQIA+ communities—we are taking meaningful steps to reflect the diversity of the communities we operate in.

We recognise that inclusion is an ongoing journey. By embedding diversity, equity and inclusion into our policies, leadership practices and workplace culture, we aim to create an environment where everyone can thrive.

Super Retail Group is proud to hold the Employer of Choice for Gender Equality citation, issued by the Australian Workplace Gender Equality Agency (WGEA) for 2023-2025. We have held the citation for five years, and will seek renewal in FY26. In FY25, female representation was 50 per cent at Board level, 33 per cent at the executive level, and 41 per

cent amongst senior leaders. The Group has a goal of 40:40:20 representation in Board, executive and senior leadership positions by 2028 (40 per cent identifying as female, 40 per cent identifying as male, and 20 per cent identifying as any gender), however we have extended the target date to 2028 given current system limitations.

We published our first Reflect Reconciliation Action Plan in June 2024, marking a significant milestone in our commitment to building stronger relationships with First Nations peoples. This plan outlines our intentions to listen, learn, and act in partnership with Aboriginal and Torres Strait Islander communities.

We also commenced the implementation of our Access Inclusion Action Plan during the year. This plan sets out our approach to creating a more accessible and inclusive workplace for people with disabilities, including practical steps to remove barriers and support full participation.

Together, these initiatives reflect our ongoing efforts to build a workplace that values difference, promotes equity, and ensures all team members feel a sense of belonging. We know there is more to do, and we remain committed to continuous improvement in this space.

### Team member engagement

Our teams are the heart of Super Retail Group. As the face of our business, they create the experiences that foster customer satisfaction and loyalty. We know that

strong team member engagement underpins both positive workplace culture and sustainable business outcomes. We are committed to building an engaged and high-performing workforce through a continuous listening cycle. Our listen surveys enable us to get closer to understanding our team's experiences and empower our leaders to take relevant and timely actions.

We apply a survey-listen-act approach to monitoring and building team member engagement. Our 6-monthly 'SOULlisten' pulse surveys provide us with regular data to inform our understanding of our team's experiences and empower leaders to take relevant and timely action.

In October 2024, the engagement score remained steady at 81, with 12,509 responses and a participation rate of 78 per cent—our highest since October 2023. This survey reflected our focus on safety, introducing two new questions on safety prioritisation and safety leadership.

In the March 2025 Pulse survey, the Group achieved an engagement score of 81, two points above benchmark, with 12,727 responses and a 78 per cent participation rate. In line with our commitment to gender equality, five new questions were introduced to better understand team members' experiences in this area.

The Group scored well against benchmarks in the categories of work-life balance, role clarity, and culture.



## Engagement Score March 2025

81

Engagement score,  
two points above benchmark

78%

Participation rate with  
12,727 responses



## Reconciliation Action Plan

*featuring Seed Dreaming –  
Watiya-warnu Jukurrpa –  
on the cover.*

Consistent positive results were seen in flexibility and inclusion across the business. A supportive manager and shared commitment to customer service was frequently highlighted, contributing to both a sense of being valued and being proud to work in a values-driven organisation.

Alongside this positive foundation, the survey highlighted opportunities to strengthen purpose and team connection, streamline tools and processes, improve communication and strategic clarity, and drive alignment and accountability to support proactive, sustainable performance.

### Advancing reconciliation through our first reconciliation action plan

In June 2024, we published our first Reflect Reconciliation Action Plan (RAP), marking a significant step towards Goal 2 of creating more diverse and inclusive teams. Guided by First Nations consultant Kristal Kinsela, the RAP outlines meaningful actions to strengthen the Group's relationships with Aboriginal and Torres Strait Islander peoples.

Our RAP Working Group includes team members from across the Group and drives the implementation

of our RAP initiatives, including cultural learning campaigns, Acknowledgement of Country training, and RAP learning sessions for brands and divisions.

Outcomes from the first year of the Plan include the solidifying of our Clontarf and Stars Foundation partnerships, a growing library of reconciliation resources on SOULlibrary<sup>5</sup>, and building relationships with First Nations communities in Townsville, Cairns, and Truganina.

We hosted our first all-team event focused on First Nations learning as part of National Reconciliation Week in May 2025. The event featured respected Torres Strait Islander leader Ed Monaei OAM, stories from an Indigenous team member, and insights from the Clontarf Foundation. The event shows our commitment to learning, reflecting and respectful relationships as we begin contributing to the advancement of reconciliation in Australia.

In parallel with our RAP in Australia, Macpac has also been seeking to build cultural competency in the New Zealand context. In FY25, members of our Board, ELT and Macpac Leadership Team had education sessions on Te Tiriti o Waitangi, led by a specialist consultancy in Ōtautahi Christchurch; an important first step in

building shared understanding. Our annual Retail Store Manager conference also reflected this spirit of learning and recognition, featuring toi Māori-inspired design motifs, a te reo Māori tagline alongside the English one, and tote bags sourced through an Indigenous supplier. To celebrate the brand's New Zealand roots, we encourage our retail teams, where they felt comfortable, to greet customers with "Kia Ora," and for the first time, we marked Matariki in our New Zealand stores with in-store displays. We're at the beginning of this journey and are excited about where it will take us.

### Gender pay equity

In March 2025, the Workplace Gender Equality Agency (WGEA) published Gender Pay Gaps for the second time. The Group was recognised as being well-positioned with a total average remuneration Gender Pay Gap (GPG) of 3.2 per cent. A GPG of less than 5 per cent is considered neutral. The Group's GPG is less than the national GPG of 21.8 per cent and less than the retail industry mid-point average of 10.6 per cent.

<sup>5</sup> SOULlibrary is SRG's online learning platform

## CASE STUDY

**Acknowledging songlines at  
Truganina distribution centre**

As part of our commitment to deeper engagement with First Nations communities, we worked with local artist Tommy Day III, a proud Gunditjmara, Yorta Yorta and Wemba-Wemba man, and the Bunurong Traditional Owners to create a large-scale mural at our new Truganina Distribution Centre (DC).

The mural is a stunning representation of connection to Bunurong Country, bringing culture and story into the heart of our operations. This collaborative artwork reflects our intention to honour place and build meaningful relationships with the communities in which we work.

The mural design reflects the journey of Bunurong people and the song lines they sing to navigate Country. Elements including shield carvings and representations of the eight seasons, ceremony, and the movement of Bunurong people across different areas of Country.

We were so thrilled with the finished mural, and Tommy's clear passion for his work and for First Nations people, that we commissioned a further two artworks for the interior of the DC. One explains the story behind Tommy's mural and provides an Acknowledgement of Country for visitors, and the second piece tells the story of Tommy himself. We are proud to be the first clients to request a personal piece from Tommy, and proudly display it in the main entry of our DC.

**Diversity and Inclusion at Super Retail Group**

Super Retail Group is committed to supporting work-life balance through a range of flexible work options, aligned with business needs and relevant award or legislative requirements. Team members may request formal or informal arrangements at any time, regardless of their length of service including:

- Flexible start and finish times
- Hybrid working
- Remote working arrangements, subject to business needs and WHS requirements
- Compressed work weeks
- Job sharing
- Phased return to work or retirement
- Career breaks
- A range of paid and unpaid parental leave options with no minimum tenure required
- Recruitment guidelines to ensure we remove barriers and highlight unconscious barriers when hiring. We also have gender balanced selection panels and shortlisting targets (%) depending on the role.

## CASE STUDY

**Access Inclusion Action Plan:  
Advancing accessibility and inclusion at SRG**

In June 2024, the ELT approved our first Access Inclusion Action Plan (AIAP). The AIAP sets out practical steps we will take to create a more accessible and inclusive workplace for people with disability, by removing barriers and supporting full participation. The plan is a key initiative under Goal 2 of our 2030 Sustainability Framework.

Additionally, the Australian Disability Network provided inclusive recruitment training to our talent acquisition team to ensure equity and understanding in our hiring practices.

Through these plans, policies and actions, we are strengthening our commitment to diversity and inclusion by improving accessibility and helping to foster a culture where all team members can thrive.





## Goal 3: Support our team with purpose-led career development



### Why it matters

In line with our vision to inspire people to live their passions, we are committed to prioritising and supporting career growth and development of our team members.

Investing in our people is a business imperative and key driver of sustainable growth and resilience. By fostering purposeful career development, we create lasting value for our team members, shareholders, and the communities we serve.

### Our approach

Our targeted suite of learning options focus on individual, team and role level skills and capabilities, and includes formal learning programs, continuous learning opportunities, and on-demand online learning.

We continued investing in programs that strengthen leadership capabilities and foster inclusive growth, to support the development of a strong leadership and talent pipeline. Learning activities were designed to focus on skillsets required for each role to lead for adaptability and resilience to execute the Group's strategy.

During FY25, 65 senior leaders completed personal leadership, team member experience, and strategic delivery development programs. Modules included safety and wellness, adaptive leadership, business writing, and coaching.

Our SOULfutures for Women program empowered 95 participants to build networks and address the unique challenges they face in business and managing work-life priorities.

This year, we launched our new Retail Leaders Program, RISE. The program is designed to unlock leadership potential by developing capability across wellbeing, coaching, operational performance, and customer loyalty. It supports our retail leaders in leading our retail workforce and delivering our strategic objectives. Find out more in the RISE to Lead: Empowering Purpose-Led Retail Leadership case study on the next page.

Our on-demand online learning continues to deliver quality programs, with 13,972 team members 'opting in' to complete over 128,000 hours of learning in topics relating to role-based technical learning, customer service, safety, leadership and personal development programs.

The Group continued its in-store 'Experts' learning program, which builds retail team members' product and technical expertise to underpin excellent customer service. Almost 15,000 team members completed 60,596 of Experts learning hours during FY25.

Via our accredited learning pathways, 68 team members completed the Certificate III in Retail Operations and 33 completed a Certificate IV in Retail Management during the year. This learning provides an opportunity to formalise and expand on the participants retail knowledge and experience.

We also maintained compliance and safety awareness through the delivery of 37 mandatory learning modules, reinforcing our commitment to a safe, skilled, and future-ready workforce.

Team member feedback on performance is via management by objectives twice per year, alongside agile performance management, which prioritises continuous feedback via regular informal check-ins. These performance discussions are a key element of the Group's reward framework, providing structured opportunity to both team member and leader to reflect on past achievements, identify areas of growth, set future goals and development plans.



## RISE to Lead: Empowering purpose-led retail leadership

Commencing with participants this year, RISE is a leadership development initiative designed to empower our retail leaders with purpose, clarity, and capability. RISE supports our sustainability goal of fostering purpose-led career development by investing in the growth of those leading our frontline teams.

