

RIP CURL

Sustainability Report 2020



This report is an excerpt of the Kathmandu Holdings Limited 2020 Sustainability Report. Please note page numbers will not be displayed sequentially.

Our journey.



Our journey.

Rip Curl CEO Michael Daly is well placed to comment on the company's sustainability journey. He's been with the company for 18 years and in the role of CEO since 2012.

Rip Curl is a 50-year-old company. When I started 18 years ago, there were only three stores. Now there are more than 200. Rip Curl is a global company with staff on five continents and our own manufacturing facility in Thailand.

When the company founders started making plans to retire in the late 90s, they put on paper the values and principles of the brand that they wanted to see carry on. One of those values is to actively contribute to the communities we operate in, especially the environment.

This is something Rip Curl has done very well. We often operate in small beachside communities where we are the biggest employers in town. Here in Torquay, Victoria, there wouldn't be a facility or organisation that we haven't contributed to in some way. I've joined our crew planting trees, weeding and removing rubbish at our annual Planet Day, which has run for 20 years now.

When I became CEO, we sat down and worked out where we would focus our sustainability efforts for the next decade. We came up with three areas of focus.

SAVE OUR SURF

The first area of focus is on preserving and protecting our oceans. This work was already under way with beach cleanups around the world, as well as tree planting and foreshore protection.

ENVIRONMENTAL PRODUCTS

This area of focus covers everything from the fabrics we select to swing tags and polybags. We are challenging ourselves to push this area further with our Saltwater Culture Collection.

ACT SUSTAINABLY

Under this banner are initiatives that help us become a better corporate citizen – from elevating our supplier base to managing our waste.

We are getting better in all of these areas, but we still have a lot of work to do. The acquisition by Kathmandu has been a great catalyst for us to look internally at what we can do better. We are going through the B Corp baseline assessment, and we are all in on that. It aligns really well with our values.

I'm very proud that our company is not one that has woken up overnight and picked up sustainability because it is good for sales. It is something that fits the brand values that have been written down for 20 years and are lived passionately by our team, some of whom have been with the company for 48 years.

To help face our challenges, we've made some changes with our crew to help us ramp things up. We hired Lucy Nakaroti to fill a brand-new role of Sustainability Coordinator. We've also created a sustainability working group, which is made up of representatives from departments around the business.

Together, we'll tackle the challenges ahead of us – making sure we focus on the areas where we can have the greatest impact.



MICHAEL DALY
CEO

Brand values in action.



CUSTOMERS

WE SUPPORT YOUNG SURFERS WITH OUR GLOBAL GROMSEARCH EVENT SERIES.



CREATIVITY AND INNOVATION

WE USED RECYCLED MATERIALS TO CREATE BEAUTIFUL NEW SHOP FITOUTS THAT REFLECT OUR BRAND AND HAVE A LOWER ENVIRONMENTAL FOOTPRINT.



COMMITTED CREW

WE SUPPORTED PASSIONATE CREW CLIMBING SUMMITS FOR KIDS WHO NEED HEART SURGERY.



COMMUNITY AND ENVIRONMENT

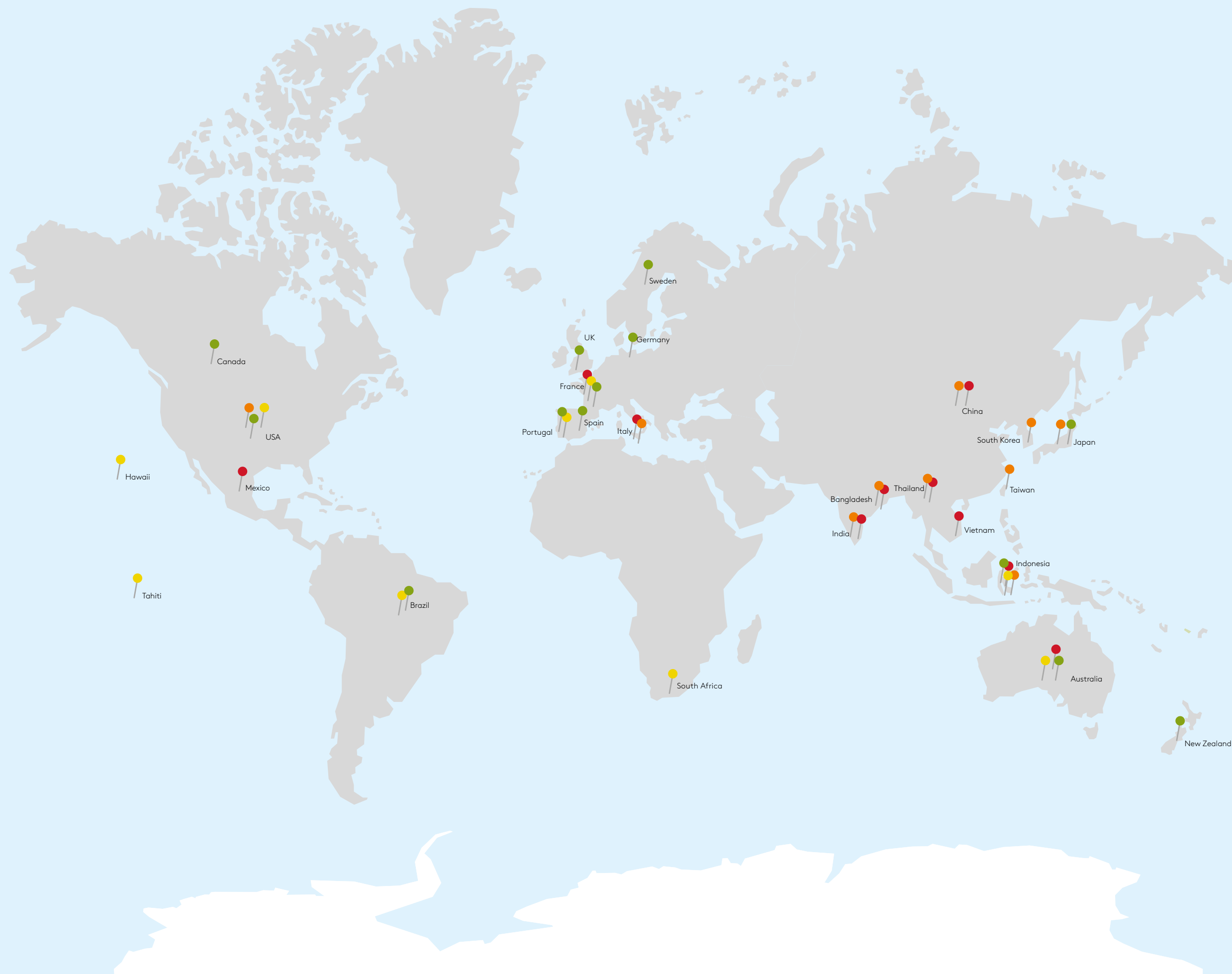
OUR PLANET DAY INITIATIVES AROUND THE WORLD PUT CREW TO WORK IMPROVING THE ENVIRONMENT IN THE LOCAL COMMUNITIES WHERE WE OPERATE.



