



Shot on location:  
North Shore Vancouver,  
British Columbia, July 2012

# Sustain The Dream

KATHMANDU SUSTAINABILITY REPORT 2012



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## 1.0 About this Report

Our first publicly released sustainability report covers the period August 1 2011 until July 31 2012. It addresses our financial, social and environmental impacts, and provides insights into our performance and strategic direction in relation to sustainability. The structure of the report reflects the priorities of our overall sustainability strategy, the Sustain The Dream Plan (Kathmandu's Sustainability Plan 2011-2013). For further information see section 4.0.

The Sustain The Dream Plan is divided into five impact areas, each of which forms sections in this report:

- **minimise our environmental footprint**
- **respect human rights**
- **add economic value**
- **strengthen communities, and**
- **develop our team.**

The Global Reporting Initiative (GRI) G3.1 framework and principles have guided the development of this report. The GRI is considered the 'gold standard' for sustainability reporting and is used widely by organisations in Australia, New Zealand and globally to measure and manage sustainability performance. This report has been prepared to a C level. Application levels indicate the extent to which the GRI G3.1 Guidelines have been applied into the sustainability reporting and aim to reflect the degree of transparency against the GRI Guidelines. The full list of disclosure and indicators we reported against are listed at the end of this report. The data for this report covers our New Zealand, Australian and United Kingdom (UK) operations (where possible). It includes our stores, support offices and distribution centres. All financial figures are reported in New Zealand dollars (NZD), unless otherwise specified.

## 1.1 Acknowledgements

This report was developed with contributions from the Kathmandu sustainability representatives (the Dream Team), key internal data stakeholders and with support from the Australian Centre for Corporate and Social Responsibility (ACCSR).







# 2.0 CEO's Report

## 2.0 Business Overview

I am delighted to introduce our first public sustainability report using the international standard - the Global Reporting Initiative.

This report provides an opportunity to measure our progress and performance on our Sustain The Dream Plan. As an outdoor travel and adventure company, sustainability is linked to our future success. In the past year, we have continued our sustainability journey, including conducting a formal progress review against our Sustain The Dream Plan and setting a number of new actions and targets for the future.

We have reached some important milestones in FY2012, including becoming a signatory to the Australian Packaging Covenant, with the aim of further reducing our product packaging and waste, we also established an energy use and greenhouse gas emissions baseline to enable the identification and assessment of opportunities to reduce emissions.

Our commitment to respecting human rights and reducing our environmental footprint has been strengthened through the implementation of a comprehensive auditing program, so that our suppliers uphold the standards outlined in our Terms of Trade Supplier Agreement.

We have also formed partnerships with the Australian Himalayan Foundation, Australian Red Cross and New Zealand Red Cross. These partnerships allow us to contribute to the broader community and align with our vision to strengthen communities.

During the reporting period, we also focused on building the capacity of our team, through commencing the distribution and implementation of a new Employee Handbook and Employee Competency Matrix, as well as initiatives to embed our core purpose and values.

We look forward to continuing to implement our Sustain The Dream Plan and providing further updates in these annual Sustainability Reports in the years to come.

Live the Dream, Sustain the Dream.

**Peter Halkett**  
**Chief Executive Officer**



sustain the dream







# 3.0 our profile

# stakeholders

## 3.1 Business Overview

Kathmandu is a leading specialist in quality clothing and equipment for travel and adventure in New Zealand, Australia and the UK. Our products can be broadly separated into outdoor apparel and equipment.

Kathmandu has grown from a small retailer of adventure clothing and equipment to a vertically integrated business with a significant retail presence, listed on the Australian and New Zealand stock exchanges. Approximately 95% of sales in Kathmandu stores are Kathmandu-branded, manufactured by third parties using Kathmandu sourced or specified materials and designs.

Our store network and operations span New Zealand, Australia and the UK. Kathmandu's Head Office is in Christchurch, New Zealand, where approximately 150 staff are based. A sister office in Melbourne, Australia, complements these operations with approximately 40 team members.

A key focus in the past year was the rollout of the refreshed Kathmandu brand in stores and across the full product range. All product that is new to the market now carries the new brand identity, and we have re-branded over 70% of the store portfolio.

Effective and relevant expansion of our product range has been a core business growth strategy. In this period, we have increased our total stock-keeping unit (SKU) count by approximately 30%. This range expansion has occurred through expanded product categories with new styles, additional colours and sizes in existing styles, and new fabrications or technologies offered.

During FY2012, 10 permanent new stores were opened, and total store numbers increased by 13 stores year on year. As at 31 July 2012, permanent store numbers totalled 120, with 72 in Australia, 42 in New Zealand and six in the UK.

## 3.2 Our Stakeholders and Material Issues

We believe that our stakeholders view sustainability as important because we share a passion for outdoor travel and adventure which is at the heart of our business.

Our stakeholders' views are critical to shaping our approach to sustainability. Key stakeholders include our team members, customers, Summit Club members, investors, suppliers and the local communities surrounding our stores, distribution centres and support offices.

We use a range of mechanisms to engage with our stakeholders, including formal and informal meetings, our website, intranet communications, an annual employee satisfaction survey, in-store feedback, customer service phone line, social media and media relations. Our shareholders are kept informed through the lodgement of all relevant financial information, including our Company Annual Report and published information on our website.

The content of this report has been shaped by our Sustain The Dream Plan and refined through discussions between the Dream Team (our sustainability representatives) and key data owners within Kathmandu.





# materiality interviews

# governance

### 3.2.1. Materiality Interviews

To further clarify the key themes and focus areas for disclosure in this report, and to identify opportunities and areas for improvement for the future, we undertook a small number of materiality interviews with internal and external stakeholders.

These representatives included team members from different functional areas, a Kathmandu Board member (non-Executive) and an external industry analyst. Stakeholders were selected based on their different functional expertise within the business to obtain a diversity of views, as well as an external industry expert with prior knowledge of Kathmandu's operations. Each stakeholder was asked about the issues that they felt were most material to Kathmandu's sustainability impacts and performance. The analysis led to the identification of the top five material issues, see Table 1.

These issues have helped to guide the disclosures in this report and are addressed in the following sections. In future years, we aim to expand and deepen our reporting on the issues and impacts relevant to our business as we continue on our sustainability journey.

1.	Human rights and the effectiveness of supply chain audits
2.	Product materials stewardship
3.	Electricity consumption and efficiency measures
4.	Managing and reporting carbon emissions
5.	Community partnerships, sponsorships and donations

Table 1: Material issues identified in stakeholder interview

### 3.3 Our Governance

Our Board and management are committed to ensuring that we adhere to best practice governance principles and maintain the highest ethical standards. The Board is responsible for the overall corporate governance of the Company, including adopting the appropriate policies and procedures so that our Directors, management and employees fulfil their functions effectively and responsibly.