RISE is delivered in two phases tailored to leadership levels across our retail network: Area/regional and distribution centre managers (Phase 1), emerging store and operational managers (Phase 2). It addresses four leadership pillars: safety and wellbeing, development, performance, and customer loyalty.

In FY25, 80 Area, Regional, and Distribution Centre leaders completed Phase 1, receiving over 12 hours of workshops, coaching, and micro-learning. Participants focused on self-leadership through mental fitness, wellbeing, and coaching skills, culminating in personalised development plans for continued growth.

Results from Phase 1 showed uplift in wellbeing management, leadership confidence, and coaching capability. We believe these outcomes are building a more resilient and connected leadership culture across our business.



# SOULfutures for Women





# Community

## Goal 4: Invest in community programs that support our customers' and team's passions

Our brands support community programs and partners that reflect their unique purpose and resonate with the passions of our customers and team members. This year we contributed over \$3.2 million AUD to community organisations across Australia and New Zealand.



UN Sustainability Development Goals





# SUPERCHEAP AUTO

Now in its fourth year, Supercheap Auto continued its Australian community partnerships, donating \$50,000 each to its three national partners: Beyond Blue, HeartKids Australia, and the Australian Road Safety Foundation. In addition, in-store fundraising raised over \$160,000 in donations from customers and team members. Supercheap Auto then matched these in-store donations up to \$50,000 for each charity and donated a further \$10,000 to each partner on behalf of the top fundraising stores.

In New Zealand, Supercheap Auto raised over NZD \$254,000 for HeartKids New Zealand through in-store donations, with Supercheap Auto contributing an additional NZD \$25,000 in matched donations.

## Beyond Blue

Beyond Blue is helping Australians achieve their best possible mental health. In 2025, Supercheap Auto elevated its support to Major Partner status.

### FY25 highlights:

- Contributed a total of \$193,000 through its partnership commitment, customer donations and in-store donation matching.
- \$73,000 raised for Beyond Blue's 24/7 support service through in-store donations.
- Promoted Mental Health Week (7–13 October) through the national store network to raise funds and awareness for mental health, which contributed approximately \$13,000 of the total in-store fundraising efforts.

## HeartKids Australia

Supercheap Auto is a Major Partner of HeartKids Australia, a not-for-profit organisation dedicated to supporting and advocating for all people impacted by congenital heart disease (CHD).

### FY25 highlights:


- Contributed a total of \$139,000 through its partnership commitment, customer donations and in-store donation matching
- \$72,191 raised through in-store donations, enabling HeartKids to support people impacted by CHD.
- Supported Superhero Week in Australia (16–22 June 2025) across the store network, with retail teams dressing up as superheroes to raise \$41,000 towards the in-store fundraising total.


## Australian Road Safety Foundation

Supercheap Auto supports the Australian Road Safety Foundation (ARSF) in promoting road safety awareness and education across Australia as a National Community Partner.

### FY25 highlights:

- Contributed a total of over \$96,000 through its partnership commitment, customer donations and in-store donation matching.
- Over \$19,000 raised through in-store donations, supporting ARSF's initiatives and campaigns such as Fatality Free Friday.
- Promoted Road Safety Week (12-18 August 2024) across the national store network, contributing \$6,566 to the in-store fundraising total.





## Encouraging participation in motorsport

Supercheap Auto also supports initiatives to encourage participation in motorsport, including:

- **FIA Girls On Track**- supported young women to explore careers in motorsport through hands-on experience and mentorship during FY25, in partnership with Motorsport Australia.
- **Racing Together** – provided \$40,000 in financial support and an additional \$10,000 worth of tool supplies this year, to support Racing Together's Indigenous race teams to compete at state and national levels to pursue their motorsport dreams.





# rebel

rebel's vision is to transform our customers' lives through the power of sport. Our community activities highlight the clinically-proven link between physical activity and improved mental wellbeing—encompassing both mental health and positive social connections.



## Indigenous supporter ball

rebel joined forces with Queensland Rugby League to launch the Camp Maroons 2025 Indigenous Supporter Ball. The ball features a special Arthur Beetson design, created by Arthur's niece, Bianca Beetson. The design celebrates Arthur's life, legacy and journey to representing his state in Origin football.

The Arthur Beetson Foundation was set up in honour of Arthur's remarkable legacy to engage the community to empower First Nations Peoples to achieve better outcomes in health, education, sport, employment and business development.

By donating 50 per cent of the profits from the sale of the ball, rebel has donated over \$6,000 to the Arthur Beetson Foundation.

## rebel rookies clinics

rebel Rookies clinics aim to inspire sports participation by providing exclusive sporting experiences for the children of rebel Active members. The clinics are designed for 7–12-year-old girls and boys, align with major sporting events, and provide kids with the opportunity to learn from professional athletes.

In January 2025, 102 children participated in our second rebel Rookies Tennis edition during the Australian Open. The event was supported by Wilson and was attended by professional players Li Tu, Tristan Schoolkate and Petra Hule.

Since FY21, more than 8,000 children have registered to take part in rebel Rookies events nationally.

## International Legends of League

rebel proudly supports Indigenous community programs through partnerships like the International Legends of League, which runs youth programs, coaching clinics and school visits with Rugby League Legends promoting health and wellbeing. rebel has supported the International Legends of League since 2015, providing sporting equipment and gift cards for clinics, and supporting fundraising opportunities. rebel team members also assist with school visits, clinics and events.

### FY25 highlights:

- An event in the Yarrabah Indigenous community in North Queensland focused on awareness and prevention of rheumatic heart disease and the benefits of a healthy lifestyle.
- A cross-border event between Queensland and NSW Police near Goondiwindi, focused on being 'Active in Sport' as a youth crime prevention measure.



## Lifeline

The fourth year of rebel's 'Mental Health is a Team Sport' campaign continued to drive awareness that being physically active improves your mental health and wellbeing. The campaign supports rebel's exclusive charity partner, Lifeline, which provides 24/7 crisis support services to help build an Australia free of suicide.

This year, rebel developed a capsule collection designed with Australian artist Brolga, and supported by our exclusive campaign partners, adidas. Australian sporting stars including rebel ambassador Mary Fowler, ex AFL footballer Tom Boyd and Gold medallist swimmer Kyle Chalmers, brought the campaign to life.

The campaign raised \$652,149, our largest fundraising campaign in history, consisting of \$132,850 in capsule collection profits, \$219,299 from customer donations collected by rebel, and \$300,000 from adidas.



This year, BCF focused on improving its community contribution by building strong connections between our team and community partners. A 'Community Partnerships' hub on the team intranet was launched, featuring an interactive map to help team members locate and connect with local partners close to their stores. This led to improved alignment of our approach and new relationships at the regional level, resulting in a fantastic year of BCF community engagement.



### Clontarf Foundation and Stars Foundation partnerships continue to grow

In FY25, BCF continued to support indigenous youth through our partnerships with the Clontarf Foundation and Stars Foundation. The Foundations work with young Aboriginal and Torres Strait Islander men and women to realise their full potential through education, skills development and wellbeing.

#### FY25 highlights:

- Contributed \$50,000 to each organisation as our annual donation.
- Welcomed the St Brendan's Clontarf Academy (Yeppoon) to the Strathpine Support Office as part of the Group National Reconciliation Week event. The boys enjoyed a day on the lawn, participating in a range of outdoor activities including metal detecting and casting competitions with team members.



### Seeds begin to sprout with Greening Australia

FY25 was the first full year of BCF's support of Greening Australia through our private brand earth by Wanderer. As part of the 1% for the Planet initiative, BCF contributed 1 per cent of total earth by Wanderer sales to Greening Australia.

These funds support key initiatives aiming to bring degraded landscapes back to life. From outback paddocks to urban bushland, Greening Australia is restoring ecosystems, protecting wildlife, and creating lasting benefits for people, planet, and future generations.



### BCF and our customers raise over \$1 million for OzFish Unlimited

For the first time in the BCF and OzFish Unlimited partnership, BCF raised over \$1 million in customer donations in a single year. These funds support crucial fish habitat restoration works, such as tree planting, mangrove and seagrass restoration, and rubbish removal that support healthy aquatic life in more than 150 waterways around Australia.

#### FY25 highlights:

- Raised over \$100,000 for the second year in a row during our 'Small Change 4 Big Change' weekend.
- In addition to the customer donations, BCF contributed a further \$300,000.



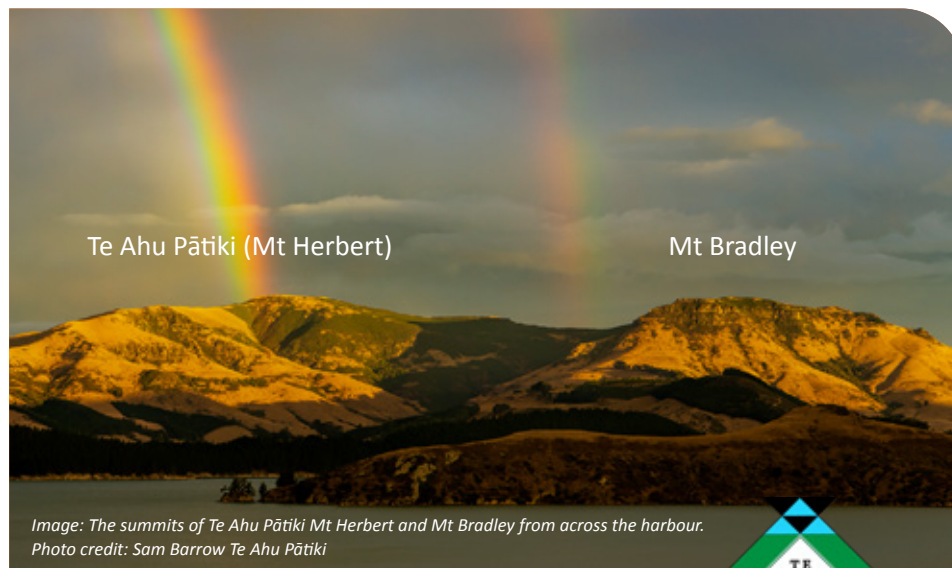


Image: The summits of Te Ahu Pātiki Mt Herbert and Mt Bradley from across the harbour.  
Photo credit: Sam Barrow Te Ahu Pātiki



### Te Ahu Pātiki Charitable Trust

Macpac continued to support the Te Ahu Pātiki Charitable Trust with a \$50,000 Fund for Good grant in FY25. The Trust has an ambitious vision to restore the 500-hectare reserve, which includes the iconic peaks of Te Ahu Pātiki (Mt Herbert) and Mt Bradley, to native forest.