HONESTY AND INTEGRITY

WE'VE JOINED KATHMANDU'S MISSION TO IMPROVE THE LIVES OF PEOPLE IN OUR SUPPLY CHAIN WITH A TRANSPARENT NEW SUPPLY CHAIN PARTNER.

Our world.



KEY



FACTORIES

98 TOTAL

China – 65
 India – 15
 Bangladesh – 6
 Thailand – 3
 Vietnam – 3
 Australia – 2
 France – 1
 Indonesia – 2
 Italy – 1
 Mexico – 1



MATERIALS SOURCING

China, Taiwan, South Korea, Italy, Thailand, Bangladesh, Indonesia, India, USA, Japan



OPERATIONS

Stores – 160

Australia 104, NZ 1, Brazil 3, Canada 2, Europe 20, Japan 2, USA 28

Head office – 8

Australia 3, Brazil 1, Europe 1, Japan 2, USA 1

Warehouse – 6

Australia 2, Brazil 1, Europe 1, Japan 1, USA 1



EVENTS AND ATHLETES

Australia (QLD, VIC, WA), Indonesia, Brazil, South Africa, Tahiti, USA, France, Portugal, Hawaii

A total of 10 Rip Curl team-riders attend each of these locations whilst competing on the WSL Championship Tour.

Our suppliers.

Baptist World Aid.

“There is always more to do and more to learn.”

HELEN SHARP
RIP CURL ETHICAL SOURCING
AND COMPLIANCE MANAGER

Rip Curl began contributing to Baptist World Aid’s Ethical Fashion Report in 2017. From 2017 to 2018, we improved from a C+ to a B+ and then maintained that score in 2019 despite increased reporting requirements that caused a lot of brands to drop.

Rip Curl Ethical Sourcing and Compliance Manager Helen Sharp says the approach has been conservative. “Unless we can 100% back up our claims, we don’t make them, so I think our real position is probably a bit better than what we report.”

Providing all the detail for the report is a long and arduous process, but it has helped give Rip Curl a better picture of where we are and how we can improve.

“It can be daunting to look at all the data that is required, but I think overall we learned that we are doing a lot more than we thought we were,” Helen says. “We also became more aware of where we can improve some of our processes and procedures.”

This year, instead of a report, Baptist World Aid is asking brands to commit to supporting workers in their supply chain as Covid-19 ravages the world.

Rip Curl’s supply chain philosophy is built heavily on relationships — with some suppliers having been with the company for 25 to 30 years. “It’s about a partnership based on mutual respect,” says Helen. “Empowering the workers is something we can do better with a long-term relationship that allows for improvement.”

Last year, Rip Curl moved under the Kathmandu Holdings Limited umbrella, a B Corp with Fair Labor Association accreditation. This relationship brings a lot of supply chain experience, and Rip Curl is ready to take the next step up. We have announced we will align with Kathmandu’s supply chain management under ELEVATE — the same supply chain consultant used by our parent company.

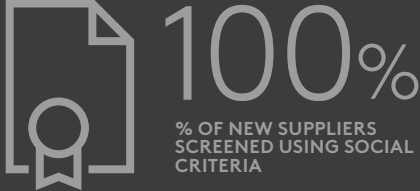
ELEVATE will help Rip Curl introduce a social media-based grievance mechanism for workers that will give them a voice. “We take it for granted that we can raise an issue if we have one, but for many people in the world, it’s not that easy,” Helen says.

“There is always more to do and more to learn,” says Helen. “Working with ELEVATE gives us a presence in-country and allows us to streamline things with Kathmandu and even share audits. This is a new chapter for us. It’s really exciting.”

For 31 years, Rip Curl has owned its own factory in Chang Mai, Thailand, which employs 528 people making wetsuits and personal floatation devices.

Helen says, “Owning our own factory ensures that the workers are fully paid and all rights respected. We also support many local community projects — including projects to clean up rubbish, support Children’s Day, support housing the poor and fund medical equipment for the local hospital.

OUR SUPPLIERS 2019



Our partners.



INTERTEK
We partner with Intertek, a leading Quality Assurance and testing provider.



AUSTRALIAN PACKAGING COVENANT ORGANISATION (APCO)
We are a signatory of the Australian Packaging Covenant, continuing to collaborate with other industries on sustainable packaging solutions.



LEATHER WORKING GROUP
Working with a supplier that is approved by the Leather Working Group helps us to assess the environmental compliance, performance capabilities, and to promote sustainable and appropriate environmental business practices within the leather industry.



AUSTRALIAN INDUSTRY GROUP
AI Group provides unlimited calls to the workplace advice line, regular award and compliance updates and access to HR, safety and business improvement resources, webinars, podcasts, networking and knowledge events.



Leilani McGonagle wearing the Saltwater Culture Cheeky Coverage Long Sleeve Swimsuit and Leah Thompson wearing the Saltwater Long Sleeve Surf suit at the beach in Indonesia.

Our products.



Molly Picklum wearing the G Bomb Long Sleeve Spring Hi Cut Wetsuit, surfing in NSW.

Made with sustainability in mind.

“It’s all very well to use recycled material, but the philosophy is all encompassing.”

JARRAH MCDIARMID
PRODUCT MANAGER EQUIPMENT AND ACCESSORIES

Our Saltwater Culture Collection is made with sustainability in mind. This collection is Rip Curl’s foray into sustainable product development. It’s a place to learn and experiment with recycled and low-impact materials that still deliver the durability that Rip Curl products are famous for.

“The most sustainable thing we can do is make really durable products,” says Jarrah McDiarmid, Product Manager Equipment and Accessories. “That’s what Rip Curl is built upon. It’s one of our key brand values.”

The first product produced under the Saltwater Culture Collection was the Mirage boardshort, made from recycled polyester using recycled plastic bottles.

Other product divisions were challenged to create products for the collection. This added Econyl swimwear, organic cotton tees, recycled polyester backpacks and equipment and even footwear made from sugarcane.

When the wetsuit division created a recycled polyester rash vest for both genders, that gave the range a good boost in unit numbers.

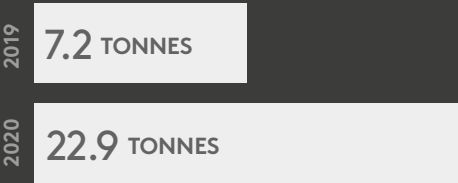
All Saltwater Culture products use recycled polyester trims, recycled paper FSC swing tags and string.

“It’s all very well to use recycled material, but the philosophy is all-encompassing. We want to look at the whole product and how it is shipped, delivered and communicated.”

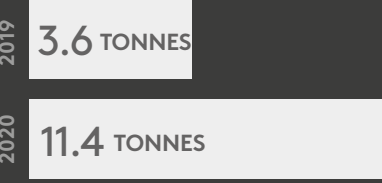
OUR SUSTAINABLE FABRIC SEARCH

152% TOTAL INCREASE

ORGANIC COTTON



REGENERATED POLYAMIDE (ECONYL)



RECYCLED POLYESTER



One of the biggest challenges with the Saltwater Culture Collection is managing the extra costs of sustainable products. Consumers aren’t always willing to pay more for sustainability, so our focus for the future is on larger-volume product categories where we can have more impact and more purchasing power.

“Our industry is inherently connected with the environment and protecting our environment. We’re also aware that our industry causes harm, but we all have a vision to make it more sustainable,” Jarrah says.