As Kathmandu is listed on the Australian (ASX) and New Zealand (NZX) stock exchanges, our practices reflect the corporate governance principles and guidelines in both countries.

The Board is comprised of six Directors, four of which are non-Executive Directors. Peter Halkett, (Managing Director and Chief Executive Officer) and Mark Todd (Finance Director and Chief Financial Officer) are the only Executive Directors on the Board. The Chairman of the Board is James Strong. For further information on our Board and corporate governance, please refer to our Company Annual Report (2012), which is available on our website.

The Chief Executive Officer and Executive team report regularly to the Board and all team members have access to an Executive who reports to the Chief Executive Officer. Shareholders are able to request information at the Annual General Meeting.

Kathmandu has a dedicated sustainability position reporting directly to the General Manager for Business Development and Sustainability, who reports directly to the Chief Executive Officer.





“  
With a holistic outlook, we live,  
work and dream to inspire adventure  
and enable an outdoor lifestyle for  
generations to come.”



## Sustain The Dream Model

Figure 1



Thanks to: Lightworkx Photography  
www.lightworkx.co.nz



# 4.0 Sustain The Dream Plan

## 4.0 Kathmandu's Sustain The Dream Plan

In 2011, Kathmandu launched the Sustain The Dream Plan. The plan outlines our sustainability objectives, model and action plan as we seek to integrate sustainability into the way we conduct our business. In developing the plan, we incorporated the views of a range of team members from across different functions to create a holistic and integrated approach to sustainability that aligned with our core purpose and values. Our definition of sustainability is as follows:

*"At Kathmandu, we take social and environmental responsibility to heart. We passionately believe in the importance of sustainable product development and running an ethical business. We strive to minimise our environmental impact and look for ways to contribute to the broader community, aligning our values with those of our customers, team members and society. With a holistic outlook, we live, work and dream to inspire adventure and enable an outdoor lifestyle for generations to come."*

### 4.1 Sustain The Dream Model

Our Sustain The Dream Model visually represents our approach to sustainability, see Figure 1. The model articulates the importance of sustainability to our business and ties it to our overall vision of inspiring adventure and enabling sustainable outdoor lifestyles.

It provides a clear framework for addressing our most significant impacts on our stakeholders and society.

**Why we do it:** We believe that sustainability is a part of our brand, it is aligned with our core purpose and values as a business.

**How we do it:** We believe that our products are central to our sustainability approach, to aspire to a sustainable value chain incorporating product design through to the post-store consumer experience. Communicating our sustainability initiatives is also a key to success.

**Who we do it for:** We believe that our stakeholders view sustainability as important.

**What's the impact?:** We believe we can have an important impact. We want to:

1. minimise our environmental footprint
2. respect human rights
3. add economic value
4. strengthen communities, and
5. develop our team.

### 4.2 Progress Against The Plan

The Sustain The Dream Plan is divided into our five impact areas (to minimise our environmental footprint, respect human rights, add economic value, strengthen communities and develop our team).

Within each of these five impact areas, a number of actions have been developed. During the reporting period we undertook a review of all actions to assess our progress. This review led to additional actions being developed and included into the plan. During the reporting period, 70% of actions were completed, or completed and ongoing. The remaining actions are in progress. The remainder of this report provides a summary of our progress against our five key impact areas.

#### 4.2.1. Employee Survey

During the reporting period, employees had the opportunity to complete an annual Employee Engagement Survey. This survey contains a section to gather feedback on our sustainability performance. Approximately 71.5% of those that participated in the survey were satisfied with our sustainability practices. This level of satisfaction was based on employee awareness of Kathmandu's activities in areas such as community investment, sustainable policies and practices, and contributing towards a sustainable environment. Achieving a high level of employee satisfaction in the area of sustainability is an affirming result on current practices towards sustainability; however, it also highlights there is further work to be done to increase internal satisfaction with our sustainability performance.



# 5.0 minimise our environmental footprint



## 5.0 Minimise Our Environmental Footprint

As a brand and retail business where we design our own products and contract our manufacturers, we see sustainable product development and minimising our environmental footprint as integral to our sustainability approach.

This is the first publicly available Kathmandu Sustainability Report, following on from last year's internal sustainability report which mapped our progress using Global Reporting Initiative guidelines for the first time. Therefore, our systems to capture and measure our environmental impacts, including total materials used in production, remain in development. We endeavour to improve our environmental data capture year on year.

In this year's report, we have focused our efforts on product and materials stewardship, reducing waste, carbon emissions and transportation. These issues align with our focus areas in our Sustain The Dream Plan and those identified by stakeholders in our materiality assessment.

### 5.1 Supplier Environmental Standards

A number of policies shape our broad approach to the environment. Our Supplier Agreement requires suppliers to adhere to specified environmental expectations and standards. These requirements are that suppliers should share Kathmandu's concern for the environment and adhere to local and national laws regarding the protection and preservation of the environment.

We advise suppliers that it is our preference to work with suppliers who:

- **have an environmental management system in place or plan in development**
- **are working towards the most recent version of International Standards Organisation 14001 relating to environmental management systems or a similar accreditation, and/or**
- **hold an independent industry textile standard, including Bluesign or Oeko-Tex Standard 1000.**

We also ask that our suppliers work with us to minimise packaging in accordance with our Packaging Environmental Responsibility Guidelines.

The Guidelines state the following core objectives:

- **reduce unnecessary packaging**
- **facilitate reuse or recycling of packaging materials; and**
- **restrict or eliminate certain types of packaging material.**



# stewardship

# disposal

## **5.2 Product Responsibility and Materials Stewardship**

Kathmandu strives for all products to meet or exceed the requirements laid out in our Apparel Quality Assurance Manuals and standards. In categories where documentation is not yet defined or established, we require strict adherence to all mandatory and legislative requirements and have a program in place for continuous improvement. We also have a work-stream in place to establish a full suite of Supplier Quality Assurance Manuals in Designed Equipment and Sourced Goods.

All suppliers are encouraged to adhere to Registration, Evaluation and Authorisation of Chemicals (REACH) and European Chemicals Agency (ECHA) compliance so that Substances of Very High Concern (SVHC) are not used.

In FY2013, Kathmandu aims to define our vision, methodology and goals related to product responsibility and materials stewardship. The social responsibility and fair labour aspects of industries such as ours have evolved dramatically over the past decade and responsible sourcing and sustainable manufacturing remains a complex challenge. We intend to take meaningful, measurable steps toward more responsible products by engaging in a process of non-competitive collaboration with our global outdoor industry peers.