In the three years since the creation of the reserve, the focus has been on the removal of grazing stock and pest species, and the maintenance and upgrading of the track network, with demonstrable progress from the native plants that are now re-establishing in the area. Building on this foundation, Macpac has extended its support for another five years and increased its annual sponsorship to \$70,000.

Conservation and the protection of biodiversity is only one part of the vision – the park includes the two highest peaks in the region and connects to a number of existing and planned walking tracks on Banks Peninsula, and the Trust has secured public access for walking, biking and climbing in perpetuity. The area, on Te Pātaka-o-Rākaihautū Banks Peninsula, has long been a natural playground for local adventurers, and its proximity to Macpac Basecamp in Ōtautahi Christchurch gives it a special significance to the Macpac team.



### Macpac Fund for Good

The Macpac Fund for Good (The Fund) provides cash and gear grants to non-profit organisations focused on long-term positive impact in areas such as the protection, regeneration or monitoring of native flora and fauna; or providing adventure-based learning, therapy or environmental education.

Customers can support the Fund by purchasing Fund for Good products or by refusing a shopping bag in-store. Every time a bag is refused, Macpac contributes \$0.20 to the Fund. Since the start of the program in 2018, our customers have declined over 3.6 million bags, and in FY25 this raised over \$190,000 AUD.

In addition to cash grants, Macpac also allocates gear grants to organisations that align with the spirit of the Fund for Good. One such organisation which received support in FY25 was the Mallee Accommodation and Support Program (MASP).

MASP, a not-for-profit organisation serving the Mallee region in Victoria for over 30 years, runs a Youth Mentoring Program that connects young people annually with positive community mentors. The program culminates in a group trek, designed to strengthen relationships and foster a sense of belonging and resilience among disadvantaged youth.

Over eight months, participants train together twice a week, building trust, promoting physical activity, and preparing for a shared goal: completing a week-long trek. This journey is not just physical—it's a powerful experience of mutual support between mentors and mentees.

Now in its 20th year, the program's longevity is bolstered by Macpac's contribution, helping ensure its impact continues for years to come. The Macpac Fund For Good supported the MASP Youth Mentoring Program by donating trekking bags, day packs, and sleeping bags—equipping 33 participants for their journey.







# Responsible sourcing

We are committed to building a more transparent and responsible supply chain, supported by strong environmental, social and governance practices that benefit our team members, customers, trade partners, service providers, and the communities in which we operate.

We source our products from various countries. As a business with complex supply chains with multiple tiers and a diverse product mix, identifying and addressing risks will take time and requires ongoing focus. Progress is gradual and deliberate, and we are guided by our Risk Management Framework and our organisational values as we work towards our goals.



UN Sustainability Development Goals





## Goal 5: Transparency and disclosure of high-risk supply chains

### Why it matters

Unethical or dangerous working conditions can have the potential for serious harm to the people who work in our supply chains. Failure to act as a responsible business through how we source our products and services can also impact our stakeholders' trust in the Group, and it can have adverse regulatory and financial implications. Through our Responsible Sourcing Program, we strive to manage the various risks in our supply chains including human rights and modern slavery, business integrity and protection of the environment.

### Our approach

The Group's [Human Rights and Responsible Sourcing Policy](#) and [Responsible Sourcing Code](#), approved by the Board, set the key requirements for managing our Responsible Sourcing risks. We expect our trade partners and service providers to share our commitment to working together to enhance compliance, provide remedy as applicable, and deliver improved outcomes for people and planet.

Our responsible sourcing expectations are aligned with several recognised international standards and conventions, including the International Bill of Human Rights, the United Nations (UN) Guiding Principles on Business and Human Rights, the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, and the UN Sustainable Development Goals. We are a signatory to the UN Global Compact and have obligations as a reporting

entity under the Australian Modern Slavery Act 2018 (Cth).

The scope, risk-based approach, and verification of compliance requirements of our Responsible Sourcing Program are outlined in our Responsible Sourcing Code with some additional details provided annually in our [Modern Slavery Statements](#) which summarise the steps we take as part of our Responsible Sourcing Program to identify and mitigate risks, including human rights and modern slavery, in our operations and supply chains.

Our approach to confirming and verifying compliance with our responsible sourcing requirements remained risk-based and focused on our ability to influence change. We do not directly own any product manufacturing facilities. We focus our efforts on verifying compliance for higher risk first tier factories (Factories) that supply our private brand, direct import and licensed products which the Group is responsible for. To enhance our approach to risk management, including the impact of high-risk products, we utilise the [LRQA<sup>6</sup> EiQ](#) supply chain intelligence platform and LRQA's EiQ Sentinel which is an adverse media screening tool. These provide us with better insight into potential risk at existing Factories as well as help with screening of Factories during onboarding. Inherent risk data related to our registered first tier Factories can be found in our [Sustainability Data Pack](#).

Assessment of our service providers is limited to our Non-Stock Group Procurement onboarding process and proportionate to the level of risk. During the

year our Non-Stock Responsible Sourcing verification process, Supplier self-declaration and questionnaire as well as the sustainability related questions in our Group Procurement tender documentation were updated to reflect better practices and reinforce our commitment to partnering with key service providers who share our sustainability goals.

### Product supply chain

At the end of FY25, we had 569 registered active Factories in 15 countries:

- 88 of these Factories were onboarded during the year. These Factories were screened against our Responsible Sourcing Code requirements as part of our mandatory review process.
- 531 Factories were subject to our compliance verification audit program requirements based on risk with 93 per cent of these having had audits done in the past two years. The remaining 7 per cent are in the process of being followed up as part of our Responsible Sourcing Program.

Our responsible sourcing due diligence processes include our Responsible Sourcing team receiving and assessing valid independent audit reports from the relevant Factories. Following the assessment of these reports, we require Factories to address non-conformances through corrective action plans (CAPs) where applicable.

<sup>6</sup> LRQA is a global assurance provider



To strengthen our compliance verification, we also conduct a limited number of Second Party and Group commissioned and funded Third Party Audits to sample compliance independently.

During FY25 we commenced piloting of remote LRQA Worker Sentiment Surveys (workers voice), deployed as part of our Second Party Audits conducted by our internal Responsible Sourcing Team. These confidential surveys provide opportunity to relevant Factory workers to give additional feedback on issues such as workplace wellbeing, labour conditions, wages, safety standards and general working environment. The insights will further help us identify key areas for improvement and enhance compliance. We have trialled this as part of ten Second Party Audits in FY25 and will continue the process in FY26. These surveys are also deployed as part of any standard LRQA ERSA Third Party audit that we commission and fund independently. Further information regarding key highlights will be provided in our next Modern Slavery Statement due end of December 2025.

We continue to work with Factories to address various audit non-conformance relating to human rights, critical health and safety concerns, issues related to working hours, wages and payroll, inconsistent records and significant environmental matters. Where required by the circumstances, we extend deadlines by which Factories can work towards improvements and show progress against agreed corrective action plans. We engage external providers, where

necessary, to assist us in further investigation and checking on progress.

### **Progress update on child worker in China factory**

As reported in our FY24 Sustainability Report and Modern Slavery Statement, during a Second Party Audit at a Factory in China (April 2024), we identified a child worker under the legal age of 16. In addition, we found several other non-conformances. The Factory was placed On Probation, provided with a CAP, and the child worker returned to school. We engaged LRQA to support and monitor the situation over several months. Based on a report received from LRQA in December 2024, the child had reached legal age and remained at school. The Factory has addressed the majority of non-conformances and is now Approved.

### **Outsourcing of products without our knowledge**

As reported in our 2024 Modern Slavery Statement, subsequent to the FY24 reporting period closure, we identified a Factory that had not disclosed to us they were fully outsourcing all aspects of manufacturing, assembly and packaging of some of our Private Brand finished products.

During the year we worked closely with the Factory to understand where the products were coming from. The fully outsourced products have been either

consolidated into existing registered Factories or new factories onboarded as required.

We have further initiated a broader assessment to identify other potential Factories that may be fully outsourcing all aspects of manufacturing, assembly and packaging of our Private Brand products and continue to address any findings. Further information will be provided in our Modern Slavery Statement due end of December 2025.

### **Services supply chain**

Our Human Rights and Responsible Sourcing Policy and Responsible Sourcing Code apply across our supply chain including service providers. As part of our Non-Stock Group Procurement onboarding process, we aim to screen service providers, who enter into new contracts with the Group, against responsible sourcing requirements through contract conditions, self-declarations or other assessments. Further information on our services supply chain can be found in our [Sustainability Data Pack](#).

During the year we reviewed this process to look for areas of improvement. This included a legal review and update of our Responsible Sourcing clauses in our contracts and purchase orders, as well as updates to our supplier onboarding self-declaration form and ESG due diligence questionnaire.

## Goal 6: Invest in sustainable supply chains through strategic partnering



### Why it matters

At Super Retail Group, we recognise that improving sustainability requires strong partnerships not only with our suppliers, but also with industry bodies, regulators, and other key stakeholders. We work collaboratively to embed responsible sourcing practices across the value chain, from setting expectations and supporting compliance with responsible sourcing requirements, to exploring sustainable materials, enhancing product design, and reducing the environmental impact of manufacturing.

### Our approach

We continued to work and engage with our Factories, trade partners, service providers, team members and industry, with the aim of protecting human rights, improving working conditions, business integrity and environmental protection and learning from industry.

### Partnering with our Factories and trade partners

We delivered online training to some trade partners and Factories through our advisory partner, LRQA. Examples of topics covered include health and safety, working hours, social insurance and chemical management. During FY25, representatives from 151 suppliers completed various online training modules.

As part of our ongoing strategic engagement with our trade partners, we provided an update on our Responsible Sourcing Program and general sustainability topics at our annual trade partner conference in China. This year, 288 participants attended the conference, including 201 representatives from 93 trade partners and service providers, plus team members including members from our ELT.

### Partnering with our teams

Our Board and responsible sourcing working group team members continued to receive updates on the performance of our Responsible Sourcing Program and emerging trends or issues.

In FY25, we delivered Responsible Sourcing training to 110 team members involved in the procurement of products on behalf of the Group.

As part of the end-to-end sourcing process optimisation, including responsible sourcing aspects, we worked with our Global Sourcing Office team in China to improve cross functional engagement and obtain and share additional information in the future to help better manage relevant onboarding and offboarding of trade partners and Factories.

### Partnering with industry

We continued to participate in the United Nations Global Compact Network Australia – Modern Slavery Community of Practice, the Australian Retail Association and The Collaborative Advantage in New Zealand. We also continued to partner with external advisors, both in Australia and in the countries where our trade partners and Factories operate.