The next steps are to find ways to track and measure our impact and set goals for converting more and more of the range to sustainable fabrics.

“Everyone at Rip Curl is really passionate about sustainability, but it’s still kind of new for us. We’ve got a lot to learn in this area. We aren’t perfect, and neither is this collection. But it’s the start, and we’re proud to say we are making progress.”

RECYCLED FISHING NETS IN SWIMWEAR RANGE

Senior Swimwear Designer Natalie Bortolotto had an idea to develop a planet-friendly range and then took it a step further.

“I put forward the idea of changing our entire basics range to be recycled fabric,” Natalie says.

Eco Surf Essentials launched last year using Econyl, a fabric created by Italian firm Aquafil that regenerates industrial plastic and fishing nets.

Traditional nylon production uses huge amounts of water and produces nitrous oxide, which is 10 times more potent than carbon dioxide. It’s estimated that up to 40% of plastic waste in the ocean is nylon. Discarded fishing nets threaten marine life — trapping whales, dolphins, sharks and turtles.

Econyl collects this waste and transforms it into a high-quality fabric that uses less water and creates less waste than traditional nylon

production, reducing the global warming impact by up to 90%.

“I did my research on Econyl because I was sceptical. Some plastic recycling uses huge amounts of water and energy, and I wasn’t interested in greenwashing,” Natalie says.

By putting this fabric into a timeless essentials range, Natalie says this long-lasting swimwear can be a great part of a carefully considered wardrobe.

Around 65% of the Rip Curl swim collection now uses recycled elements. We’ve used more than 15 tonnes of Econyl so far — that’s saved 105 barrels of crude oil and 5.71 tonnes of CO₂ emissions.

“We are a brand that is heavily connected to the ocean so I want to make sure we're leaders' in innovation and sustainability. As a designer, thinking about sustainability requires me to think outside of the box, which I love. And creativity and innovation is one of Rip Curl’s core values, so it fits.”

Our footprint.

Pro surfer Mick Fanning surfing in the Maldives.

Polybag footprint decreased.

This year, we've learned that small things can make a big difference. Plastic bags do an important job of keeping our product safe from damage as they move from suppliers through our distribution centres. Without them, damage to products could result in huge volumes of waste. But that doesn't mean we can't improve.

We looked into ways to reduce the impact of our protective polybags by reducing the thickness of the plastic and increasing the recycled content while still retaining the strength to protect goods in transit.

The magic formula that we settled on uses 40% less plastic and 30% recycled plastic. After use, we aim to recycle as many bags as possible, but for any that do end up in landfills, we have also included a biodegradable additive that means they will break down over time and will not create microplastics.

So far, more than 1 million of these greener bags have been ordered.

Another part of this polybag project looked for ways to reduce the total number of polybags. We combined items like belts into packs of 5 or 10, and we removed polybags on all black wetsuits.

We trialled putting denim products into a single large bag instead of individually wrapping each one. We saved 12,500 bags in the denim trial. And a best-selling towel was changed from being sold in a plastic bag to a reusable tote bag. Bye-bye plastic.

Since we converted our online sales satchels to home compostable bags, we have saved 55,000 plastic bags.

Product by product, gram by gram, bag by bag, our search for more sustainable ways of operating is turning up big gains through many small tweaks.

The next step is to introduce new and better ways to measure our impact and then set targets for continued improvement.

RESPONSIBLE MATERIALS FOR SWING TAGS

This year, we changed most of our swing tags and paper trims to responsibly sourced materials – a mix of Forest Stewardship Council (FSC) recycled paper and paper from controlled woods.

In our first season, this meant 950,000 responsibly sourced swing tags would land in shops. Eyewear, watches and footwear are the last of our products using non-responsible paper, so these will be our next challenge.

Our accredited swing tag supplier will track the impact of this change.

"Swing tags might seem like a very small part of our product," says Women's Head of Design Amy Findlay, "but we produce upwards of 9.6 million of them globally per year."

Swing tags are required on every item to house a barcode and important style information, which are used by suppliers, warehouses and in store.

"Moving our swing tags to FSC-certified paper is a small manoeuvre our team thought we could work through with our supplier to improve our environmental stance," Amy says.

OUR FOOTPRINT BY THE NUMBERS

950,000

SUSTAINABLY SOURCED SWING TAGS

55,500

COMPOSTABLE BAGS
REPLACED PLASTIC BAGS

12,500

POLYBAGS SAVED
IN DENIM TRIAL

NEW POLYBAGS CONTAIN

40%

LESS PLASTIC BY WEIGHT AND
30% RECYCLED PLASTIC





Rip Curl store at Sydney Domestic Airport

Timeless store design pushes back against disposable fitout culture.

Rip Curl Group Store Experience Manager Angie Vandy was concerned and frustrated by the disposable approach to store fit-outs.

"Retail fit-outs globally are so disposable" Angie says. "Leases come up every five years and as part of the lease renewal a new fit out is required or a new brand goes into that space." The common practice is to de-fit the site and discard all components and start again. We are very passionate about changing that for Rip Curl."

When designing the new concept for Rip Curl at the Sydney Domestic Terminal, Angie partnered with

Creative Director James Taylor and they looked hard at what they could do to reduce the impact.

"The aim was to use reclaimed or sustainable timbers throughout, and design permanent elements like fixtures that were long lasting and could be reused at the end of the lease. We also wanted to create a timeless, authentic retail environment that reflected the DNA of our 50-year old brand."

Reclaimed hardwood flooring, ceiling and wall linings were used along with custom made bespoke fixture items made out of second hand timbers.

Crates, plants and other shop fittings were sourced from second-hand shops. Disposable point of sale items from the previous concept were replaced with point of sale that was long lasting and interchangeable with recycled stocks.

Angie says the first fit-out was challenging to source the quantities and ensure all of the reclaimed materials passed airport requirements. "Reaching the vision for this concept required all team members to come together to execute all elements. We definitely had our challenges with this concept and it's a

constant work in progress." This more sustainable approach to store fit-outs has been applied to six stores around the world, and this will be the new approach to refitting Rip Curl's 70 flagship stores in the future. Each store is designed individually, and stand-alone stores are often stripped back to reveal their raw architectural features.

"There's so much more we want to do. We would love to have our retail stores Green Star accredited. The biggest plus from the Sydney Airport store has been the customer feedback, and the staff love the feeling of working there."

Join our community



Rip Curl surfers comparing equipment on the North Shore Hawaii.

We surf, we care.

This is the idea that governs our approach to community – whether we're planting trees or pulling weeds around our head office on the Victorian coast or other international offices or supporting communities who host our GromSearch junior surf events around the world.

Each year for the last 20 years, Rip Curl staff at Torquay headquarters have allocated one working day to work with local environmental groups to improve the Surf Coast area.

Planet Day, as we call it, has resulted in more than 100,000 indigenous plants reintroduced and more than 17,000 hours of volunteer labour to help those plants survive and thrive.

The Great Ocean Road Coast Committee has been working with Rip Curl Planet Day for 20 years. Project Manager Evan Francis says Planet Day helps foster community ownership and appreciation, which he says is one of the best ways to protect this unique coastline.