In the next year, we have set the following goals related to product responsibility and materials stewardship:

- **complete investigation of industry best practices**
- **define methodology**
- **establish measures**
- **instigate testing of our methodology at the product level so that our approach is robust and appropriate.**

### **5.2.1 Product Disposal**

Product responsibility and materials stewardship are not just confined to selecting environmentally preferable materials, but also extends to responsibly disposing of faulty products. Our overall objective is to dispose of as much product as possible in a sustainable manner. In the past year, we have endeavoured to recycle products where possible, or provide faulty products to charity partners, rather than adding to landfill deposits. Ideally, donating to charities for distribution amongst less developed countries would be our default approach to faulty product disposal. By donating them to charities that will distribute them to less advantaged communities overseas, this makes them available to those in need.

During the past year, Kathmandu donated 1097 duck down, long line jackets to a Guatemalan charity, Hands of Love Foundation. Other faulty items have also been distributed to poor communities in Papua New Guinea via New Zealand and Australian-based companies that supply regular shipments of non-commercial items to Papua New Guinea. During the past year, we have donated digi pouches, footwear, hats and visors.

### **5.3 Reducing Our Waste**

A key way of minimising our environmental impacts is through the implementation of efficiency measures and waste reduction strategies.

# minimise our environmental footprint



# reducing waste



	AUS	NZ
Number of paper bags sold	329,972	305,501
Donations generated for Red Cross	\$16,499	\$15,275

Table 2: Kathmandu's Recycled Shopping Bag Sales in FY2012

## 5.3.1 Shopping Bags

During the reporting period, we commenced our initiative to eliminate customer use of plastic bags in our stores. Plastic shopping bags have been replaced with a number of other options, including the use of no shopping bag, a paper shopping bag made of 80% recycled materials or a reusable shopping bag. Old plastic shopping bags continue to be used in our outlet stores until they run out. The paper shopping bags are sold for 10 cents or 20 cents each, depending on size. Five cents from the sale of each bag is donated to Red Cross, while the remaining price covers part of the costs of production. No profit is made from the sale of our paper shopping bags.

The introduction of paper shopping bags has significantly lowered the total quantity of shopping bags used by our customers. In FY2011, the number of plastic shopping bags used was approximately 825,000 in Australia and 805,000 in New Zealand. Table 2 (left) shows the total number of paper bags sold in FY2012.

## 5.3.2 Australian Packaging Covenant

In January 2012, Kathmandu became a signatory to the Australian Packaging Covenant (APC). As a member, Kathmandu agrees to work together to implement and promote the principles, objectives and goals of the APC around reducing packaging. We will establish a Packaging Committee that will enable us to meet these goals and reduce the environmental impacts of our product packaging.

## 5.3.3 Waste Reduction Initiatives

The following are further examples of our initiatives to reduce waste:

### 1. Removal of excess paper used to package and transport footwear.

Traditionally, paper was used to maintain the shape of shoes during transit. However, with modern construction processes and the strength of shoe boxes protecting the footwear, the paper serves no real purpose. By removing the paper in the toe area, it is estimated that a minimum of four tonnes of paper a year will be saved. Implemented during FY2012, we estimate we removed 3.2 tonnes of paper which would otherwise have become waste.



# reducing waste

# energy

## 2. Reducing visual merchandising

This has been achieved by reducing the size of product promotional ticketing by more than half. The printing of promotional banners has also been reduced during the reporting period, from seven print runs a year to three runs a year. Approximately 400 banners are produced for all stores, so reducing the number of print runs means that we can cut production from 2800 to 1200 banners a year. In addition to efficiency measures, we have implemented a responsible sourcing initiative; where possible, we purchase our printed materials for visual merchandising on Forest Stewardship Council certified materials.

## 3. Developing an information technology (IT) recycling strategy.

This has involved an annual program for recycling IT equipment. As part of the strategy, Kathmandu collected monitors from our global store network which were then sent to a local recycling supplier. The total amount of IT equipment recycled within the reporting period has been more than 1250 kilograms. New Zealand-based staff were also encouraged to participate in an initiative that sends old mobile phones to a charity, the Starship Foundation, for repair, recycling and re-sale overseas. As well as preventing countless phones ending up in landfill, this has the added benefit of supporting emerging economies that are in need of this technology.

## 4. Introducing an electronic payslip system.

This allows staff to receive payslips via email, thus reducing our paper use. To date, 52% of Australian and 61% of New Zealand employees have adopted this initiative.

## 5.4 Energy and Greenhouse Gas Emissions

Kathmandu recognises that climate change offers both risks and opportunities to our business, the environment and wider society. Our business response has centred on integrating climate change into our business strategy through the implementation of actions as part of our Sustain The Dream Plan. The plan encompasses the establishment of an emissions base line, which will lead to the identification and assessment of opportunities to reduce emissions.

During FY2012, Kathmandu reported to the Carbon Disclosure Project (CDP) as a means of formalising our response to climate change. For Kathmandu, the long-term risks and opportunities afforded by climate change relate to changes in regulation, changes in physical climate parameters and other climate-related developments, such as shifts in consumer attitudes and behaviours linked to changes in local weather conditions.

Our primary operational greenhouse gas emissions are from electricity use in our stores, support offices and distribution centres across Australia, New Zealand and the UK. These emissions are defined as scope 2 indirect emissions within ISO-14064 (Greenhouse Gas Specifications with Guidance).

Country	Energy Use (GJ)	Scope 2 emissions (tCo2-e)
UK	1,246	167
New Zealand	16,254	619
Australia	23,048	6,182

Table 3: Kathmandu's total scope 2 emissions<sup>1</sup>

<sup>1</sup> Emissions have been calculated by compiling the total kilowatt usage for each location, obtained from electricity billing records. Where billing periods have not matched our reporting period we have proportioned the billing records so they reflect usage of 365 days. The Australian Shellharbour Store has been excluded from the calculations due to data unavailability at the time of writing the report. The store was opened 13 June 2012.

# minimising our footprint



# transportation

## 5.5 Transportation

We understand that the transportation of our goods and services through the supply chain can have a significant environmental impact. There are three primary modes of transport that impact our environmental footprint: shipping, trucking and airfreight. Each of these forms of transportation result in the burning of fossil fuels and the release of greenhouse gas emissions. In addition, there is a risk of fuel or chemical spillage.

We aim to mitigate these potential risks through greater transport efficiency and network design.

