



Code of Conduct

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At Metcash we have a single purpose - Successful Independents – it is at the heart of everything we do.

Small business is the back-bone of the Australian economy and we are privileged to work with more than 100,000 businesses across a network of independent retailers and suppliers in the food, liquor and hardware markets.

These businesses often play a pivotal role in the community; providing career opportunities for residents, and supporting local causes, schools and other small business.

Many remote communities heavily rely on our independent network as their only source of fresh food and groceries with our distribution network, unmatched by any other organisation in Australia.

Our Code of Conduct forms a principal part of outlining the way we should all behave. The foundation of our values is Integrity and therefore we uphold the highest standards of conduct in every interaction we have whether it's with our retailers, our suppliers, our business partners, community leaders and most importantly with each other.

I encourage everyone to familiarise themselves with the company's expectations and talk with your leader and team members about how this code applies to your part of the business.

Adherence to the Code is fundamental and we will not shy away from investigating breaches of the Code and taking necessary steps in response to any breach. Adhering to the Code is essential if we are to fulfil our purpose of Successful Independents and become Australia's favourite place to work.

And of course, please speak out when you see a breach of this Code. Our reputation and the long-term success of Metcash and our retailers depend on it.

Jeff Adams

Making us Australia's favourite place to work

At Metcash, we're passionate about Successful Independents. All our team members have an important role to play in promoting our purpose and vision – through the work we do each day, the way we treat one another and our dealings with retailers, suppliers, customers and the community.

Our Code of Conduct sets out the overarching commitment we make, as individuals and an organisation, to behave in a way that makes Metcash **Australia's favourite place to work** and preserves our reputation.

All Metcash team members, regardless of the pillar of the business they work in or the nature of the work they perform, will be expected to meet the standards and requirements in this Code. For the purposes of the Code, **team members** include all Metcash directors, employees, contractors and consultants (and any workers they engage to perform work for the Metcash group). For the purposes of the Code, **Metcash** includes all members of the Metcash group of companies.

While team members need to comply with the entire Code, to assist we have also summarised **Expected behaviours** in each of the sections.

If a team member has questions about the Code, how it applies to them, any expected behaviours, or are unsure about whether certain conduct is consistent with the Code, it is important to seek guidance from their leader. There are also a number of ways team members can Raise a Concern (see page 17).

The Code of Conduct sets out behaviours that all Metcash team members are expected to comply with. Where a team member does not comply with one or more aspects of the Code, the result may be disciplinary action, up to and including termination of employment or engagement (as relevant).

The Code will be reviewed periodically by Metcash, and is not intended to, and does not, create any contractual rights or benefits or form part of any contract between a team member and Metcash.

Our purpose and vision

Our Purpose and Vision describe our aspirations and guide the behaviour of all team members. We promote **Successful Independents** by:

- **Best Store in Town:** helping independent retailers become the Best Store in every town, loved by locals for its offering and service
- **Business Partner of Choice:** being the Business Partner of Choice, by offering the leading portfolio of independent brands to retailers and being a world-class wholesaler for our suppliers
- **Passionate about Independents:** helping our people be known for being Passionate About Independents and encouraging them to reach their full potential
- **Thriving Communities:** promoting Thriving Communities in Australia, through giving shoppers choice and supporting local businesses.

We want our team members to be engaged, passionate and connected to these aspirations and deeply invested in the future of Metcash and the success of our independent retailers.

All team members are expected to behave in a manner that helps us achieve our Purpose and Vision—every day. See also Demonstrating Metcash behaviours on page 6.



For more information on our Purpose and Vision, see [M-Portal](#).

Demonstrating Metcash behaviours

To bring our purpose and vision to life and make Metcash Australia's favourite place to work, we have developed the **Metcash Behaviours Framework**. There are **eight core behaviours** in the Framework, which align to our purpose and vision and which all our team members are expected to demonstrate.

The Metcash Behaviours Framework is available on M-Portal, and also forms part of the Metcash annual performance review.