"Projects have ranged from clearing swathes of weeds throughout the dunes to large revegetation projects, many of which would not have been started unless we had the workforce provided by Rip Curl."

We asked the volunteer groups we work with how we can best contribute, and they told us what they need most is hours. There's no point planting trees if they don't survive, so some

years our crew gets stuck into the less glamorous jobs of weeding and picking up rubbish, and we're proud that the trees we've planted have a survival rate of more than 80%.

Rip Curl Group CEO and Planet Day participant Michael Daly says, "The Rip Curl Planet Day has become a popular tradition for our crew, and it's awesome to see the results from previous years in our coastal areas."

AUSTRALIAN BUSHFIRE SUPPORT

The Australian bushfires had a big impact on our community, and we showed our support by donating \$73,285 from sales of our eco tote bag to local rural fire services in each state where sales were made. To support threatened wildlife, we also donated to Wildlife Victoria, Port Stephens Koalas and Adelaide Koala and Wildlife Hospital.

PLANET DAY AUSTRALIA

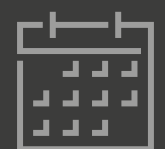


170
STAFF
PARTICIPANTS

20
YEARS



17,000
VOLUNTEER
HOURS



3400
WORKING DAYS COMMITTED



100,000
INDIGENOUS PLANTS

Planet Day dispatches from our global crew.

"Right through the GromSearch series, we always try to think carefully about how to reduce packaging and waste, even with prizes."

MARK FLANAGAN

RIP CURL NATIONAL TEAM,
EVENT & PARTNERSHIP MANAGER

UNITED STATES

In partnership with the Surfrider Foundation, our US crew spent their Planet Day picking up more than 1200 "pounds of trash". Only three of 11 scheduled cleanups went ahead this year because of Covid-19. In September, 100 employees collected 50 lb of trash from San Onofre Beach in California. In December, 150 volunteers including Rip Curl staff collected 1100 lb in Haleiwa, Hawaii, and in February, 70 volunteers including Rip Curl staff collected 55 lb from the beach in Ventura, California.

BRAZIL

Rip Curl Brazil works with beachfront hotel Jequitimar and their staff to run a beach cleanup on International Coastal Cleanup Day each September.

Around 80 to 100 people give their time each year to the event, which is followed by snacks, drinks and free surf lessons.

SUPPORTING GROMS ACROSS THE GLOBE

Around the world, Rip Curl fills the development gap between junior talent and the professional surfing tour with our GromSearch junior surfing events. This series runs in more than 10 countries around the globe.

Mark Flanagan, Rip Curl National Team, Event & Partnership Manager, says the event is designed to mix fun and competition.

"For some kids, it's really just about turning up and hanging with friends at the beach, so a big focus is fun

and participation. But for others, the event is a springboard to a professional surfing career, so participants can also test themselves against elite-level surfers from their area, their country and, eventually, from around the world."

The GromSearch events are also an opportunity to give back to local communities, and we leave it to our crew on the ground to come up with the best ways to do this. In Brazil, each participant is given a native tree to plant as part of the competition, and we've partnered with the Eco Local Brazil charity to make Rip Curl GromSearch "the most environmental friendly amateur surfing event in Brazil".

In Bali, they run a beach cleanup alongside the event, and in Costa Rica, the crew worked with a local school to plant trees that would help regenerate the foreshore. At home in Australia this year, instead of a prize trophy, we donated \$100 to Australian wildlife bushfire recovery in the name of each winner.

The GromSearch International final champs bring the top surfers from every country together.

"Right through the GromSearch series, we always try to think carefully about how to reduce packaging and waste, even with prizes. We might order boxes of towels with no individual packaging straight from the manufacturer so we don't bring any plastic packaging to the event. This year, we awarded 124 Rip Curl clocks with place ranking plaques instead of trophies, because they would be more likely to go on to have a useful life," Mark says.





Growing leaders.

The search is not just about waves. It's about searching ourselves to be the best we can. At Rip Curl, our learning and development programmes are designed to help our crew grow into new roles and become better leaders.

This year, four Assistant Product Managers joined a programme that combined external leadership coaching with internal development. The programme was designed to provide skills and knowledge to move into their next roles within Rip Curl.

At Rip Curl, the Product Manager role requires crew to have a large and diverse skill set. They need to understand all aspects of the Rip Curl business to build strong relationships with suppliers, wholesalers and other contacts. The role requires team members to be agile and change ideas, orders or products at a moment's notice.

A development questionnaire at the beginning of the programme identifies areas of opportunity. This was supported with online training materials and one-on-one coaching sessions. They worked at their own pace through the course work and discussed learnings with their coach.

Internal training sessions were organised to provide the knowledge and understanding of our global business they would need to progress their careers at Rip Curl. During the programme, participants spent time with sales, retail and distribution centre teams to learn about the customer experience of their products. Participants submitted worksheets detailing their experience and learnings to their direct managers and the GM Product.

At the end of the programme, 360° feedback was collected and delivered along with a discussion about their future progression at Rip Curl. Feedback was also gathered from the participants to be used when creating future leadership programmes at Rip Curl.

Rip Curl Learning, Development and Communications Specialist Lauren Biehl says, "In the modern workplace, leaders are more than people managers. They need to create a vision to inspire their teams and provide support, communication and direction. During the last few months, the global pandemic has shown how crucial having good leaders is to a business."

"We developed this programme to give Assistant Product Managers the tools to reflect and learn to be better leaders. By giving them the support now, they will be able to continue to kick goals for Rip Curl."



Rip Curl International athletes mixing with crew at the Torquay Head Office rooftop.

Rip Curl worker Claire Dupont on a 'Summits of My Heart' charity climb.

Traineeship programme searches for tomorrow's product managers.

Every 12-18 months, a junior Rip Curl employee is selected to take part in a 12-month traineeship programme in the product division. Trainees learn on the job from senior members of the team. They gain key skills in their division but also spend time learning about all aspects of the business. The programme's goal is to give the trainee all the skills and knowledge they need to step into an assistant product manager role.

Trainees rotate into different departments each month, where they spend time with crew and managers. This gives them a well-rounded understanding of the Rip Curl business and how each area interacts with the product division. At the end of each rotation, the trainee compiles a report on their learnings, which is shared with their direct manager and the GM Product.

The Learning, Development and Communications Specialist checks

in regularly to assess if any extra time with particular departments is needed.

At the end of the programme, the trainee's performance is reviewed by their direct manager and the GM Product. If there is an assistant product manager role available, trainees who have exceeded expectations are likely to be placed in this position.

SUPPORTING THE PASSIONS OF OUR CREW

Claire Dupont works for Rip Curl France. She is the mother of 10-year-old Camille, who was born with a triatrial heart condition and had heart surgery as an infant.

"She suffered post-operative conditions and had to have a partial transplant," Claire says. "We won this war after a long fight. Today, I want to share this victory with all the people who have supported me."

Claire launched the Summits of My Heart project to raise money for children with cardiac conditions. Climbing 90 summits in the French Alps with fellow crew, well-known athletes and sometimes even her daughter, Claire raised 1 cent for each heartbeat – more than €90,000 so far. This has paid for two children to have heart surgery and has contributed to doctor training and supported 10 surgical centres.