### 5.5.1. Transport Efficiency

We continue to work with our suppliers and international freight partners to maximise container utilisation. This includes ordering in full containers where appropriate, port rationalisation and consolidation of smaller orders at origin ports for subsequent shipping. Our logistics tracking system LIMA provides utilisation performance information so we can manage this opportunity.

By increasing container utilisation in future, we will be able to reduce the number of shipping journeys in order to improve transport efficiency and reduce fuel consumption. The systems to capture the data on fossil fuel use resulting from the transportation of goods and services are not yet established.

### 5.5.2. Network Design

During FY2012, we successfully engaged a national third party (3PL) logistics provider in Australia. This gives us the ability to send products from overseas suppliers directly to regional distribution centres. By placing inventory closer to the centre of demand, this reduces the transport requirements, thereby reducing greenhouse gas emissions, as well as providing cost savings to the supply chain. In both Australia and New Zealand, there was a decrease from FY2011 (-1% and -4% respectively) on the average kilometres travelled per cubic metre (m3) of product, as shown in Table 4.

In Australia, there has been an overall increase of 4% from FY2010 to FY2012. This can be partially attributed to the expansion of our store network in regional areas, which are located further away from our distribution centres. The Australian 3PL system has been operational during the reporting period but the data will not be available to measure its impact on product transportation until next financial year.

The New Zealand stores are not as geographically dispersed and the 3PL system in Auckland has been operating for the full reporting period, which has contributed to the decrease in kilometres travelled per cubic metre of product. FY2012 was the first full financial year that the 3PL system was implemented in both Auckland and Christchurch, which resulted in a decrease of 4% in FY2012 for average m3/km.

	FY2012				FY2011				FY2010	
	Stores	% store change on FY11	Average m3/km	% km change on FY11	Stores	% store change on FY10	Average m3/km	% km change on FY10	Stores	Average m3/km
<b>AUS</b>	<b>75</b>	<b>14%</b>	<b>962</b>	<b>-1%</b>	<b>66</b>	<b>18%</b>	<b>969</b>	<b>5%</b>	<b>56</b>	<b>925</b>
<b>NZ</b>	<b>45</b>	<b>7%</b>	<b>580</b>	<b>-4%</b>	<b>42</b>	<b>11%</b>	<b>602</b>	<b>-14%</b>	<b>38</b>	<b>685</b>

Table 4: Kathmandu's average change in product transportation kilometres since FY2010



# 6.0 respect human rights

## 6.0 Respect Human Rights

We are strongly committed to adhering to and respecting human rights standards, both locally and internationally.

Approximately 80% of Kathmandu products are manufactured in China, with the remainder of our suppliers located in Australia, New Zealand, Guatemala, Ireland, Israel, Italy, Spain, UK, South Korea, Taiwan, India and Vietnam.

To support the continuous reinforcement for the respect for human rights, we are continuing to roll out our Terms of Trade Supplier Agreement to all suppliers.



## 6.1 Terms of Trade Supplier Agreement

The Supplier Agreement stipulates minimum requirements and expectations related to our suppliers' social and environmental practices. With respect to social standards, this includes:

- **compliance with applicable laws**
- **codes of conduct references – including The Universal Declaration of Human Rights, The Convention of the Rights of the Child and ILO Declaration on Fundamental Principles and Rights at Work, and**
- **employment conditions – compensation, hours of labour, zero tolerance of forced/prison labour and child labour, discrimination and workplace environment.**

In previous reporting, we have made reference to 'core' suppliers, which represented 75% of our annual spend on product. Core Suppliers are those with whom our annual spend exceeded US\$1million. For the purposes of sustainability reporting, we now reference 'significant' suppliers, which are those whose FY2012 annual spend exceeded US\$50,000. All Core Suppliers are significant suppliers. This amounts to 80 significant suppliers, who represent approximately 98% of our FY2012 spend on product.

During the reporting period there were 60 suppliers signed up to the agreement, three did not sign up, as these suppliers were no longer used or form part of an exit strategy during FY2013. The remaining 17 suppliers are being considered as part of a proposed Kathmandu exemption policy to be confirmed during FY2013.

Suppliers may be classified as exempt from our Supplier Agreement if they are suppliers of non-Kathmandu branded products with their own manufacturer agreements which meet or exceed our requirements (such as independently manufactured brands Teva and Salomon), or if they completely manufacture in New Zealand, Australia or Europe under applicable local laws.

In FY2012, no new significant suppliers were introduced, so no new contracts were declined due to failure to meet the terms of trade supplier agreement.

New suppliers are required to sign up to the agreement prior to order placement unless identified within the proposed exemption policy.

# respect human rights



# factory audits



## 6.2 Factory Compliance Audits

During FY2012 we implemented a comprehensive auditing program so that our suppliers uphold the standards outlined in our Supplier Agreement. Where there is non-compliance with this policy or a failure to meet audit requirements, we aim to work with our suppliers to build-up their capabilities which may involve the implementation of a corrective action plan. However, Kathmandu will no longer do business with suppliers that demonstrate no commitment to improvement. We remain conscious that withdrawing from a factory may cause hardship to workers and therefore must implement an effective plan on a case by case basis. During FY2013 Kathmandu will develop a policy in this regard.

Our previously stated goal was to complete 36 of 38 audits of core suppliers by the end of FY2012. We achieved 30 of the targeted 36 audits during FY2011 and FY2012. The remaining six audits were not performed due to site location being remote from other achieved audits. However, these are due to be performed prior to December 2012.

During FY2012 we directed our attention to performing audits for factories of significant suppliers (105 factories in total) that were not factories used by other brands or which manufacture in New Zealand, Australia and Europe. In doing so we audited 28 (27%) of these particular factories. An audit represents an inspection performed on site at a factory.

In FY2012, as a result of factory audits, Kathmandu exited two factories used by significant suppliers. We provided the supplier with feedback on the factories' performances with the expectation that our Suppliers address the issues raised, not only with their current factories, but also when sourcing new factories. Due to our extremely low amount of spend in these factories (compared to their total factory turnover), Kathmandu decided to exit these factories. The removal of our product from the factory would not result in negative consequences such as factory closure or staff redundancies, due to the low amount of spend.

During FY2012 Kathmandu developed a suite of reports to assist in performing audits and to enable tracking of actions resulting from the audit. We have created a training program for our auditors to improve our audit methodology and provide consistent reporting. During FY2013 we will continue to develop our audit capabilities including review of our audit scoring system to better target areas for factory improvement.

Our intention is to audit all factories used by significant suppliers on a three year cycle as a minimum requirement. FY2013 will conclude the first cycle of audits for all core supplier factories. In addition, the goal for FY2013 and FY2014 will be to conclude the first cycle of audits for all other significant supplier factories.