Expected behaviours

- We are honest and open
- We do what we say we will do
- We believe in ourselves and others
- We accept responsibility
- We learn from success and failure
- We value and nurture relationships
- We collaborate
- We always look for a better way

If a team member engages in conduct that contradicts one or more of our core behaviours, this can result in coaching, formal or informal performance improvement, or in more serious cases, may result in disciplinary action up to and including termination of employment or engagement (as relevant).

Promoting belonging and diversity

At Metcash, we aspire for all team members to experience a sense of **belonging**, to feel comfortable bringing their whole selves to work and to feel respected, unique and valued.

This means we expect our team members to engage in conduct that promotes diversity and belonging at Metcash. As well as contributing to the culture we aim to create, this is important to preserve our corporate reputation, commercial relationships and standing in the community.

Expected behaviours

In the course of any work team members perform for Metcash, in any work-related capacity or function, or in their dealings with any other team members, suppliers, retailers or customers (whether in person, online or otherwise, and during or outside working hours), team members must:

- Treat others with dignity, courtesy and respect
- Not engage in conduct that is inappropriate, unreasonable or may pose a risk to the safety, health and wellbeing of another person or group
- Not victimise or treat someone less favourably because they make a complaint
- Not engage in conduct that may bring, or threatens to bring Metcash into disrepute

- Not engage in potentially unlawful conduct, including any conduct or behaviour that may amount to bullying, harassment, sexual harassment, unlawful discrimination or vilification
- Comply with all policies, procedures and directions from their leader regarding their behaviour or conduct as notified to them from time to time, including, but not limited to Metcash's EEO, Discrimination, Bullying and Harassment Policy (**EEO Policy**)

Conduct that may breach one or more of the above will be treated seriously and may result in disciplinary action, up to and including termination of employment or engagement (as relevant). Team members should also be aware that such conduct may be unlawful and they may be personally liable for breaching applicable laws (or assisting or encouraging others to do so). For more information, see the EEO Policy which all team members should familiarise themselves with on a regular basis.

Covering the field – compliance

We are a multinational business that operates in numerous environments across our grocery, liquor and hardware pillars, ranging from national and regional distribution centres, mixed-use premises combining retail and warehousing functions, office environments and corporate stores. This means at any given time, there are multiple laws and regulations we need to comply with— including, for example, in the following areas:

- Work, Health and Safety and Environmental Protection
- Heavy Vehicle National Laws
- Food Safety
- Privacy and record-keeping laws
- Fair Trading
- ASX listing rules
- Equal employment opportunity, immigration and anti-discrimination laws

While team members will have varying levels of responsibility in ensuring compliance in these areas depending on the nature of their role, seniority and the manner in which they are engaged by the Metcash group, we expect and rely on **all our team members** to promote compliance across Metcash and help us **cover the field**, by demonstrating the following behaviours:

Expected behaviours

Team members must:

- Participate, to the best of their ability, in any training they are asked to complete so that team members can perform their work or fulfil their duties (as relevant) in a safe and compliant way
- Ensure that if operating any machinery at any time (including but not limited to a vehicle or forklift) team members do so lawfully and safely (and hold a licence, if required)
- Err on the side of caution and seeking advice from their leader if in doubt on any actual or potential compliance issue
- Read Metcash policies and procedures, noting they will be updated periodically. These are published on M-Portal and can also be obtained in hardcopy from a team member's leader or otherwise through the People Advice Centre

- Be prompt and proactive in raising any potential compliance concerns or risks involving themselves or others.

For more information, see [M-Portal](#).

Safety is everyone's responsibility

Working Environment

Metcash promotes a safe, healthy and productive working environment. Our vision is that everyone should return home safely each day. We believe Safety is everyone's responsibility and all team members have the right to and responsibility for a safe workplace.