### Responsible purchasing

In May 2025, for the fourth consecutive year, Macpac engaged in the Better Buying Purchasing Practices Index (BBPPI). It invited 37 of its top apparel and equipment manufacturing trade partners to anonymously rate its purchasing behaviour against best practice, recording an 89 per cent participation rate. The results of this survey will be available later in the year. Alongside this, 12 team members, including senior decision makers in Macpac completed training on the principles of Responsible Purchasing. Macpac also reviewed the 2024 survey results with their Design and Merchandising teams to determine what improvements could be considered for FY26.

By participating in the BBPPI, Macpac aims to establish transparent and mutually beneficial sustainable partnerships with strategic suppliers.



## Goal 7: Source materials and products more responsibly

### Why it matters

For Super Retail Group, sourcing materials and products more responsibly means assessing broader social and environmental considerations for the products we design and are responsible for manufacturing. This could mean sourcing materials with independent social or environmental certification or implementing more responsible purchasing practices in line with a recognised framework. However, with our diverse range of products and multiple suppliers meaningful change takes time.

### Our approach

We take a phased approach and prioritise high impact areas, engaging with suppliers to embed more responsible practices into product development over time. Our understanding of the source of materials used in our products varies across our brands and products and we will continue to work on improving our performance in this area. This goal is interlinked with our circular economy goals and progress in either of these areas benefits the other.

### CASE STUDY

#### Macpac maintains top-quintile performance in ethical fashion disclosure

As part of our commitment to transparency and responsible sourcing, Macpac continued to provide full disclosure to Baptist World Aid Australia (BWA) via Tearfund New Zealand to inform the 2024 Ethical Fashion report, as one of the 120 participating fashion companies.

BWA independently assesses the strength of company systems to mitigate the risk of forced labour, child labour, and worker exploitation in supply chains. The assessment considers due diligence practices, supplier relationships, remediation systems, and worker empowerment.

Macpac again ranked in the top quintile in the tenth edition of the report, demonstrating strong governance and alignment with our commitment to responsible sourcing.

 BAPTIST WORLD AID





## CASE STUDY



### BCF utilising responsible materials - earth by Wanderer®

earth by Wanderer is designed for the explorers of today and tomorrow, delivering a curated range of quality, robust camping and outdoors products made from responsible materials. Part of the BCF range, the products are tough, reusable and tested for durability. They are made with high levels of pre and post-consumer recycled content that is fit for purpose to reduce the amount of new materials used in their manufacture.

earth by Wanderer product packaging is plastic-free and minimal by design, with a QR code on the swing tags that links consumers to the brand's digital hub for product information, rather than printed packaging. Using fewer sewn in labels, transitioning plastic tape to paper based and swapping silica gel sachets for clay desiccants are also minimising the brand's packaging impact.

As a certified **1% for the Planet®** member, BCF proudly donates 1 per cent of its earth by Wanderer sales to the not-for-profit organisation Greening Australia at fiscal year-end. Greening Australia's programs deliver large-scale landscape restoration across Australia, covering thousands of hectares of land and protecting hundreds of species of native plants and wildlife.



The Wanderer Caravan functional, flat pack storage solutions is one example of our approach to source materials with high levels of post-consumer recycled content. Designed for avid caravanners and campers, the range incorporates responsible materials in line with Goal 7 and crafted from a durable and hearty outer fabric made with 99 per cent post-consumer recycled polyester, which reduces reliance on raw, virgin materials in this coordinated sub-range.

## CASE STUDY

### Macpac supporting Fairtrade Organic Cotton

Macpac continues to support Fairtrade by sourcing all T-shirts made from 100% cotton (including short sleeve, long sleeve and crews) from Fairtrade-certified suppliers.

Fairtrade certification provides external verification of social and environmental standards across the supply chain, including protections against modern slavery, the promotion of gender equality, and fair pay. Farmers receive a minimum price for their cotton and earn the Fairtrade Premium, a fixed additional income they can invest in improving their businesses and communities.

By choosing Fairtrade organic cotton for our 100 per cent cotton T-shirts, we contribute to a system that supports more resilient livelihoods, fairer trade relationships, and more transparent sourcing practices.





# Circular economy

For Super Retail Group, adopting circular principles means taking steps toward more thoughtful design and procurement of materials and products — such as choosing lower impact materials and improving product durability to extend the life of our products and reduce waste. We're also working to reduce waste to landfill for operational materials by exploring alternative solutions. While these challenges are complex, we are focused on making steady, practical progress over time.



UN Sustainability Development Goals





## Goal 8: Design and procure durable products with a circular mindset

### Why it matters

Circularity is one of several factors considered in the design and manufacture of our products and supports our goal of reducing landfill waste. Circular approaches aim to reduce waste through improved design, greater durability, and options such as repair or recycling. Given the broad range of products across our brands, identifying where to focus can be challenging. To support progress, brands are encouraged to begin with areas where improvements are more feasible — such as bestsellers, larger items, or products that are easier to adjust and gradually apply circular thinking across their ranges.

### Our approach

Following the development of our internal Product Circularity Framework in FY24, we hosted in-house workshops to equip merchandisers with tools to enhance product durability and circularity. These sessions explored how product decisions influence waste diversion in stores, and identified opportunities to improve durability and apply the most suitable circular strategies by category. High-level business cases were also developed for specific products with potential for circular redesign.

We continue to pursue increased use of recycled content, while also addressing more complex challenges in hard goods, such as repairability. As these efforts are deeply interconnected with goals 9 and 10 of our Framework, progress in this area will contribute directly to progress of those goals.

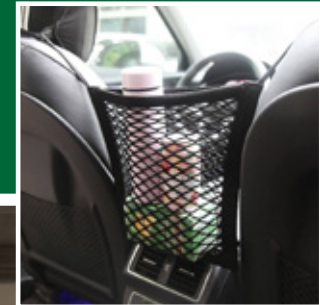
### CASE STUDY

#### Using recycled materials in the Cabin Crew range

The Supercheap Auto range of Cabin Crew interior travel accessories is designed with circularity in mind. This year, the Cabin Crew product development team made intentional and purposeful material choices in the production of these items, to reduce their environmental impact.

In addition to FSC® cardboard packaging, Cabin Crew interior travel products such as boot and back seat organisers and pet seat and door protectors are made from Repreve®, a performance fibre and resin that is made from traceable recycled materials and waste source. Repreve® helps to reduce plastic pollution by recycling plastic items and using less energy in its production than conventional virgin polyester.

Repreve® has been utilised in other Supercheap Auto-sourced products, including the First Nations Warlukurlangu Artists collaboration interior car accessories range.





## CASE STUDY



### Circular design in action – The Macpac Uber range

As part of our commitment to design and procure durable products with a circular mindset, Macpac has updated a core product line, the Uber range, to reflect more sustainable material choices and help reduce their environmental impact.

Released for Winter 2025, the latest Uber styles are made using 100 per cent recycled nylon in both the main and lining fabrics. Recycled nylon is considered a preferred fibre by Textile Exchange, offering a lower-impact alternative to virgin synthetics while preserving the performance needed for technical outdoor gear.

This upgrade follows sustainability-focused updates to other major product ranges, including the Halo down range and Geothermal baselayer. Together, these shifts represent a broader integration of circularity across Macpac's core product architecture, in both new concepts and our best-selling essentials.

The Uber range refresh reflects Macpac's evolving approach to design: reducing waste, using better materials, and keeping quality gear in use for longer.

## CASE STUDY

### Reducing the impact of rebel's Ell/Voo range

rebel's commitment to minimise our impact on this earth is evidenced by the Ell/Voo 'Worth Keeping' initiative, which prioritises the incorporation of recycled or lower impact raw materials into our products, as well as reduce our use of plastic.

The initiative gained further momentum in FY25 when we introduced our first renewable fabric into the range. Sorona® is a polymer insulation that is 63 per cent recycled polyester and 37 per cent renewable plant-based, which is used in all our women's insulated jackets. In FY25 we used over 335,000 meters of fabric, utilising approximately 82 tonnes of recycled materials in our collections – 73 per cent of our total fabric volume.

Using recycled fabric is only part of what we do, and we only work with partners who are also committed to reducing their environmental impact. All Ell/Voo fabrics are dyed according to OEKO-TEX® standards, which ensures they are free from harmful substances and safe for the environment and customers. Our hangtags are printed with soy ink, made with Forest Stewardship Council (FSC) paper, and attached to our product with paper string. These tags have replaced circa 1 million small plastic components each year, diverting them from landfill.





## Goal 9: Reduce waste and unnecessary packaging

### WASTE

#### Why it matters

Across Super Retail Group's operations, waste management has a material commercial and environmental impact. We are working to improve our processes and reduce our waste to landfill to meet our 2030 target of diverting 90 per cent of waste from landfill. Our progress relies on teamwork across the Group to ensure consistency in approach, continuous education and accurate and timely data capture across all activities from store development to operations and closure.

#### Our approach

#### Improving our waste management processes

Our approach seeks to improve operational efficiency while reducing contamination and increasing diversion rates, which are verified through the collection and reporting of our waste data from vendors. During FY25, we engaged in a 'listen and learn' phase with internal stakeholders then documented best practice actions, timeframes and responsibilities to improve our behaviours and increase our diversion across our sites. These new waste management processes cover the entire life cycle of a store – from site feasibility and leasing, construction and store merchandising activities, through to establishing routine collection services. This includes correct space allocation for bins, in the right locations, with the right signage (both internally and externally). They will be implemented from FY26 and we look forward to seeing the results of this exercise.

We also expanded the scope of our diversion reporting by capturing data from our construction and demolition activities, through our national providers as well as third party providers.

To complement these changes, a best practice diversion guides for store teams and induction materials will be introduced later in FY26. We are pleased with our progress this year, building on our FY24 actions and our waste plan priorities. During FY25 our total diversion rate increased from 62.3 per cent in FY24 to 65.9 per cent, exceeding our target of 64 per cent.

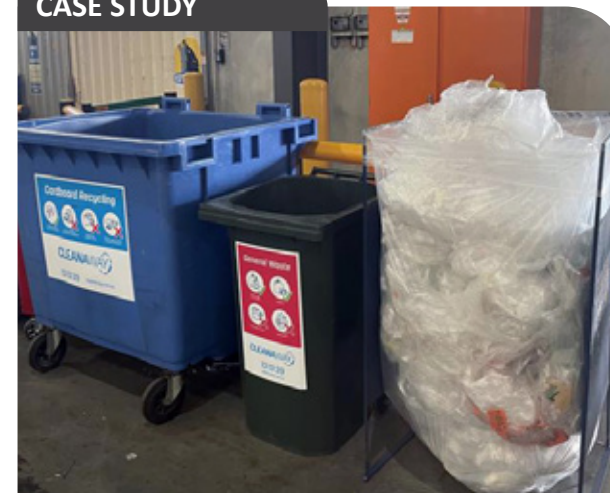
#### Waste education and continuous improvement

Education and continuous improvement are other priorities in our waste plan. Our national waste provider visited some of our top and bottom performing sites to observe bin set-ups and team member behaviour, conduct bin audits and learn their pain points. As a result, in the second half of FY25 we began introducing changes to bin sizes and collection frequencies to optimise recycling, and shared best practice cardboard handling posters. We have already seen improvement and plan to continue to optimise more sites to improve recycling rates. To complement these changes, a best practice diversion guide for store teams and induction materials will be introduced later in FY26.