# 7.0 add economic value

## 7.0 Add Economic Value

We understand that the continued growth and profitability of our business underpins our sustainability efforts. The increase in total gross profit for FY2012 was \$18.9m, an increase of 9.4% compared to a 29.2% uplift in FY2011. Group sales of \$347.1m increased by 13.4% over the previous year. Given market conditions, we consider the increase in same store sales, by 5.7% overall and 7.0% at a constant exchange rate, to be a satisfactory outcome.

Country by country change in same store sales was as follows:

- **Australia 6.5%**
- **New Zealand 9.2%**
- **UK (7.7%)**

For further information on these highlights, please see our Company Annual Report (2012), available on our website.

The following is a summary of key highlights for our business in FY2012.

- Sales were up 13.4% to \$347.1m, with strong same store sales performance in both Australia and New Zealand.
- Net Profit after Tax was \$34.9m, basic earnings per share was 17.4 cents.
- Total store count (including four temporary stores) was 124 versus 111 in FY2011.
- Over 70%+ of stores have now been updated with the new Kathmandu brand identity and the programme of flagship stores has commenced.
- Planned expansion of product range completed in two years, reflected in a more than 30% SKU count uplift.
- Our new distribution centre in New Zealand is now open and our Australian distribution centre has been enlarged.
- Summit Club membership numbers increased by over 30%.
- New enterprise resource planning (ERP) and Warehouse Management Systems are operational, with a global online platform that was about to go live.



# economic value





Outward Bound, NZ



Kathmandu Adventure Series



Kathmandu AHF School Visit,  
Kathmandu Valley, Nepal

## 8.0 strengthening communities

### 8.0 Strengthening Communities

*"Our community contributions are important and consistent with our vision and dream to promote adventure and healthy outdoor lifestyles."*  
Stakeholder interview for material issue review  
August 2012

We are actively engaged in programs to support and strengthen the communities in which we operate at the local and national level. We provide support through our community and sponsorship partnerships, emergency response support and the Kathmandu Community support program.

### 8.1 Community and Sponsorship Partnerships

The past year has seen partnerships develop between Kathmandu and Australian Red Cross, New Zealand Red Cross and the Australian Himalayan Foundation. We have also developed over time important sponsorships to promote the outdoors, including with Outward Bound New Zealand and the Kathmandu Adventure Series.

When making decisions about how we can best support communities, the following factors are considered:

- our capacity to strengthen a community;
- alignment with Kathmandu's core purpose and values, and
- alignment with our sustainability definition and Sustain The Dream Plan.

**Our total contribution through community partnerships and sponsorships in FY2012 was NZD \$153,984 (Australia: AUD \$81,287 and New Zealand: NZD \$49,125).**

### 8.1.1 Kathmandu Adventure Series

The Kathmandu Adventure Series is designed to offer the perfect introduction to the exhilarating sport of adventure racing and to encourage people to experience the outdoors. We sponsor this series in line with our core purpose to encourage people to appreciate the outdoors in an active and enjoyable way.

In 2012, the Kathmandu Adventure Series consisted of 10 races across Australia and New Zealand. Participants could enter one or multiple races. The Series is designed for teams of two and incorporates mountain biking, kayaking, trail running and navigation. The race can take between two and six hours to complete.

### 8.1.2 Cycle for SMILE

In 2011, a team of six cycled around Australia to raise money for the SMILE Foundation, a charity that supports children with rare diseases. The event was called 'Cycle for SMILE'. Kathmandu hosted the Darwin to Broome leg of the journey, the 'Kathmandu 1875', during which cyclists were encouraged to join the six key cyclists. In support of the cyclists, we provided tents, sleeping bags, mats and cycle tops among other products. Four Kathmandu staff from Australia and New Zealand raised money for the SMILE foundation and attended the Darwin to Broome leg.

### 8.1.3 Australian Red Cross and New Zealand Red Cross

We are delighted to support Australian Red Cross and New Zealand Red Cross with formal partnerships, designed to provide financial assistance for the organisation's humanitarian and disaster response work. Our primary support is through the sale of our paper shopping bags, where five cents from each sale is donated to Red Cross. To boost the donated amounts, Kathmandu more than doubled the amount raised in each country, with a total donation of AU\$40,000 to Australian Red Cross and NZ\$31,000 to New Zealand Red Cross.





#### 8.1.4 The Australian Himalayan Foundation

In 2011, we established a partnership with the Australian Himalayan Foundation (AHF). We supported the major teacher training workshops, offered exclusive treks in Nepal to Summit Club members and donated five dollars from the sale of each pack from the 25th anniversary pack range to the AHF. For further information on the partnership, see the case study below.

##### Our Partnership with the Australian Himalayan Foundation

For many teachers in rural Nepal, a high school education and three months of teacher training is all the preparation they receive before finding themselves in front of a full classroom of students.

"The only familiarity in schools is what they've been taught themselves, [which is often] old systems that are out-dated and outmoded in a more modern context," explains Garry Weare, Director of the Australian Himalayan Foundation (AHF).

This has a significant impact on the quality of education provided to the Nepalese population and affects the country's broader social and economic development.

As a not-for-profit charity dedicated to improving the lives of those living in the Himalaya, the AHF's focus is primarily on education. The Teacher Training & Quality Education program provides teacher training in child-friendly education, a more engaging and interactive mode of teaching which enables primary aged children to have access to quality learning opportunities.

To-date the program has supported 1000 teachers in over 200 schools that will impact on the education of over 35,000 children.

During FY2012, Kathmandu supported the main teacher training program. This professional development program involved 20 days training for 300 teachers in the Solu Khumbu region of Nepal. This capacity-building approach focused on improving the fundamentals of teaching to foster a child-friendly means of education, lifting the educational outcomes in school children.

Kathmandu and the AHF also launched a joint initiative, 'Himalayan Highs', which involves trekking in Nepal. This was undertaken in April 2012. Kathmandu's Australian Summit Club members were invited to participate in a trek where they met the in-country partners who implement the teacher training program and visit the remote villages where the schools and students benefit from their support. These trekkers raised over \$14,000 for the AHF.

"There was a great deal of enthusiasm on the part of Summit Club members," says Weare. In fact, the trek was sold out in a few days.

"The feedback was overwhelmingly positive," he continues. "The experience and context enabled a two part conversation about the wonders of trekking and the challenges involved in child education in Nepal. It was a satisfying experience and one that Kathmandu can be credited for."