Rip Curl has contributed to Claire's mission financially, physically (with crew joining Claire on five summits) and logistically with gear and by promoting the project on social media channels.

Claire says, "It's not a race and I'm not a top athlete. I am an outdoor lover with a strong heart, and this is a human outdoor adventure in support of children with a cardiac condition."

CREW PROFILE: HARRY - TRAINEE PROGRAMME

Harry worked for Rip Curl in retail before applying to the trainee programme, where he is learning the ropes on his path to becoming a Product Manager.

He spent time in the warehouse, with the sourcing and development team, with purchasing and planning and then in sales before Covid-19 interrupted the schedule.

"It's very hands on. You have to follow crew around the office so it's been a bit hard lately," Harry says.

Harry says the programme has been a huge benefit. "Being a product manager, you have to have good knowledge of the business as a whole. It's also helped me create relationships and friendships – knowing people and their roles has been a huge benefit."

His monthly reports document what he's learned but also provide an opportunity to suggest improvements that he or other departments would like to see implemented.

Harry is hoping to secure a product manager role when his traineeship is finished.

"I've always wanted to work in the surf industry, and I've really connected with the brand values at Rip Curl. The product manager role is massive. You're there from the start to finish, and you're responsible for making sure the product is up to Rip Curl standards. Every day is different, and you get to work with lots of different people – that's what I love about it."

Harry says that being able to see his career path is important.

"To be able to see where I am and where I could finish is huge. It's something to work towards."



Harry Mann wearing the Rip Curl Fadesout Tee, enjoying a post surf coffee at Flume Beach.

COMMITTED CREW: EQUAL OPPORTUNITY WORKPLACE

Last year, one of the stores in our subsidiary retailer Ozmosis collaborated with Ticket to Work to support vision-impaired secondary student Danielle with her first employment opportunity.

Danielle joined the Ticket to Work programme after being recommended by her learning mentor. The programme helps students work up résumés, practise doing interviews and tour different industries.

Ozmosis Leopold store took Danielle on. Her manager Kristie says, "We love having Danielle as part of our team. We have seen her grow so much in confidence."

Danielle says, "I feel pretty proud of myself for getting a job, and I feel good going to work."

Her teachers say her school work has improved, and her grandmother says she now has the confidence to do anything she wants. "Feeling like you're really worthwhile. You can't teach that. You can't buy that."

You can only experience it."

Programme directors say employment helps kids like Danielle to grow and be more independent and happier.

Danielle is still employed at Ozmosis Leopold.



Danielle joined the Ticket to Work programme collaboration with Ozmosis after being recommended by her learning mentor.

Sustainability Report 2020: Appendices



TABLE 1: GRI GENERAL STANDARD DISCLOSURES

IND.	DESCRIPTION	REFERENCE	PAGE #	NOTES
ORGANISATIONAL PROFILE				
102 - 1	Name of the organisation	Cover page	1	Rip Curl Group Pty Ltd. For all Kathmandu Holdings subsidiaries see page 63 of the 2020 Annual Report.
102 - 2	Activities, brands, products and services	Introduction	—	Rip Curl is a surfwear brand. We sell our branded gear through our online, retail and wholesale network globally.
102 - 3	Location of headquarters	Our world	100-101	101 Surfcoast Highway, Torquay VIC 3228.
102 - 4	Location of operations	Our world	100-101	—
102 - 5	Ownership and legal form	This appendix	This appendix	Rip Curl is a publicly listed company. For more information see from page 78 in our Annual Report 2020.
102 - 6	Markets served	Our world, this appendix	100-101	Rip Curl sells product globally through online, wholesale and our own retail store networks.
102 - 7	Scale of the organisation	Our world, Our crew. Annual Report 2020	100-101	For full financial disclosures please see from page 23 in our Annual Report 2020.
102 - 8	Information on employees and other workers	Our crew, This appendix	122-127 Table 7 on pg 174	—
102 - 9	Supply chain	Our world, Our suppliers, Our products	96-101 102-105 106-109	—
102 - 10	Significant changes to the organisation and its supply chain	Our world, Our suppliers, Our products	96-101 102-105 106-109	—
102 - 11	Precautionary principle approach	Our suppliers, Customer health and safety, Our footprint	102-105 106-109	We use a precautionary approach across each department of the business to ensure we do not harm the environment or people.
102 - 12	External initiatives	Our journey	105	We are reaching out to organisations that can support us on our sustainability journey.
102 - 13	Membership of associations	Our journey, Our suppliers, Our products, Our footprint, Our community, Our crew	105	We are looking into organisations to collaborate with on our sustainability journey.
STRATEGY				
102 - 14	Statements from senior decision-maker	Chairman and CEO report	98	—
ETHICS AND INTEGRITY				
102 - 16	Values, principles, standards, and norms of behaviour	Our crew	99	See our Code of Conduct .
GOVERNANCE				
102 - 18	Governance and structure	Annual Report 2020	Annual Report 2020	The Board guides the overall governance of our organisation. Please see from page 78 of our Annual Report 2020 for more information on our governance structure.

IND.	DESCRIPTION	REFERENCE	PAGE #	NOTES
STAKEHOLDER ENGAGEMENT				
102 - 40	List of stakeholder groups	Our journey, Our stakeholders table	96-101 Table 4 on pg 171	—
102 - 41	Collective bargaining agreements	This appendix	Table 9 on pg 175	—
102 - 42	Identifying and selecting stakeholders	Our journey, Our stakeholders table	—	—
102 - 43	Approach to stakeholder engagement	Our journey, Our stakeholders table	96-101 Tables 4 & 5 on pages 171-172	—
102 - 44	Key topics and concerns raised	Our journey, Our stakeholders table	96-101 Tables 4 & 5 on pages 171-172	—
REPORTING PRACTICE				
102 - 45	Entities included in the consolidated financial statements	Annual Report 2020	—	Rip Curl Group Pty Ltd. For all Kathmandu Holdings subsidiaries see page 63 of the 2020 Annual Report.
102 - 46	Defining content and topic boundaries	Our journey, Our stakeholders table, Our impacts	96-101 Tables 4 & 5 on pages 171-172	—
102 - 47	List of material topics	Our journey, Our stakeholders table, Our Impacts	96-101 Tables 4 & 5 on pages 171-172	—
102 - 48	Restatements of information	This appendix	—	No restatement this year.
102 - 49	Changes in reporting	This appendix	—	This is our first year using the GRI standards reporting framework.
102 - 50	Reporting period	This appendix	—	1 August 2019 to 31 July 2020.
102 - 51	Date of most recent report	This appendix	—	Kathmandu Holdings Sustainability Report 2020 (01/08/2019 — 31/07/2020).
102 - 52	Reporting cycle	This appendix	—	Annual (01/08/2019 — 31/07/2020).
102 - 53	Contact point for questions regarding the report	This appendix	—	Lucy Nakaroti: lucy.nakaroti@ripcurl.com
102 - 54	Claims of reporting in accordance with the GRI standards	Back cover	—	This report has been prepared in accordance with the GRI Standards Core option.
102 - 55	GRI content index	This appendix	—	—
102 - 56	External assurance	This appendix	—	Rip Curl is in the process of adopting certifications, partnerships and programmes that verify our various sustainability initiatives.