Although clear soft plastic accounts for a low volume by weight, it continues to present an operational challenge for our stores, so in late FY25 we began a recycling feasibility trial in Brisbane. We are hopeful the outcome will be positive, so we can roll-out this solution across our Australian retail network.

Another site pain point is hard waste such as timber pallets, shop fittings and fixtures, and some faulty product. While we're confident that implementing the processes will alleviate this pain point, we are investigating removal and recycling solutions for these materials.

### CASE STUDY



#### Increasing recycling at our distribution centres

FY25 saw our Supply Chain team succeed in its mission to ramp up waste diversion across our distribution centre (DC) network, as we stretch to achieve our ambitious diversion targets by 2030. We're making great progress, having already boosted diversion rates from 69.5% in FY24 to 76.4% in FY25.

Waste management is now embedded in team member induction training, ensuring early awareness of correct waste handling practices and reducing our overall contamination rates. External signage has been implemented to clearly identify skips and bins, while internal racking signage and bin labelling—successfully piloted at Truganina, our new National Distribution Centre—are being implemented across all DCs to standardise practices.

We also completed a review of external bin types, locations, and service schedules to optimise site-level waste management, while balancing critical operational needs. These actions, alongside upcoming initiatives, reinforce our ongoing commitment to reducing the amount of waste our DCs send to landfill.



## SUSTAINABLE PACKAGING

### Why it matters

Packaging is a key part of the products we sell, and moving towards more sustainable packaging is an important aspect of our sustainability program. Super Retail Group remains a member of the Australian Packaging Covenant Organisation (APCO) and reports annually on its progress towards the 2025 national packaging targets. This year we continued to be recognised by APCO as having 'Advanced' status.

### Our approach

As part of our Framework, Super Retail Group adopted the below APCO targets for the retail packaging of our private brand products:

- 100% of packaging is reusable or recyclable
- 50% average recycled content included in packaging
- Problematic and unnecessary single-use (PSUPs) private brand plastic packaging must be phased out
- Adopt the Australasian Recycling Label (ARL)

The due date for the APCO target completion is 31 December 2025. In line with APCO's announcement that the industry will not meet its 2025 targets due to various regulatory, infrastructure, and material availability constraints, while we have made great progress in the past two years, we will also fall short of meeting these targets by 31 December 2025.

Despite this, our sustainable packaging program is improving packaging outcomes across our private brand products, with work across our four brands and Global Sourcing Office to reduce our impacts through the reduction of separate packaging components, lightweighting materials, the removal of unrecyclable materials, and sourcing recycled content where possible.

## CASE STUDY

### Packaging improvement for BCF's Pryml Terminal Tackle

As part of its sustainable packaging review, BCF explored alternatives to eliminate PVC from its Pryml product packaging. The Pryml terminal tackle range — which includes hooks, swivels and rigs for entry- to mid-level anglers — was originally packaged in 100% PVC, the industry standard at the time. However, PVC is notoriously difficult to recycle and typically ends up in landfill. BCF transitioned to packaging made from recycled cardboard and PET, both of which are recyclable — creating a closed-loop solution that aligns with our sustainable packaging and circularity commitments. This change not only supports progress towards our targets but also helps our customers reduce their environmental impact. The switch is expected to eliminate approximately 660,000 pieces of PVC packaging from landfill each year.



### Packaging optimisation constraints

In addition to the barriers listed by APCO, it is not always possible to optimise our packaging due to various technical and regulatory barriers, such as mandatory safety standards, that affect certain key products we sell.

Our packaging KPIs monitor progress towards our targets and reward our best efforts to optimise packaging as much as possible, while considering:

- Health and safety regulations, particularly for certain hazardous, heavy or bulky products. Eg the use of carbon black plastic is required for certain chemicals for UV protection and pigmentation
- Adequate product protection in transit and storage
- Market availability of preferred materials, such as recycled content and FSC® certified fibre and in the packaging format we require
- Structural integrity: some recycled content, or recyclable materials may not have the same durability or strength as existing materials
- Cost of packaging materials results in the product not being commercially viable
- Recycling infrastructure constraints in Australia and New Zealand beyond our control (e.g. soft plastics)
- Uncertainty due to delayed future packaging legislations and global plastic treaty impact in Australia and New Zealand.

These points are all considered when assessing product packaging and may impact on the delivery of our target.

This year we developed enhanced reporting that tracks these limitations to enable greater visibility of these constraints and held discussions on whether there are any additional viable options to overcome these challenges.



## CASE STUDY



### Supercheap Auto wins silver award with sustainable and trade-friendly globes packaging redesign

Supercheap Auto transitioned more than 40 headlight and indicator light globes from unrecyclable welded blister packs to plastic-free, recycled cardboard boxes for SCA light globes.

In addition to the sustainable packaging optimisation, the change also enhances the store display by creating more facings per bay per store. It also makes the packaging easier to open for both our customers and store team members when installing the globes.

This shift will eliminate 5.2 tonnes of PVC from our supply chain over the next year, a notable contribution to sustainable packaging and waste reduction.

The initiative was recognised at the Australian Institute of Packaging (AIP) Conference in May, where Supercheap Auto was awarded the Silver Award for Sustainable Packaging / Plastics Alternative—our first packaging accolade. This acknowledgment underscores the company's commitment to reducing environmental impact while maintaining product integrity.

The success of this project highlights the collaborative efforts of Supercheap Auto's merchandise team and trade partners and reinforces the importance of innovation in sustainable practices, with alignment to APCO 2025 goals and our 2030 Sustainability Framework.

## CASE STUDY

### Driving sustainability through smarter packaging design

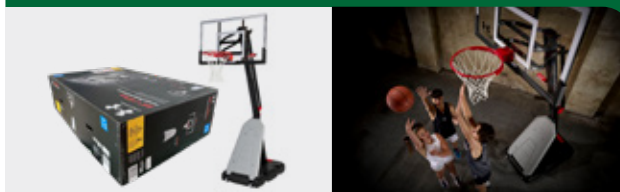
rebel has continued our successful collaboration with Under Armour<sup>7</sup> to introduce new sustainable packaging alternatives. The packaging of two new Under Armour heavy-duty basketball systems has been improved by eliminating the use of plastic strapping on the outer carton — previously considered necessary for health and safety reasons due to the large size and weight (42 ~ 49kg) of the products.

By benchmarking best practices in the market and carrying out thorough testing (drop test, handling test, and cardboard strength test), we successfully transitioned to sealing the carton using only transparent tape — without compromising safety or performance, on a cost neutral basis.

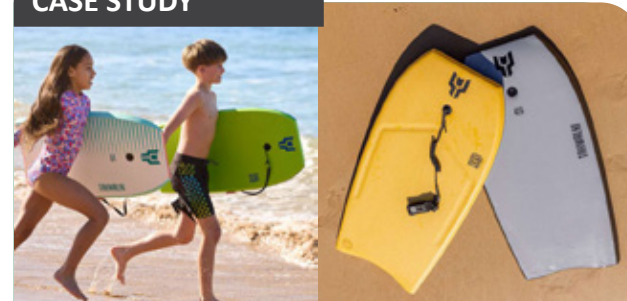
Other packaging enhancements include:

- Cut-out handles for easier and safer customer handling
- Using FSC recycled certified cardboard to support responsible sourcing and reduce environmental impact.
- Improved internal cushioning structure to enhance product protection and replacing all virgin LDPE<sup>8</sup> bags with GRS certified 100% recycled content LDPE bags.
- Eliminated unrecyclable materials, even for this complex and bulky product

The basketball system packaging now has no plastic strapping and simpler materials to improve recyclability, while being easier and safer to handle—showing that sustainability and safety can go hand in hand.



## CASE STUDY



### Removing plastics from the rebel surf range

As part of rebel's commitment to removing PSUPs from private brand product, rebel identified the Tahwalhi surfboard and bodyboard range as a key opportunity.

Before the review, every unit was packaged in a Polyolefin shrink film (POF) to protect the slicks, decks and prints across the range. Aside from the sheer volume of plastic used, there was no recycled content in this material and no viable alternatives to replace it. rebel tested various recycled shrink film options and none were suitable, or reduced the volume of plastic being used.

rebel then commenced a two-year multi-stage project to remove all plastic shrink wrap from this range, which involved developing a completely new style of packaging using recycled FSC paper. This was particularly challenging as the shrink film had a secondary function of holding the wrist leashes and fin packs for surfboards in place; any solution still had to perform this function successfully in a retail environment.

The new packaging solution for the majority of bodyboards commenced in summer 2025, and from FY26 onwards, the entire range of Tahwalhi Bodyboards and Surfboards will be delivered free of any plastics. This is a great example of collaboration with our sourcing team and factory partners for an innovative and more sustainable outcome.

<sup>7</sup> The inclusion of Under Armour in this report does not constitute approval, endorsement or verification of the sustainability claims presented. Under Armour disclaims all responsibility for the accuracy, completeness or compliance of this report with the Australian Sustainability Reporting Standards (ASRS) or any other applicable legal or regulatory framework.

<sup>8</sup> The 100% recycled content LDPE bag recyclability is compatible to the new Australian RedCycle 2.0 soft plastic recycling scheme.



## Goal 10: Repair, reuse and recycle our products

### Why it matters

Repair, reuse and recycling are central to our circular economy strategy. By establishing repair services, we help customers extend the life of their products, while reuse and recycling options enable us to retain the value of materials and reduce waste — supporting a more sustainable and resource-efficient product lifecycle.

### Our approach

To achieve our circularity goals, we are focusing on developing solutions for products that are bulky, heavy, or traditionally hard to recycle — such as sports balls and car batteries. Given the wide variety of product types across the Group, a one-size-fits-all approach is not feasible. Through circularity training workshops held during the year, our merchandise and category teams have built capability to identify products suitable for repair and reuse, and to better understand which materials and product types can be effectively recycled.