#### 8.1.5 Outward Bound New Zealand

We have continued our financial and product support for Outward Bound New Zealand. Outward Bound provides challenging experiences that help people discover, develop and achieve their full potential. The organisation provides experiences in the outdoors, allowing people to expand their awareness and appreciation for the environment.

It was Outward Bound's 50th anniversary in 2012. To help celebrate, Outward Bound participants from the last 50 years were invited to return to Anakiwa (where the courses are run) and race in a one-off event co-hosted by Outward Bound and the Kathmandu Adventure Series and located in the beautiful Marlborough Sounds, New Zealand.

We also continued the Live the Dream Adventure Scholarships this year. Four worthy winners were announced. The scholarships enable individuals to participate in the Outward Bound eight day and 21-day courses. The aim of the scholarship programme is to provide more New Zealanders with the opportunity to embark on a journey of self-discovery by completing an Outward Bound course.

#### 8.2 Emergency Response Support

Following the support Kathmandu provided in response to the Canterbury earthquakes and Queensland cyclone and floods in 2010 and 2011, we have established an initiative to help support communities where we operate that are affected by natural disasters in Australia and New Zealand.

During the reporting period, Kathmandu provided product support to Wagga Wagga's local State Emergency Service (SES). Following the floods that affected the Wagga Wagga community in New South Wales, Australia during March 2012, Kathmandu provided the SES and volunteers with some products as a gesture of thanks and support for their efforts in aiding the community during the emergency. In the future, where a disaster or emergency directly affects our employee communities, we will endeavour to provide support where we can.

#### 8.3 Kathmandu Community Support

We have a local community support program. Our Community Committee meets on a monthly basis to select recipients based on established selection criteria. Support is either product or discounted product. A list of some organisations we have supported during the year is provided in Appendix 1.

For more information on our Kathmandu Community support program please visit our website.



# 9.0 develop our team

	AU	NZ	UK	Group	Total %
(By Employment Type)					
FT Employee	269	269	25	563	33.0%
PT Employee	198	319	32	549	32.0%
Casual	522	88	0	610	35.0%
<b>Total</b>	<b>989</b>	<b>676</b>	<b>57</b>	<b>1722</b>	<b>100.0%</b>
(By Contract Type)					
Permanent	457	550	57	1064	62.0%
Fixed Term FT	10	10	0	20	1.1%
Fixed Term PT	0	28	0	28	1.5%
Casual	522	88	0	610	35.4%
<b>Total</b>	<b>989</b>	<b>676</b>	<b>57</b>	<b>1722</b>	<b>100.0%</b>
(By Gender)					
Male	484	264	43	791	46.0%
Female	505	412	14	931	54.0%
<b>Total</b>	<b>989</b>	<b>676</b>	<b>57</b>	<b>1722</b>	<b>100.0%</b>

Table 5: Kathmandu workforce statistics as at 31 July 2012

## 9.0 Develop Our Team

We aim to attract and retain the best people for our business and we continue to look for ways to meet the career development aspirations of all members of our team.

The labour market continued to challenge the business in terms of recruitment, particularly in Canberra and Perth, due to high competition with other industries, such as mining and government. To compensate for this, we focused on internal development and supported the relocation of some team members from the New Zealand retail network seeking to move to Australia for lifestyle and career opportunities.

During the reporting period, we renewed our focus on internal capability building, with all new employees in the support offices and distribution centres receiving an Employee Handbook outlining company policies, procedures and rules.

Retail store employees will receive these handbooks in the next reporting year. The handbook includes our policies related to health and safety, equal opportunity in employment and Code of Conduct, in addition to the company core purpose and values. Employees are required to read and sign this handbook during induction training.

To assist in embedding our organisational core purpose and values, we have incorporated the screening of candidates against our five core values – integrity, openness and directness, passion and determination, resourcefulness, and love of travel and adventure - during the new employment selection process. Additionally, for existing team members we introduced these values into the annual performance appraisal process. See below for further information on our annual performance appraisals.

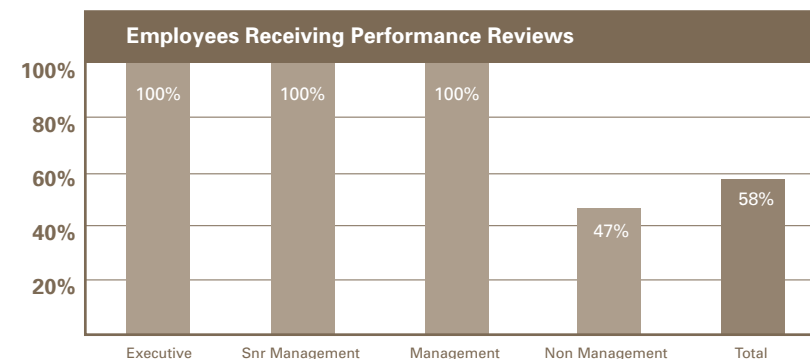


Figure 2: Percentage of Employees receiving Performance Reviews<sup>2</sup>

<sup>2</sup>Non-management employees include casual and permanent employees. Casual employees are predominately excluded from receiving formal performance reviews.

## 9.1 Our Team

As at 31st July 2012, our total workforce was 1722. This is a decrease of 0.63% on FY2011. This is largely due to a reduction in Australian based casual employees.

Of the 1722 employees, 62% were permanent employees, which is up 12% from FY2011. The increase in permanent employees reflects growth in our retail store network and further investment in support office roles. Table 5 (top left) shows a complete snapshot of our team.



# learning and development

## 9.2 Learning and Development

Kathmandu completes a Company Annual Performance Appraisal and Remuneration review process. As part of this process, in conjunction with setting Key Performance Indicators with their line manager, each employee is encouraged to create an Individual Development Plan. The plan sets out areas for development in the year ahead, including coaching and training to be undertaken and target dates for specific goals. The Development Plan provides an important opportunity for professional development and assists in identifying career pathways for each member of our team.

In FY2012, more than half of our team (and all management-level employees) had formal performance reviews linked to their Individual Development Plans as shown in Figure 2 (left). The number of non-management level employees reported as receiving formal reviews is less, as the figure does not include casual staff at store-level. It is not practical for us to report on formal performance reviews for casual employees due to the nature of their employment being irregular and temporary; however, the option to use this resource is available for managers. It is more practical for managers to assess performance continually and provide feedback verbally.