TABLE 2: GRI TOPICS

TOPIC		REFERENCE	PAGE #	NOTES
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our suppliers	100-101 102-105 Table 4 on pg 171	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
407 - 1: Operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk		Our suppliers	102-105	Workers' rights to freedom of association and collective bargaining are at significant risk, with 72% of our suppliers based in China. Through government restrictions, independent unions have no real power to help the workers to improve their wages or working conditions and collective bargaining is limited. We are investing in a new CSR programme to help us to evaluate and analyse the risks within our supply chain provides supplier training and education, introducing a grievance mechanism for workers updating our code of conduct and creating a terms of trade document.
GRI 408: CHILD LABOUR				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our suppliers	100-101 102-105 Table 4 on pg 171	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
408 - 1: Operations and suppliers at significant risk for incidents of child labour.		Our suppliers	102-105	Unfortunately, in the apparel industry, child labour can be located in all tiers, more so in Tier 2 and Tier 3. We have created a child labour policy and updated our code of conduct.
GRI 409: FORCED OR COMPULSORY LABOUR				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our suppliers	100-101 102-105 Table 4 on pg 171	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
409 - 1: Operations and suppliers considered to have significant risk for incidents of forced or compulsory labour.		Our suppliers	102-105	Forced labour is commonplace throughout the apparel industry, with migrant workers being at particular risk. By updating our code of conduct and through our new CSR partnership, we are looking at creating a programme to evaluate the risks within our supply chain to be able to provide supplier training and education as well as introducing a grievance mechanism for workers.
GRI 412: HUMAN RIGHTS ASSESSMENT				
GRI 103: Management Approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our suppliers	100-101 102-105 Table 4 on pg 171	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
412 - 1: Operations that have been subject to human rights reviews or impact assessments		Our suppliers	102-105	

TOPIC		REFERENCE	PAGE #	NOTES
412 - 2: Employee training on human rights policies or procedures		Our suppliers	102-105	
412 - 3: Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		Our suppliers	102-105	
GRI 412: SUPPLIER SOCIAL ASSESSMENT				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our suppliers	100-101 102-105 Table 4 on pg 171	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
414 - 1: New suppliers that were screened using social criteria		Our suppliers	96-101 102-105	100%
414 - 2: Negative social impacts in the supply chain and actions taken		Our suppliers	102-105	13 audits were conducted last year. 10% of our suppliers were identified as having significant actual and potential negative social impacts. Of this, 8% had improvements agreed upon as a result of assessment. In the supply chain, 5% had significant actual and potential negative impacts identified. Five suppliers were exited as a result of assessment as part of a company strategy of moving to a consolidated supplier base for all of our regions.
GRI 301: MATERIALS				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our suppliers	100-101 102-105 Table 4 on pg 171	
	103 - 2: The management approach and its components	Management approach table	100-101 102-105 Table 5 on pg 172	
GRI 303: WATER				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our suppliers	100-101 106-109 Table 4 on pg 171	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
GRI 416: CUSTOMER HEALTH AND SAFETY				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our suppliers	101-101 106-109 Table 5 on pg 172	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
GRI 416 - 2: Incidents of non-compliance concerning the health and safety impacts of products and services			—	We have not identified any non-compliance with regulations and/or voluntary codes.

TABLE 2: GRI TOPICS (CONTINUED):

TOPIC		REFERENCE	PAGE #	NOTES
GRI 418: CUSTOMER PRIVACY				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our products	100-101 106-109 Table 4 on pg 171	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
GRI 418 - 1: Substantiated complaints concerning breaches of customer privacy and losses of customer data			—	We have not identified any substantiated complaints concerning breaches of customer privacy and losses of customer data.
GRI 305: EMISSIONS				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our footprint	100-101 110-115 Table 4 on pg 171	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
GRI 305 - 2: Energy indirect (Scope 2) GHG emissions			—	We do not currently measure or record emissions.
GRI 305 - 3: Other indirect (Scope 3) GHG emissions			—	We do not currently measure or record emissions.
GRI 305 - 4: GHG emissions intensity			—	We do not currently measure or record emissions.
GRI 306: WASTE				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our footprint	100-101 110-115 Table 4 on pg 171	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
GRI 306 - 2: Waste by type and disposal method			—	We do not currently measure or record waste.
GRI 401: EMPLOYMENT				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our crews	100-101 122-127 Table 4 on pg 171	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
GRI 401 - 1: New employee hires and employee turnover			122-127 Table 7 on pg 174	
GRI 401 - 2: Benefits provided to full-time employees that are not provided to temporary or part-time employees.			—	
GRI 401 - 3: Parental leave			122-127 Table 8 on pg 175	

TOPIC		REFERENCE	PAGE #	NOTES
GRI 403: OCCUPATIONAL HEALTH AND SAFETY				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our crew	Table 10 on pg 175	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
GRI 403 - 1: Occupational health and safety management system			Table 11 on pg 176	
GRI 403 - 4: Workers representation in formal joint management-worker health and safety committees			Table 5 on pg 172	Safety and worker health is of great importance and training/information is provided through email, documents in-store and on the Myagi learning platform. Incidents and risks are managed through the Operations & HR Teams and are monitored through excel/word documents and other documents. These are stored in a secure location for reference.
GRI 403 - 9: Work-related injuries			122-127 Table 12 on pg 177	
GRI 403 - 10: Work-related ill health			122-127 Table 11 on pg 176	
GRI 404: TRAINING AND EDUCATION				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our crew	100-101 122-127 Table 4 on pg 171	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
GRI 404 - 2: Programmes for upgrading employee skills and transition assistance programmes			122-127 Table 5 on pg 172	
GRI 404 - 3: Percentage of employees receiving regular performance and career development reviews			122-127 Table 5 on pg 172	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY				
GRI 103: Management approach	103 - 1: Explanation of the material topic and its boundary	Our journey, Our crew	100-101 122-127 Table 4 on pg 171	
	103 - 2: The management approach and its components	Management approach table	Table 5 on pg 172	
GRI 405 - 1: Diversity of governance bodies and employees			122-127 Tables 15 on pg 178 and Table 16 on pg 145	

TABLE 3: OUR STAKEHOLDERS

STAKEHOLDER GROUP	ENGAGEMENT MECHANISM	FREQUENCY OF ENGAGEMENT	KEY ISSUES RAISED
Customers	— Social media — In our stores — Our website — Events — Customer services — Service centre	Ongoing	— Waste management and environment maintenance — Product warranty — Plastic packaging — Wetsuit programme, battery recycling
Staff	— Team Myagi software — Sustainability Working Group — Company updates	Ongoing	— Health and safety, waste management, supply chain, emissions management, training and sustainability projects
Suppliers	— Meetings — Site visits	Ongoing	— Product quality and safety — Fair working conditions — Fair and open procurement practices — Environmental impacts
Factories	— Meetings — Site visits — Audits	Ongoing	— Fair working conditions
Local communities	— Planet Day — Grom Search events — Social media — Website	Ongoing	— Ensuring long-term survival of plant species indigenous to the region — Beach cleanliness, waste reduction
Government and regulators	— Meetings — Reports — Site visits	Quarterly and as required	— Economic performance — Environmental impacts — Community impacts
Shareholders	— Our annual reports — Annual general meeting — ASX and NZX announcements — Website — Investor roadshows, briefing forums	Quarterly and as required	— Economic performance — All sustainability material issues
Industry associations	— Meetings (quarterly) — Reports — Workshops	Annually	— Environmental impacts, supply chain, human rights, waste, audits — Community impacts
Investment community	— ASX announcements — Website — Investor briefings and forums	Quarterly and as required	— ESG performance
Civil society and community organisations	— Social media — Requests for information	Ongoing	— Human rights in our supply chain — Environmental impacts — Fair working conditions — Product materials stewardship — Supplier management

TABLE 4: OUR IMPACTS: WHERE DO THEY OCCUR?