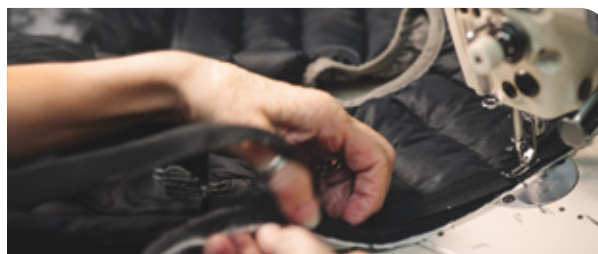
Each of our brands is engaged in repairs, reuse, and recycling to varying degrees, drawing valuable lessons from Macpac's well-established and effective product recovery program.

In FY25, Macpac introduced in-store repair counters at two Australian locations. These counters sell spare parts, facilitate donations of unsellable gear to charitable organisations for reuse, repurpose items deemed beyond repair through their in-house team, and recycle remaining textiles as a last resort. These efforts complement the dedicated Macpac repairs team based in Ōtautahi Christchurch, who repurpose materials from end-of-life or faulty products to repair other customer items.

Supercheap Auto runs in-store collections for recycling used car batteries and motor oil. rebel operates a treadmill repair program, recycles unsellable textiles, and offers in-store collections for recycling sports balls and footwear. BCF supports reuse by donating excess bedding, shelter, and apparel to a Brisbane charity for rough sleepers.

### rebel repair program

rebel's i-Fit repair program repairs their i-Fit branded home training equipment such as bikes, cross trainers, rowers and treadmills, to keep them in use for longer. These products weigh over 50kg and are bulky, which can make seeking repairs difficult. Service technicians assess the equipment at rebel stores or our third-party logistics provider's distribution centre to complete the necessary repairs, such as replacing pedals or electrical components. During FY25 approximately 600 i-Fit units were repaired through the program.



### Scaling repair expertise across our network

Since 1973, "repair, not replace" has been a defining part of Macpac's approach, rooted in our founder Bruce McIntyre's belief that keeping gear in use for as long as possible is one of the most effective ways to reduce environmental impact.

At the close of FY24, we expanded that legacy by launching warranty and repair expert training for store teams. Over 400 Macpac team members completed the program during FY25. The training equips teams to assess and carry out common in-store repairs, including shoulder strap replacements and fabric patching; with many spare parts now stocked in store. Building these repair skills across the Macpac team delivers faster service and greater value for customers.

More complex repairs continue to be supported through our Repairs team in Ōtautahi Christchurch (NZ) and our partner, Remote Equipment Repairs in Melbourne (AU).

By building repair capability across team and our store network, we are helping customers extend the life of their gear, and reinforcing what it means to be Macpac.

### Repairing gear, reducing waste

Based in Ōtautahi Christchurch, Macpac's dedicated Repairs Team plays a key role in extending product life and reducing waste, addressing two core principles of our circularity commitment.

In FY25, the team completed more than 2,400 individual product assessments, helping customers get more use from their gear and avoiding unnecessary disposal. Repairs ranged from minor fixes to complex part replacements.

Where possible, components from end-of-life or faulty items are repurposed into repairs for other customers, keeping valuable materials in circulation and out of landfill.

We also support customers to care for their own gear by offering spare parts and repair products through our stores and website. Product repairability is considered early in the design process, with construction choices made to enable future servicing.

Together, these efforts support a more circular outdoor gear system that is built to last, and repairable by design.

### Automotive product stewardship

The Supercheap Auto used engine oil (UEO) and used lead acid batteries (ULAB) recycling programs continue to provide consumers with a broad network of recycling collection points. Our recycling partner Cleanaway collected over 1.4m litres of UEO from Supercheap Auto sites in FY25, which is then recycled into fuel and base oils for resale. This unique partnership is not offered elsewhere in Australia and provides our customers with an easy, cleaner solution for the safe disposal waste engine oil.

In FY25, Supercheap Auto recycled 168,778 car batteries in Australia and New Zealand, an increase of 20% compared to the prior year.





# Climate

As one of Australia and New Zealand's largest retailers, we are committed to contributing to global efforts to mitigate climate change.

Our program of work remains focused on increasing our understanding of the risks and opportunities that climate change presents for our business, as well as reducing our environmental impact. Work to extend our Decarbonisation Roadmap to Scope 3 emissions has commenced, and we have started engaging with key stakeholders in our value chain to understand where opportunities to reduce these emissions may be found.

Super Retail Group will report under the mandatory Australian Sustainability Reporting Standard (ASRS) AASB S2 Climate-related Disclosures in FY26.

Further information on our approach to climate change can be found in our FY25 Annual Report.



UN Sustainability Development Goals



# Goal 11: Develop a decarbonisation roadmap for our operations and customer offering

## Why it matters

Australia and New Zealand are especially vulnerable to the effects of climate change, with extreme weather events such as heatwaves, storms and flooding increasing risks across our property portfolio and supply chain. Reducing our emissions is an important part of limiting the disruption caused by climate change and is a key component of our Framework. We have committed to achieving net zero greenhouse gas emissions from our own operations (Scope 1 and 2) by 2030, and continue to implement emission reduction initiatives across our property network.

## Our approach

The majority (greater than 95 per cent) of our combined Scope 1 and 2 emissions relate to grid imported electricity consumed by our retail stores, support offices and distribution centres (collectively “sites”). These sites are leased from property landlords and include individual tenancies and are located within shopping centres or standalone large format retail stores, industrial distribution warehouses or tenancies within a commercial office building. We also consume a small amount of gas (piped and bottled) for heating, fuels (for temporary power and transportation), and refrigerants (in our air conditioning systems), all of which contribute to Scope 1 emissions. Our ability to action emission reduction opportunities can vary depending on the property type and leasing arrangement.

While Scope 3 emissions are not part of SRG’s net-zero (Scope 1 and 2) emissions target, in FY25, we have validated our understanding of the primary sources of our most material and relevant Scope 3 emissions, with the assistance of an external provider. This has formed the basis of our Scope 3 carbon inventory and enhanced our understanding of category specific emission impacts. Using this inventory, we are identifying opportunities to work with stakeholders on emission reduction across the value chain and extend our decarbonisation roadmap to consider emissions from our supply chain.

## Decarbonisation roadmap

Our decarbonisation roadmap sets the foundation from which we diligently evaluate and implement opportunities to reduce Scope 1 and 2 emissions. As we strive for our target for net zero emissions by 2030, we continue to take considered steps in recognising actions that can be realised in the short term and those which require us to play the long game to unlock long-term value.

In FY25 whilst our site floor area increased (up 7% on FY24), total group emissions (Scopes 1 and 2) increased by only 1.2% in FY25. This is reflective of the ongoing positive impact of emissions reductions initiatives from our decarbonisation roadmap plus a reduction in the consumption of natural gas and refrigerants. In addition, the commencement this year of market-based reporting will enhance our Scope 2 emissions disclosure. This approach aligns with market expectations for transparency on our progress toward net zero emissions.

In FY25 we implemented a range of initiatives, including:

- 1.55MWp rooftop solar PV installed at Truganina DC. Once fully operational (expected in FY26) estimated renewable energy generation equal to 2,000MWh per annum.
- Emissions reduction initiatives: small scale rooftop solar, LED lighting/controls upgrades and Building Management System (BMS) upgrades which, in combination, is estimated to save over 1,300 MWh in grid imported electricity annually.
- 100 per cent renewable electricity contracted for all New Zealand sites where Super Retail Group has direct access to contract electricity agreements.
- Macpac achieved the Toitū Carbon Reduce independent certification in November 2024, which is valid until February 2027.
- Developed a building services fit out specification, setting minimum expectations for energy efficiency which will be embedded into new store fit out projects commencing design in FY26. The specification sets performance requirements for HVAC and lighting, in addition to building thermal performance improvements (insulation and solar-reflective roof coatings). Where suitable, new stores will require the installation of on-site renewable power (rooftop solar) and Building Monitoring and Control System (BMCS) capabilities to manage HVAC and lighting.



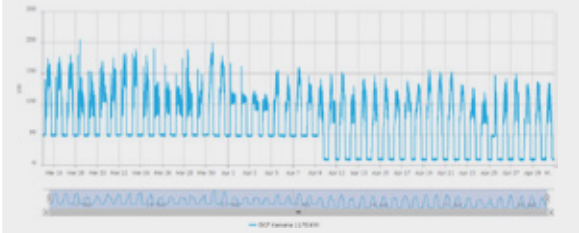




The completion of our new state-of-the-art distribution centre at Truganina, is a major milestone, with the site targeting a 5-star Green Star Buildings rating. Key features include a 1.55MWp rooftop solar PV system, the use of low embodied carbon materials in the base building, rainwater harvesting, EV charging bays, and energy and water submetering for ongoing operational savings.

For the longer term, we continue to pilot initiatives with the potential to optimise operational site energy use. At our BCF Kawana Superstore, for example, a BMCS was installed in conjunction with landlord HVAC plant upgrades to increase control and optimisation. This resulted in a significant reduction in energy usage through more efficient plant and optimising of lighting and temperature controls. We continue to work with our landlords to improve the energy efficiency of our operations.

**Figure 1 - Load profile analysis for BCF Kawana Superstore**



## Looking forward

Key activities for FY26 include:

- Review and update decarbonisation roadmap to ensure it remains fit for purpose.
- Develop a renewable electricity strategy to meet our 2030 net zero target.
- Implement building services fit out specification.
- Review electrification opportunities for sites using natural gas.
- Electrification of distribution centre forklifts.



## Sustainable design at Truganina

Our new distribution centre at Truganina was designed with sustainability in mind and is targeting a 5 Star Green Star Buildings rating which is recognised as 'Australian Excellence' by Green Building Council of Australia.

As a key part of Super Retail Group's future supply network strategy, the Truganina DC delivers operational efficiencies beyond our existing facilities, helping reduce supply chain costs, improve home delivery times, and minimise reliance on external storage.

Aligned with our 2030 net zero emissions target (scope 1 and 2), the facility features 1.55 megawatts of rooftop solar PV panels—enough to power approximately 350 homes annually and reduce carbon emissions by around 1,500 tonnes CO<sub>2</sub>-e per year. Covering 40 per cent of the roof, the solar system powers all base building needs, including air conditioning, lighting, and advanced automation equipment, with potential capacity for future expansion. The building also includes electric vehicle charging bays.

Energy-efficient lighting and abundant daylight enhance team member wellbeing while reducing energy use. A real-time energy and water monitoring system provides operational visibility to detect and prevent wastage early.

Water efficiency is addressed through two 50,000 litre rainwater tanks, supplying irrigation for landscaping and office amenities. Waste reduction initiatives include optimised bin placement and recycling programs, with a target to recycle or reuse at least 90 per cent of construction waste from the development.

**Figure 1** – Load profile analysis for BCF Kawana Superstore, showing reduction in daily energy consumption and peak loads following commissioning of new plant and controls from April 9th 2025.