During the reporting period, we developed an Employee Competency Matrix which outlines the core competencies across all employee levels within Kathmandu. The matrix is integrated into how we attract, train and retain our team and everything we do. Specifically, the matrix is used for:

• **Recruitment:** The competencies are applied to recruitment screening and selection to create a fair and equitable selection process. It is further incorporated into Position Descriptions and used in the screening of candidates;

- **Performance appraisals:** Inserted into performance appraisals and used to assess current employee competency level to achieve the desired competency level for their role;
- **Employee development:** Used to assess and implement Individual Development Plans or Performance Improvement Plans for employees either as an outcome of annual performance appraisals or ad-hoc throughout the year to assess poor performance; and
- **Succession planning:** Used to identify key employees for development and advancement within the Company.

While all employees receive formal induction training tailored to their individual roles, we understand the need to develop a more formalised and structured approach to employee learning and development, which meets the individual needs of our employees. This will be addressed within the responsibilities of the newly appointed company-wide Training and Development Coordinator.

	FY2012		FY2011	
	AUS	NZ	AUS	NZ
<b>Injury Rate</b> (Number of incidences per 200,000 hours worked)	12.8	8.2	4.1	4.6
<b>Occupational Disease Rate</b> (Number of cases per 200,000 hours worked)	0.0	0.0	0.3	0.5
<b>Lost Day Rate</b> (Number of days per 200,000 hours worked)	79.3	35.0	N/A	N/A

**Table 6: Total Injury Rate, Lost Day Rate and Occupational Disease Rate<sup>3</sup>**  
<sup>3</sup> Injury: An injury (fatal and non-fatal) arising out of a work related situation, e.g. includes all minor injuries such as cuts and falls. Occupational Disease: A disease arising from a work-related situation, activity or injury, e.g. stress. Lost Day: Scheduled work days off work as a result of a work related injury or disease by the affected worker/s. Lost days are counted from the day after the accident.

# wellbeing

## 9.3 Health and Wellbeing Support Programs

The importance of our team members' safety and wellbeing is reflected in our occupational health and safety policy which adheres to all relevant legislation. One hundred percent of our employees are represented by health and safety committees. Committees exist at each store within our global network and in each support office and distribution centre.

Our total injury rate, occupational disease rate and lost day rate for Australia and New Zealand are summarised in Table 6 (and Appendix 2). These measures are a useful way to assess the health and safety of our employees over time. Compared to FY2011, the reported injury rates in FY2012 have increased across Australia and New Zealand due to a greater awareness of reporting procedures. The injuries recorded were relatively minor and required First Aid treatment. There were no fatalities recorded at any of Kathmandu's sites of operation. No data has been recorded for UK injury rates due to the data being unavailable, however, this will commence in FY2013.



# diversity

## 9.4 Supporting Diversity

Kathmandu aspires to appoint the best people to do the best job. In seeking to achieve this objective, the importance of employee diversity is recognised in our commitment to recruit, develop and promote employees on merit, at all levels across the group, without any form of discrimination. We respect the unique differences that employees can bring to Kathmandu such as differences in age, gender, ethnicity, cultural background, sexual orientation, religious or political beliefs or activities. The benefits of diversity will continue to be tested and reaffirmed with reference to our team composition. Kathmandu has established a Diversity Policy in accordance with ASX CGC Corporate Governance Principles and Recommendations. A copy of this policy can be obtained from the Company's website.

### 9.4.1 Gender Diversity

We consider our current level of employee gender diversity to be efficacious in meeting our policy objective of maintaining appropriate female employee ratios across the group. We will continue to be vigilant in the review of measureable diversity objectives in accordance with Recommendation 3.3 of the ASX CGC Corporate Governance Principles and Recommendations, and modify or add to these if required. We will conduct and report a gender audit annually to measure progress from baseline data and identify and review any specific areas of gender inequality.

As at 31 July 2012, the proportion of females employed by Kathmandu was 54% female (931 females of 1722 employees). The gender breakdown in New Zealand is 61% female (412 females of 676 total employees), Australia is 51% female (505 females of 989 total employees) and the UK is 25% female (14 females of 57 employees). Our Board is 16.7% female (one female of six Board members). See Table 7 for a further breakdown of employees by category.

Kathmandu considers our current employee gender diversity as a strength. We will continue to encourage gender diversity to support strategies and initiatives that foster a diverse culture. Return to work and flexible working arrangements which facilitate gender diversity will be expanded to further encourage team retention. A study of employee pay parity was conducted and audited as part of the group annual salary review process, to consider whether any employee gender pay disparity existed. Based upon the results, there is little evidence of any disparity between male and female employees. A review of gender pay parity will continue to be an on-going focus for the group.

Kathmandu supports parental leave and facilitates return to work. In FY2012, 1012 employees (568 female and 444 male) were eligible for parental leave under our return to work policy. Eligibility is based on the legislative requirements of a minimum of six months continuous service in New Zealand and 12 months in Australia. Casuals and fixed term employees in New Zealand are predominantly excluded due to ineligibility.

In FY2012, 37 employees (35 female and 2 male) took parental leave, of which 22 employee's (20 female and 2 male) parental leave period ended and 15 employees (15 female and 0 male) were still on parental leave at the end of the reporting period. A total of 13 employees (11 female and 2 male) returned to work, therefore 59.1% of employees whose parental leave period ended during FY2012 returned to work. We will measure their retention 12 months after returning from parental leave in FY2013 Sustainability Report. The UK has not been included as the data was not available, however this will be available from FY2013.

In addition, Kathmandu complies with both New Zealand and Australian Flexible Working Arrangement legislation which includes provisions for when an employee returns from Parental Leave or is responsible for the care of a child under five years of age or a child with a disability under the age of 18 years. Types of flexible arrangements include reduced hours, varied shift patterns, and ad hoc arrangements.

	Executive	Senior Management	Management	Non Management
<b>Total Employees</b>	<b>9</b>	<b>41</b>	<b>380</b>	<b>1292</b>
<b>Male</b>	<b>7</b>	<b>23</b>	<b>187</b>	<b>570</b>
<b>Female</b>	<b>2</b>	<b>18</b>	<b>193</b>	<b>722</b>
<b>Male Employees (%)</b>	<b>77.8</b>	<b>56.1</b>	<b>49.2</b>	<b>44.1</b>
<b>Female Employees (%)</b>	<b>22.2</b>	<b>43.9</b>	<b>50.8</b>	<b>55.9</b>