MATERIAL TOPIC IN ORDER OF PRIORITY	WHO IT APPLIES TO	WHERE IT APPLIES AND BOUNDARIES	LIMITATIONS
OUR SUPPLIERS			
Freedom of association and collective bargaining	Rip Curl factories and suppliers	Our supply chain	—
Child labour	Rip Curl factories and suppliers	Our supply chain	—
Forced or compulsory labour	Rip Curl factories and suppliers	Our supply chain	—
Supplier social assessments	Rip Curl factories and suppliers	Our supply chain	—
OUR PRODUCTS			
Materials	Rip Curl factories and suppliers	Our operations	Our overall sustainable materials percentage use against conventional materials is too complex to calculate to meet topic requirements.
Products and services	Rip Curl, consumers	Our operations	—
Customer health and safety	Rip Curl, consumers	Our operations	—
Product labelling	Rip Curl, consumers	Our operations	—
Water	Rip Curl factories and suppliers	Our operations	—
Marketing	Rip Curl, consumers	Our operations	—
Environment	Rip Curl staff, consumers	Our operations	
Customer privacy	Rip Curl, consumers	Our operations	—
OUR FOOTPRINT			
Economic performance	Rip Curl key stakeholders	Our operations	—
Energy	Rip Curl factories, suppliers, office, warehouse and stores	Our operations and stores	We don’t currently report on energy use.
Emissions	Rip Curl factories, suppliers, office, warehouse and stores	Our operations and stores	We don’t currently report on emissions.
Waste	Rip Curl factories, suppliers, office, warehouse and stores	Our operations and stores	We don’t currently report on waste .
Transport	Rip Curl supply chain, warehouses, stores	Our operations	We don’t currently report on emissions through transport.
OUR TEAM			
Employment	Rip Curl	Our operations	—
Occupational health and safety	Rip Curl	Our operations	—
Training	Rip Curl	Our operations	—
Diversity and equal opportunity	Rip Curl	Our operations	—
Compliance	Rip Curl	Our operations	—

TABLE 5: MANAGEMENT APPROACH

TOPIC	POLICIES AND MANAGEMENT	ACTIVITIES	EVALUATION	ACCOUNTABLE DEPARTMENT
Workers' rights: freedom of association and collective bargaining, child labour, forced or compulsory labour, human rights assessment, supplier social assessment	https://www.ripcurl.com.au/company/social-compliance.html	Through our code of conduct and auditing.	We have merged our supply chain management programme with our parent company under the service provider ELEVATE - following the same CSR approach.	CSR
Materials, water	Point fabric inspections, performance standards, quality inspections, apparel safety, supplier garment wash test procedure.	Our policies and management help guide and ensure our sustainability strategy.	Through reporting and assessment.	Product
Customer health and safety	We research and complete all compliance requirements before entering new products into the market	Our quality department reviews products before entering the market. Market compliance research.	We review our research and completion processes to achieve continuous improvement.	Sourcing/ Development Team, Compliance Team
Customer privacy	We have a stringent policy and process to protect the privacy of our customers.	Our relevant customer services team are briefed on the details of the policy to ensure no breaches are made. Communication is highly prioritised with the customer following any incidents.	Reviews are completed on any incidents to achieve continuous improvement.	Customer Services
Waste	We have begun the journey to track our waste.	We will engage with all key stakeholders to come up with a solution to manage and track our waste.	We are yet to audit our waste streams.	Finance, Retail Operations
Carbon emissions	We have begun the journey to track our emissions.	Engaging to measure Scope 1 and Scope 2.	We currently do not report on our carbon emissions.	Finance, Retail Operations
Team development: new employee hires and turnover, benefits for full-time employees, parental leave, occupational health and safety, training and education, diversity, equal opportunity	Rip Curl has global and local people strategies that are focused on enhancing the support we provide to our crew. Our People Plan encompasses ongoing reviews of these functional areas so that our crew are best placed to deliver on organisational and individual goals.	The global HR team works closely with internal stakeholders and management in order to execute strategy in a way that compliments other strategies and activities occurring in the business, Collaboration is the key to ensuring our People Plan aligns to the overall organisational strategy.	We collaborate and gather feedback whilst developing and implementing strategies from all relevant stakeholders.	Human Resources

TABLE 6: INFORMATION ON EMPLOYEES AND OTHER WORKERS

	AUS	NZ	EUROPE	BRAZIL	JAPAN	INDONESIA	THAILAND	CANADA	USA	TOTAL
BY EMPLOYMENT TYPE										
Full-time employees	371	6	169	73	17	80	500	4	135	1,355
Part-time employees	59	10	25	0	0	17	0	6	177	294
Casual	1,066	0	82	25	3	0	0	0	17	1,193
Total employees	1,496	16	276	98	20	97	500	10	329	2,842
BY CONTRACT TYPE										
Permanent	426	16	194	73	17	80	500	10	312	1,628
Fixed-term full-time	2	0	0	0	0	17	0	0	0	19
Fixed-term part-time	2	0	0	0	0	0	0	0	0	2
Casual	1,066	0	82	25	3	0	0	0	17	1,193
Total workforce	1,496	16	276	98	20	97	500	10	329	2,842
BY GENDER										
Male	517	6	130	53	12	51	87	5	162	1,023
Female	979	10	146	45	8	46	413	5	167	1,819
BY AGE GROUP										
<30	1,119	12	96	42	3	29	128	7	243	1,679
30–50	321	4	137	54	15	64	335	3	69	1,002
50+	56	0	43	2	2	4	37	0	17	161
BY CATEGORY										
Executive	8	0	1	0	0	0	0	0	1	10
Senior management	10	0	14	5	0	5	5	3	9	51
Management	10	0	11	3	3	14	10	0	7	58
Non management	1,468	16	250	90	17	78	485	7	312	2,723

TABLE 7: HIRING AND TURNOVER

		AUS	NZ	EUROPE	BRAZIL	JAPAN	INDONESIA	THAILAND	CANADA	USA	TOTAL
NEW HIRES											
Permanent	Total	78	3	9	23	2	13	184	9	251	572
Indefinite	Total	851	0	75	0	1	0	0	4	22	954
BY GENDER											
Permanent	Male	26	1	3	10	2	5	25	3	128	203
Permanent	Female	52	2	6	13	0	8	159	6	123	369
Indefinite	Male	301	0	24	0	0	0	0	3	12	340
Indefinite	Female	550	0	51	0	1	0	0	1	10	614
BY AGE GROUP											
Permanent	<30	50	3	5	11	0	10	102	12	257	450
Permanent	30–50	23	0	4	12	1	3	82	0	9	135
Permanent	50+	5	0	0	0	1	0	0	0	4	10
Indefinite	<30	780	0	54	0	0	0	0	1	0	835
Indefinite	30–50	58	0	17	0	1	0	0	0	0	76
Indefinite	50+	13	0	4	0	0	0	0	0	3	20