## CASE STUDY



## Life Cycle Analysis – reducing emissions in construction

As part of Truganina's Green Star rating, a Life Cycle Assessment (LCA) was conducted to measure the emissions associated with the DC throughout its entire life cycle — from raw material extraction to end-of-life disposal. This LCA modelling was completed during the building's design phase to evaluate the environmental and economic impacts across key stages, including initial construction, operational use, and end-of-life management. The assessment also accounts for emissions saved through measures such as solar energy exports and the reuse or recycling of materials.

Guided by the LCA, the building is projected to reduce upfront construction emissions by approximately 15 per cent compared to a benchmark reference building. Key initiatives contributing to this reduction include replacing a portion of Portland cement in the concrete with waste by-products like fly ash and slag, alongside the operational sustainability features previously described. Additionally, the building developer has committed to offsetting 100 per cent of the construction's upfront carbon emissions.

## CASE STUDY

## Understanding our Scope 3 footprint

Our Scope 3 emissions make up approximately 95 per cent of our total carbon inventory, with the largest portion coming from the manufacturing, assembly, and packaging of the products we sell (Category 1). Reducing these emissions is complex due to the intricacies of our supply chain. While we can influence many areas of our Scope 3 inventory, we do not have direct control over the Factories and trade partners involved.

To identify opportunities for reduction, we have engaged directly with factories supplying our private brand products. During the year, our global sourcing team in China conducted a sustainability and carbon emissions survey with 280 factories across 150 trade partners supplying our Direct Imports and Private Brand goods. With a 93 per cent response rate, the survey covered environmental certifications, electricity sourcing and renewable energy plans, waste reduction initiatives, water usage, and emissions reporting. The results demonstrate

that while partner factories vary in their decarbonisation maturity, they are actively committed to sustainability and emissions reduction. This includes:

- Installing solar panels, replacing gas boilers with electric alternatives, implementing power consumption monitoring systems, recycling waste, and redesigning packaging.
- Voluntary disclosure is happening, with 20 per cent of surveyed factories currently tracking and reporting their carbon emissions. This outlines a big opportunity as a first step for these factories to start by collecting and verifying energy and emissions data. In taking these first steps, businesses equipped with greater data visibility will be better positioned to identify and review emissions reduction opportunities. In doing so these businesses are demonstrating their alignment with our strategic vision for decarbonisation across not only our business but also our supply value chain.

- Process improvements and verification using recognised international standards such as ISO14001 Environmental Management System, Forest Stewardship Council certified materials and the Global Recycled Standard.

The collation of this information will assist us with establishing a baseline from which to set practical targets for Scope 3. We also intend to repeat this survey with a broader group of suppliers.

Further information on our energy and emissions can be found in our [FY25 Sustainability Data Pack](#). For more information on our progress to enhance our Scope 3 emissions calculations, see the climate section of our [FY25 Annual Report](#).



## Goal 12: Enhance climate-related disclosures

### Why it matters

Climate change presents material risks and opportunities for our business. It has the ability to affect our supply chain, operations, customers, team members, and communities through a range of physical and transition-related impacts.

Climate-related disclosure involves considering scenarios with scientific, economic, and regulatory uncertainty within our current and expected future operations.

### Our approach

In FY24, we disclosed the development of our roadmap and work program to support our adoption of the mandatory climate-focused Australian Sustainability Reporting Standard, AASB S2 Climate-related Disclosures (AASB S2), from FY26. We are progressing well on our roadmap and work program and continue to enhance our climate reporting to address the standards and requirements set out by the Australian Accounting Standards Board (AASB).

Mandatory climate-related reporting means our shareholders, customers, team members and communities will have information to assist them in understanding the material climate-related risks and opportunities that Super Retail Group faces, and how the Group is responding to them.

For more information on our progress, see the climate section in our FY25 Annual Report.



### Macpac continues to be a toitū carbon reduce certified business

A Toitū 'Carbon Reduce' certified business has measured and managed the operational emissions of its organisation in accordance with ISO 14064-1 and Toitū Carbon Reduce programme technical requirements.

## CASE STUDY

### Certified low-impact leadership event

Macpac's 2024 Retail Manager Conference brought our value Playing the Long Game to life by aligning the event with the principles of kaitiakitanga (guardianship of people and place).

The conference received Toitū 'Net Carbon Zero' certification via the purchase of offsets, and was our second leadership event to do so, reflecting our commitment to more responsible practices for internal hui (gatherings) of this scale.

With 173 attendees, the event generated 103 tCO<sub>2</sub>-e, including travel. We took steps to minimise emissions by grouping transport, prioritising locally sourced catering, and reducing laundry and printed materials. Unavoidable emissions were fully offset through verified Gold Standard projects supporting clean energy, water, and cookstove access in communities abroad.

By embedding low impact thinking into how we bring our people together, we aim to honour our role as kaitiaki (caretaker) and reinforce the values that underpin our culture and brand.







## Assurance statement

The report was supported by evidence, reviewed internally and signed off by management, with selected metrics subject to independent Limited Assurance with reference to the Global Reporting Initiative (GRI) and approved by the Board before being released to market. Unless otherwise specified, the report covers Super Retail Group's operations in Australia, New Zealand and China, including our store network, support offices and distribution centres for the period 1 July 2024 to 28 June 2025.

Where data is incomplete, not available or not included, we have noted this in our [Sustainability Data Pack](#). All financial figures are reported in Australian dollars, unless otherwise specified. Detailed financial information can be found in the Group's FY25 Annual Report available on our website at [www.superretailgroup.com.au](http://www.superretailgroup.com.au). Sustainability Reports from previous years are also available on our website.

The Limited Assurance statement for this report, which includes a summary of the specific reporting criteria used for each of the selected metrics reported under the GRI Standards, is supplied here on the following pages.



## Independent Limited Assurance Report to the Management and Directors of Super Retail Group Limited

### Our Conclusion:

Ernst & Young ('EY', 'we') were engaged by Super Retail Group Services Pty Ltd to undertake a limited assurance engagement as defined by Australian Auditing Standards, hereafter referred to as a 'review', over the Subject Matter for Super Retail Group Limited defined below for the 52 week period ended 28 June 2025. Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe the Subject Matter has not been prepared, in all material respects, in accordance with the Criteria defined below.

### What our review covered

We reviewed the following Subject Matter in Super Retail Group Limited's 2025 Responsible Business Report and Sustainability Data Pack (the 'Report'), including selected sustainability metrics aligned to 13 Global Reporting Initiative ('GRI') indicators as outlined in **Appendix A**.

Other than as described in the preceding paragraphs, which set out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express an opinion or conclusion on this information.

### Criteria applied by Super Retail Group Limited

In preparing the Subject Matter, Super Retail Group Limited applied the following Criteria:

- Definitions as per the Global Reporting Initiative (GRI)'s Sustainability Reporting Standards
- Super Retail Group Limited's own publicly disclosed criteria
- National Greenhouse Accounts (NGA) Factors.

### Key responsibilities

#### Super Retail Group Limited's responsibility

Super Retail Group Limited's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

### EY's responsibility and independence

Our responsibility is to express a conclusion on the Subject Matter based on our review.

We have complied with the independence and relevant ethical requirements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### Our approach to conducting the review

We conducted this review in accordance with the Australian Auditing and Assurance Standards Board's *Australian Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ASAE 3000'), and the terms of reference for this engagement as agreed with Super Retail Group Services Ltd on 10 June 2025. That standard requires that we plan and perform our engagement to express a conclusion on whether anything has come to our attention that causes us to believe that the Subject Matter is not prepared, in all material respects, in accordance with the Criteria, and to issue a report.

### Summary of review procedures performed

A review consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other review procedures.

The nature, timing, and extent of the procedures selected depend on our judgement, including an assessment of the risk of material misstatement, whether due to fraud or error. The procedures we performed included, but were not limited to:

- Conducting interviews with personnel to understand the business and reporting process
- Conducting interviews with key personnel to understand the process for collecting, collating and reporting the Subject Matter during the reporting period
- Assessing that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria
- Undertaking analytical review procedures to support the reasonableness of the data
- Identifying and testing assumptions supporting calculations
- Testing, on a sample basis, underlying source information to assess the accuracy of the data.
- Assessed the presentation of the Subject Matter in the Report.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our review conclusion.

#### **Inherent limitations**

Procedures performed in a review engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a review engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to assessing aggregation or calculation of data within IT systems.

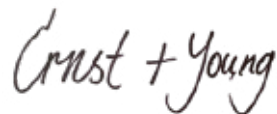
The greenhouse gas quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of greenhouse gases. Additionally, greenhouse gas procedures are subject to estimation and measurement uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

#### **Other matters**

We have not performed assurance procedures in respect of any information relating to prior reporting periods, including those presented in the Subject Matter. Our report does not extend to any disclosures or assertions made by Super Retail Group Limited relating to future performance plans and/or strategies disclosed in client's report and supporting disclosures online.

#### **Use of our Assurance Report**

We disclaim any assumption of responsibility for any reliance on this assurance report to any persons other than management and the Directors of Super Retail Group Limited, or for any purpose other than that for which it was prepared.