Table 7: Kathmandu's total workforce broken down by gender and employee category







# 10.0 GRI content index



10.1 GRI Application Level Check

Profile Disclosure	Reported	Cross-reference/Direct answer	Page
1.1	Fully	CEO's report.	5
2.1	Fully	Our profile.	7
2.2	Fully	Our profile.	7
2.3	Fully	Our profile.	7
2.4	Fully	Our profile.	7
2.5	Fully	Our profile.	7
2.6	Fully	Our profile, our governance.	7-9
2.7	Fully	Our profile.	7
2.8	Partially	Our profile, add economic value.	7,19
2.9	Fully	Our profile.	7
2.10	Fully	No awards were received during the reporting period.	-
3.1	Fully	About this report.	3
3.2	Fully	Our first report.	-
3.3	Fully	We intend to report annually.	-
3.4	Fully	Contact our NZ head office on +64 3 373 6110.	-
3.5	Fully	About this report, our stakeholders and material issues.	3, 7-9
3.6	Fully	About this report.	3
3.7	Fully	There are no limitations on the scope or boundary of the report.	-
3.8	Fully	There are no impacts on comparability from period to period.	-
3.10	Fully	Our first report.	-
3.11	Fully	Our first report.	-
3.12	Fully	This index.	-
4.1	Fully	Our governance.	9
4.2	Fully	Our governance.	9
4.3	Fully	Our governance.	9
4.4	Fully	Our governance.	9
4.14	Fully	Our stakeholders and material issues.	7
4.15	Fully	Our stakeholders and material issues.	7-9
DMA EC	Partially	Add economic value.	19
EC1	Partially	Add economic value, strengthening communities.	19-20
EC2	Fully	Energy and greenhouse gas emissions.	15
DMA EN & DMA PR	Fully	Minimise our environmental footprint.	12
PR8	Fully	There have been no complaints regarding breaches of customer privacy or losses of data.	-
EN4	Partially	Energy and greenhouse gas emissions.	15
EN16	Partially	Energy and greenhouse gas emissions. We have not reported on our scope 1 direct emissions which would be primarily from our fleet of leased cars in Australia and New Zealand. Our scope 3 indirect emissions would include our paper use and other transport use (taxis and flights). We currently do not have systems in place to comprehensively capture this data. We will endeavour to improve our emissions data capture systems and will report on this in FY2014.	15
EN26	Partially	Reducing our waste.	13-15
EN28	Fully	No significant fines or non-monetary sanctions for noncompliance with environmental laws and regulations.	-
EN29	Fully	Transportation. Our significant transportation impacts relate to the transportation of our products. Staff travel is immaterial relative to these more substantial impacts.	16
DMA LA	Fully	Our team.	22
LA1	Fully	Our team, supporting diversity.	22,24
LA15	Fully	Supporting diversity.	24
LA4	Fully	None of our employees are covered by collective bargaining agreements.	-
LA6	Fully	Health and wellbeing support programs.	23
LA7	Partially	Health and wellbeing support programs, Appendix 2. Unable to report on absentee rates due to the complexity of collecting this information at a Group level. Our organisation has deemed this part of LA7 as not material for this report.	23,27
LA12	Partially	Learning and development. Unable to report by gender due to unavailability of the data when reporting. We intend to report on this in FY2014.	23
DMA SO	Fully	Strengthening communities.	20
SO8	Fully	There were no fines or sanctions for non-compliance with laws and regulations during the reporting period.	-
DMA HR	Fully	Respect human rights.	17
HR2	Fully	Respect human rights.	17-18
AF6	Fully	Respect human rights.	17-18
AF8	Fully	Respect human rights.	17
AF34	Fully	Appendix 1.	27

10.2 GRI Content Index



# 11.0 appendices

Country	Organisation Supported	Local Store	Region	RRP \$
Australia	Dunkeld Adventure Serra Terror 3 - Bush tailed rock wallaby recovery program	Dunkeld	AU South East	\$369.88
	Centre for Integrative Ecology Annual Student Conference	Geelong	AU South East	\$509.92
	Dr Leon Wescombe Memorial Trust	Hobart	AU South East	\$289.90
	Ride to conquer Cancer - Peter Mac Cancer Centre - 200km from Melbourne to Yarra Valley	Doncaster	AU South East	\$299.94
	Footscray City Rowing Club	Moonee Ponds	AU Southern	\$100.00
	Our Lady's Catholic Primary School Wangaratta	Albury	AU Southern	\$259.96
	The Royal Flying Doctor Service	Marion	AU Southern	\$2,054.86
	Nazareth Community Development Project - East Timor	Rundle Street	AU Southern	\$749.96
	Gull Force 2/21 Battalion Association	Highpoint	AU Southern	\$535.66
	1st Turrumurra Rover Crew	Chatswood	AU Central Northern	\$229.92
	Habitat for Humanity	The Rocks	AU Central Northern	\$691.86
	Australian Speleological Federation Inc.	Wollongong	AU Central Southern	\$479.92
	Maiti Nepal, Perth	Cottesloe	AU North West	\$581.62
	Christmas in July Toy Run - Camp Quality	Logan	AU North West	\$639.82
	Kennedy Region Scouts	Townsville	AU North West	\$599.60
	First Fremantle Sea Scouts	Fremantle	AU North West	\$150.00
	St Bedes College	Southland	AU South East	\$105.96
	Mt Kilimanjaro trek - raise money for Amnesty International	Canberra Centre	AU Central Southern	\$559.64
	Girl Guides NSW / ACT	Kent Street	AU Central Northern	\$419.96
	Hereworth School Gala	Hastings	NZ Central	\$606.58
	Brittney McKenzie - attending Special Olympics	Timaru	NZ Southern	\$499.98
	Whale Rescue	Whangarei	NZ Northern	\$521.66
	Westake Boys High School	Takapuna	NZ Northern	\$953.28
	Pacific Surf Lifesaving Club	Napier	NZ Central	\$229.92
	Rangi Ruru Cross Country Team	Tower Junction	NZ Southern	\$650.34

11.1 Appendix 1: Examples of community contributions by worker community within our store network

Injury Rates By Gender	AU	NZ	UK	Total
Permanent employees (male)	5.8	3.49	-	9.29
Permanent employees (female)	6.8	3.73	-	10.53
Fixed term or temporary (male)	0	0	-	0
Fixed term or temporary (female)	0	0.75	-	0.75
Independent contractors (male)	0.2	0	-	0.2
Independent contractors (female)	0	0.25	-	0.25
Total	12.8	8.22	-	21.02

Lost Day Rate	AU	NZ	UK	Total
Permanent employees (male)	51.71	0	-	51.71
Permanent employees (female)	27.54	34.95	-	62.49
Fixed term or temporary (male)	0	0	-	0
Fixed term or temporary (female)	0	0	-	0
Independent contractors (male)	0	0	-	0
Independent contractors (female)	0	0	-	0
Total	79.25	34.95	0	114.2

11.2 Appendix 2: Injury and lost day rates by gender

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