		AUS	NZ	EUROPE	BRAZIL	JAPAN	INDONESIA	THAILAND	CANADA	USA	TOTAL
TURNOVER											
Permanent	Total	151	6	8	22	4	14	201	9	295	710
Indefinite	Total	714	0	65	0	5	0	0	1	29	814
BY GENDER											
Permanent	Male	59	2	4	13	4	5	26	3	141	257
Permanent	Female	92	4	4	9	0	9	175	7	154	454
Indefinite	Male	273	0	30	0	0	0	0	0	15	318
Indefinite	Female	441	0	35	0	5	0	0	0	14	495
BY AGE GROUP											
Permanent	<30	86	5	1	2	1	10	127	9	263	504
Permanent	30–50	46	1	5	18	1	3	66	0	26	166
Permanent	50+	19	0	2	2	2	1	8	0	6	40
Indefinite	<30	671	0	46	0	2	0	0	1	29	749
Indefinite	30–50	39	0	15	0	3	0	0	0	0	57
Indefinite	50+	4	0	4	0	0	0	0	0	0	8

TABLE 8: PARENTAL LEAVE

		MALE	FEMALE
1	Report the number of employees by gender who were entitled to parental leave.	734	1,454
2	Report the number of employees by gender who took parental leave.	6	38
3	Report the number of employees who returned to work after parental leave ended, by gender.	6	24
4	Report the number of employees who returned to work after parental leave ended who were still employed 12 months after their return to work, by gender.	6	11
5	Report the return to work rate of employees who returned to work after leave ended, by gender.	100%	63%
6	Report the retention rate of employees who returned to work after leave ended, by gender.	100%	98%

TABLE 9: COLLECTIVE BARGAINING AGREEMENTS

COLLECTIVE BARGAINING AGREEMENTS	
Percentage of total employees covered by collective bargaining agreements	0

TABLE 10: OCCUPATIONAL HEALTH AND SAFETY

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM	
<p>A statement of whether an occupational health and safety management system has been implemented, including whether:</p> <p>i. the system has been implemented because of legal requirements and, if so, a list of the requirements</p> <p>ii. the system has been implemented based on recognised risk management and/or management system standards/guidelines and, if so, a list of the standards/guidelines</p>	<p>The company operates in a number of different countries around the world, and has yet to implement a consistent Occupational Health & Safety Management System across all of its regions. Management systems are however in place to meet the expected minimum legal standard of each country that we operate within. This includes all of our support offices, warehouses and retail stores.</p>
<p>A description of the scope of workers, activities and workplaces covered by the occupational health and safety management system and an explanation of whether and, if so, why any workers, activities or workplaces are not covered</p>	<p>—</p>

TABLE 11: WORK-RELATED ILL HEALTH

ALL EMPLOYEES	
Number of fatalities as a result of work-related ill health	0
Number of high consequence work related injuries (excluding fatalities)	0
Main types of work-related ill health	— Physical — Ergonomic — Psychosocial — Biological
ALL WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION	
Number of fatalities as a result of work-related ill health	0
Number of cases of recordable work-related ill health	0
Main types of work-related ill health	—
WORK-RELATED HAZARDS THAT POSE A RISK OF ILL HEALTH	
How these hazards have been determined	— Incident/hazard reports — Workspace inspection checklists — Employee awareness — OH&S representatives — Occupational therapist reports — Safety committee
Which of these hazards have caused or contributed to cases of ill health during the reporting period	— Manual handling — Stock level/location
Actions taken or under way to eliminate these hazards and minimise risks using the hierarchy of controls	Multiple

TABLE 12: WORK-RELATED INJURIES

ALL EMPLOYEES	
Number of fatalities as a result of work-related injury	0
Number of cases of recordable work-related injury (excluding fatalities)	0
Number and rate of recordable work-related injuries	4.3
Main types of work-related injury	— Ergonomic — Physical — Biological — Machine
ALL WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION	
Number and rate of fatalities as a result of work-related injury	0
Number and rate of high-consequence work-related injuries (excluding fatalities)	0
Number and rate of recordable work-related injuries	0
Main types of work-related injury	-
Number of hours worked	Unable to calculate hours for contractors
WORK-RELATED HAZARDS THAT POSE A RISK OF HIGH-CONSEQUENCE INJURY	
How these hazards have been determined	— Incident/hazard reports — Employee awareness — OH&S representatives and checklist — Occupational therapist visits — Auditing — Safety committee
Which of these hazards have caused or contributed to cases of injury during the reporting period	0
Actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls.	—
ACTIONS TAKEN OR UNDERWAY TO ELIMINATE THESE HAZARDS AND MINIMIZE RISKS USING THE HIERARCHY OF CONTROLS.	
Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked	200,000
Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.	—
Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	—

TABLE 13: PERCENTAGE OF TOTAL EMPLOYEES BY EMPLOYEE CATEGORY WHO RECEIVED A REGULAR PERFORMANCE REVIEWS/APPRAISALS

The company policy is that all full time employees have a mid year and full year performance review and we have put in place mechanisms to track the number of reviews formally completed and documented prospectively, and will report on that in future reports.

TABLE 14: DIVERSITY

GENDER DIVERSITY									
	AUS & NZ	EUROPE	BRAZIL	JAPAN	INDONESIA	THAILAND	CANADA	USA	TOTAL
EXECUTIVE									
Male	5	1	0	0	0	0	0	1	7
Female	3	0	0	0	0	0	0	0	3
SENIOR MANAGEMENT									
Male	7	11	4	0	1	2	3	7	35
Female	3	3	1	0	4	3	0	2	16
MANAGEMENT									
Male	6	10	2	3	8	4	0	4	37
Female	4	1	1	0	6	6	0	3	21
NON-MANAGEMENT									
Male	512	108	43	8	40	81	2	150	944
Female	972	142	47	9	38	404	5	162	1,779
AGE DIVERSITY									
	AUS & NZ	EUROPE	BRAZIL	JAPAN	INDONESIA	THAILAND	CANADA	USA	TOTAL
EXECUTIVE									
<30	0	0	0	0	0	0	0	0	0
30–50	4	1	0	0	0	0	0	1	6
50+	4	0	0	0	0	0	0	0	4
SENIOR MANAGEMENT									
<30	0	0	0	0	0	0	1	0	1
30–50	8	11	5	0	5	5	2	7	43
50+	2	3	0	0	0	0	0	2	7
MANAGEMENT									
<30	0	0	1	0	0	0	0	0	1
30–50	9	8	2	2	13	9	0	5	48
50+	1	3	0	1	1	1	0	2	9
NON-MANAGEMENT									
<30	1,131	96	41	3	29	128	6	243	1,677
30–50	304	117	47	13	46	321	1	56	905
50+	49	37	2	1	3	36	0	13	141