Ernst & Young  
Brisbane, Australia  
21 August 2025



## Appendix A – Subject Matter

FY25 performance data relating to the below selected sustainability metrics:

Material Topic	GRI Indicator	Selected sustainability metrics
Governance	GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	<ul style="list-style-type: none"> <li>Complaints received from outside parties and substantiated by the organization (#)</li> <li>Complaints from regulatory bodies (#)</li> <li>Total number of identified leaks, thefts, or losses of customer data (#)</li> </ul>
Team	GRI 403-9: Work-related injuries	<p>Number and rate of recordable and high-consequence work-related injuries (Team and Non-team Members)</p> <ul style="list-style-type: none"> <li>Total recordable injuries (TRI) (#)</li> <li>Total recordable injury frequency rate (TRIFR) (per 1,000,000 hours worked)</li> <li>High-consequence work-related injuries (#)</li> <li>High-consequence work-related injury rate (per 1,000,000 hours worked)</li> <li>Fatalities as a result of work-related injury (#)</li> <li>Main types of work-related injury (#)</li> </ul>
	GRI 403-10: Work-related ill health	<p>Number of cases of recordable ill health (Team and Non-team Members)</p> <ul style="list-style-type: none"> <li>Number of fatalities as a result of work-related ill-health (#)</li> <li>Number of cases of recordable work-related ill-health (#)</li> <li>Main types of work-related ill health (#)</li> </ul>
	GRI 416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	<ul style="list-style-type: none"> <li>Incidents of non-compliance with regulations resulting in a fine or penalty (#)</li> <li>Incidents of non-compliance with regulations resulting in a warning (#)</li> <li>Incidents of non-compliance with voluntary codes (#)</li> </ul>
	GRI 405-1: Diversity of governance bodies and employees	<ul style="list-style-type: none"> <li>Total Workforce by employment type, age and gender (%)</li> <li>Board composition, by age and gender (%)</li> </ul>
	GRI 401-1: New employees hires and employee turnover	<ul style="list-style-type: none"> <li>New employee hires by region - number (#) and rate (%)</li> <li>New employee hires by age and gender - number (#) and rate (%)</li> <li>Total Turnover by region - Number (#) and rate (%)</li> <li>Team Member Turnover by region - Number (#) and rate (%)</li> <li>Team Member Turnover by age and gender - Number (#) and rate (%)</li> </ul>
Responsible Sourcing	GRI 408-1: Operations and suppliers at significant risk for incidents of child labour	<ul style="list-style-type: none"> <li>First tier factories by country and risk rating (#)</li> <li>First tier factories by Factory conformance status (#)</li> </ul>
	GRI 409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labour	<ul style="list-style-type: none"> <li>First tier factories by country and risk rating (#)</li> <li>First tier factories by Factory conformance status (#)</li> </ul>
	GRI 414-1: New suppliers that were screened using social criteria	<ul style="list-style-type: none"> <li>Number of new supplier factories screened using social criteria (#)</li> </ul>

Material Topic	GRI Indicator	Selected sustainability metrics
Circular Economy	GRI 306-3: Total waste generated (tonnes)	<ul style="list-style-type: none"> <li>Total waste generated (tonnes)</li> </ul>
Climate	GRI 305-1: Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> <li>Scope 1 emissions (tCO<sub>2</sub>e)</li> </ul>
	GRI 305-2: Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> <li>Scope 2 emissions (location based) (tCO<sub>2</sub>e)</li> </ul>
	GRI 305-5: Reduction of GHG emissions	<ul style="list-style-type: none"> <li>Total reduction in Scope 1 and 2 (location based) emissions from prior reporting period (tCO<sub>2</sub>e)</li> <li>Total reduction in Scope 1 and 2 (location based) emissions from baseline year (tCO<sub>2</sub>e)</li> </ul>
	N/A - aligned to National Greenhouse and Energy (Measurement) Determination 2008 (2024 update)	<ul style="list-style-type: none"> <li>Total energy consumption (GJ)</li> </ul>



# Glossary

<b>Active factories</b>	First tier Factories that the Group has a working relationship with.
<b>Australian Sustainability Reporting Standards (ASRS)</b>	The Australian Sustainability Reporting Standards (ASRS) are a set of standards for climate and sustainability-related disclosures approved by the Australian Accounting Standards Board (AASB). These standards are aligned with the International Sustainability Standards Board (ISSB) IFRS Sustainability standards. The ASRS are comprised of two standards: AASB S1 General Requirements for Disclosure of Sustainability-related Financial Information (voluntary) and AASB S2 Climate-related Disclosures.
<b>Circular economy</b>	An economic model that promotes sustainable and efficient use of resources as a way to support environmental, economic and social outcomes. It shifts away from the current linear ‘take, make, dispose’ consumption approach to one that maintains a circular flow of materials by recovering, retaining or adding to their value.
<b>Corrective Action Plan (CAP)</b>	A plan issued by Super Retail Group setting out non-conformances with our Human Rights and Responsible Sourcing Policy and Responsible Sourcing Code, the date by which evidence must be provided to the Group demonstrating corrective actions have been completed and non-conformances remediated.
<b>Executive Leadership Team (ELT)</b>	The Group’s CEO and his direct reports.
<b>Factories</b>	Focus of our Responsible Sourcing compliance verification program is Factories which supply Super Retail Group’s Private Brand Products where the Group owns the Brand or trademark, i.e. products with the Brand’s name, trademark or logo on them (including relevant Non-Stock products). It is applicable whether manufacturing is overseas or domestically in Australian or New Zealand; Non-Private Brand Products where the Group directs, arranges or contributes to the manufacturing of the product (including products that only the Group is permitted to make); and Non-Private Brand Products where the Group is the importer of record (also called direct imports).
<b>First tier Factories</b>	Factories supplying finished goods directly to the Group or through our trade partners.
<b>Five Star Green Star rating</b>	A sustainability rating awarded by the Green Building Council of Australia, which recognises sustainable building design. A five star rating (out of a possible six) represents ‘Australian Excellence’. More information can be found on the GBCA website.
<b>Global Reporting Initiative (GRI)</b>	Global Reporting Initiative (GRI) is the independent, international organisation that helps businesses and other organisations take responsibility for their impacts, by providing them with the global common language to communicate those impacts.
<b>Group</b>	the Company and its consolidated subsidiaries.
<b>IFRS Sustainability Standards</b>	IFRS Sustainability Standards are sustainability disclosure standards issued by the IFRS Foundation, which were developed by the International Sustainability Standards Board (ISSB), which operates alongside the IASB. IFRS Sustainability Standards provides a globally accepted framework for sustainability disclosures, ensuring consistency and comparability of sustainability disclosures across different countries and jurisdictions.



<b>International Financial Reporting Standards (IFRS)</b>	IFRS Accounting Standards are accounting standards issued by the IFRS Foundation, which were developed by the International Accounting Standards Board (IASB). IFRS Accounting Standards provides a globally accepted framework for financial reporting, ensuring consistency and comparability of financial statements across different countries and jurisdictions.
<b>Location-based emissions reporting</b>	A location-based emissions reporting method reflects the average emissions intensity of the electricity grid on which energy consumption occurs.
<b>LRQA</b>	A global assurance provider.
<b>LRQA ERSA Audit</b>	A responsible sourcing audit standard by LRQA (EiQ Responsible Sourcing Assessment Standards).
<b>Market-based emissions reporting</b>	A market-based emissions reporting method reflects emissions from electricity that companies have purposefully chosen eg renewable energy, deriving emissions factors from contractual instruments.
<b>Material Topics (derived from the Global Reporting Initiative)</b>	Topics that represent the organisation's most significant impacts on the economy, environment and people, including impacts on their human rights.
<b>Modern Slavery</b>	A term used to describe a situation where victims are exploited through coercion, threats or deception and their freedom is undermined. Examples include forced labour, debt bondage, deceptive recruitment and the worst forms of child labour.
<b>Modern Slavery Act 2018 (Cth)</b>	The Act established a national Modern Slavery Reporting Requirement for certain large businesses and other entities in the Australian market.
<b>Modern Slavery Statement</b>	A Modern Slavery Statement must set out the reporting entity's actions to assess and address modern slavery risks in their global operations and supply chains. The Australian Government publishes these statements through its online register.
<b>National Greenhouse and Energy Reporting Act 2007 (NGER)</b>	The NGER scheme is a single national framework for Australian companies to report information about their: greenhouse gas emissions, energy production and energy consumption. Refer to <a href="https://cer.gov.au/schemes/national-greenhouse-and-energy-reporting-scheme">https://cer.gov.au/schemes/national-greenhouse-and-energy-reporting-scheme</a> .
<b>On Probation</b>	the factory either has repeated critical NCs, overdue NCs, or overdue renewal audits.
<b>People Leader</b>	Any Team Member with a direct report.
<b>Private brand</b>	Products manufactured specifically for our Brands, using product brand names owned or licensed by the Group.
<b>Product stewardship</b>	The principle that all parties involved in the lifecycle of a product—including those who import, design, manufacture, sell, use, and dispose of it—share responsibility for minimizing its environmental, health, and safety impacts.





<b>Responsible Sourcing conformance status</b>	<p>Ratings that we give to factories after assessing their audit reports. These ratings determine whether we can do business with a factory. There are four ratings: Approved, Conditionally Approved, On Probation and Not Approved.</p> <ul style="list-style-type: none"> <li>• Approved – the factory has no critical non-conformances (NCs). We can place orders with the factory.</li> <li>• Conditionally Approved – the factory has some critical NCs (excluding child and forced labour). Orders can be placed provided that issues are closed within the timeframe in the Corrective Action Plan.</li> <li>• On Probation – the factory either has repeat critical or overdue NCs or overdue renewal audits. Existing orders can be completed but no new orders should be placed until outstanding issues are addressed.</li> <li>• Not Approved – the factory is unable to comply with our Responsible Sourcing requirements including zero tolerance NCs. No new orders can be placed in the factory. Audit/ re-audit is required before placing any orders to verify compliance.</li> </ul>
<b>Scope 1, 2 and 3 emissions</b>	<p>GHG Protocol Corporate Standard classifies a company's Greenhouse Gas emissions into three 'scopes'.</p> <p>Scope 1 emissions are direct emissions from owned or controlled sources.</p> <p>Scope 2 emissions are indirect emissions from the generation of purchased energy.</p> <p>Scope 3 emissions are all indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.</p>
<b>Senior Leadership Team (SLT)</b>	The Group's senior leadership team including Bands 1-3.
<b>Second Party Audits</b>	Second Party Audits are external evaluations conducted by one organisation on another. These audits are usually performed by customers or clients to ensure that their suppliers or service providers meet their requirements.
<b>Service providers</b>	Providers of services to Super Retail Group, such as information technology, cleaning, security services, etc.
<b>Taskforce on Climate-Related Financial Disclosures (TCFD)</b>	The Taskforce on Climate-Related Financial Disclosures (TCFD) was established by the Financial Stability Board to develop recommendations for more effective climate-related disclosures that could promote more informed investment, credit, and insurance underwriting decisions and, in turn, enable stakeholders understanding of the concentrations of carbon – related assets in the financial sector and the financial system's exposures to climate-related risks. These recommendations were released in 2017 to help companies provide better information to support informed capital allocation.
<b>Team members</b>	All employees of the Group.
<b>Total Recordable Injury (TRI)</b>	A work-related injury or illness which results in any, or a combination of the following: Medical treatment injury (MTI), Restricted duty injury (RDI), Lost time injury (LTI), Fatality.
<b>Total Recordable Injury Frequency Rate (TRIFR)</b>	A rolling measure of the number of Total Recordable Injuries in the preceding 12 months expressed as a rate per million hours worked.
<b>Trade partners</b>	<ul style="list-style-type: none"> <li>• Suppliers of retail products, including agents and factories which supply or manufacture Super Retail Group's Private Brand products;</li> <li>• Factories directly contracted by Super Retail Group to manufacture products; and</li> <li>• Suppliers of Non-Stock products to/for Super Retail Group.</li> </ul>
<b>United Nations Sustainable Development Goals (UN SDGs)</b>	17 global goals set by the United Nations in 2015 to define global sustainable development priorities and aspirations for the planet.

We welcome your feedback and comments.  
Please contact our team via:

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