Expected behaviours

Team members must:

- Arrive fit for work and not impaired in any way
- Do their job safely, or not at all
- Give full attention to their work and do not rush
- Make sure they know all the health and safety rules, policies and procedures that are relevant to their work or role and observe these at all times
- When performing tasks (whether new or routine), always ask: "is this safe?" and escalate to their leader if they are not sure
- Make their leader aware of hazards, behaviours or any potential barriers that are preventing them, or other team members, from working safely
- Look out for their own safety, the safety of other team members, as well as customers, retailers, suppliers and anyone else at the workplace
- Report all hazards and incidents, however minor, immediately following the event or as soon as they become aware of them
- Lead by example and promote safe working behaviours. Team members don't have to be a manager to be a leader.

Fit for work means that an individual is in a physical, mental and emotional state which enables them to perform assigned tasks competently and in a manner which does not compromise or threaten the health or safety of themselves or others, noting:

- Alcohol and Other Drugs screening is conducted at pre-employment, randomly or 'for cause' at Metcash sites
- Smoking on company premises is only permitted in designated areas and is not permitted indoors
- Metcash will provide confidential support to any team member who seeks assistance in dealing with any substance use issues.

For more information, team member's should refer to Metcash Policies and Procedures available on the M-Portal or request a copy from their leader or safety team member.

Conflicts of interest

A **conflict of interest** may exist where a team member has an interest or activity that creates an actual or potential conflict with the interests of Metcash.

Examples of situations where a conflict may arise include, but are not limited to, where:

- A team member, or a friend, relative, partner or associate has an undisclosed commercial or financial interest in, or relationship with a wholesaler, retailer, supplier, someone Metcash may do business with, or someone who competes with Metcash
- A team member uses their position or engagement with Metcash to obtain an undisclosed benefit for themselves or someone else
- A team member engages in activities, whether during or outside business hours, that places the interests or reputation of Metcash at risk
- During their ordinary working hours (or the time a team member is engaged to perform work for Metcash, as relevant), a team member does not devote their full time and attention to their tasks or duties but rather undertakes activities that result in personal gain or a benefit

Outside business activities and interests

Metcash may require team members to provide details of interests they have outside their employment or engagement to help Metcash manage risks.

All team members (excluding contractors) need to obtain prior approval from Metcash if they want to perform work outside of their employment or engagement with Metcash – whether as a casual or part-time team member, as a consultant, through their own business, on a voluntary basis, or in any other capacity. Metcash will consider the request, taking into account matters like the nature of the team member's role, the terms of their employment or engagement, the activity they wish to engage in, any potential risks to Metcash and anything else they consider relevant. Metcash contractors must disclose all outside engagements prior to the commencement of their engagement and seek approval from their leader in relation to any new engagements they propose to undertake during their engagement.

Team members are required to notify Metcash of any external directorships or other business activities they hold or engage in or propose to take up. Metcash may require that a team member resign from, or do not accept an external directorship or not take up those business activities.

Even if Metcash has approved a team member's involvement in an outside business activity or interest, it is important that a team member does not represent themselves in these activities or interests as doing so on Metcash's behalf, or in their capacity as a team member.

Expected behaviours

While it is impossible to set out all the scenarios where a conflict might arise, all team members must:

- Act in the **best interests** of Metcash in performing their work or duties
- **Avoid actual or potential conflicts of interest**, unless they have first disclosed the conflict and resolved it to the satisfaction of their leader
- As a leader, **promptly record all conflicts of interest** notified to them (and the manner of resolution, as relevant) in the Conflict of Interest register maintained by People and Culture
- **Be honest and frank**. Err on the side of caution if they are in doubt as to whether something is an

actual or potential conflict, and raise this with their leader or a member of the P&C team. Any actual or potential conflict of interest involving the Chief Executive Officer (or any other Metcash group director) must be specifically consented to by the Board

- Not make or influence any decision in the course of their employment or engagement with Metcash (as relevant) for **personal or improper reasons**, such as benefitting a partner, friend, relative or associate.

Not disclosing an actual or potential conflict of interest, or failing to resolve a conflict in a manner that is satisfactory to Metcash, is a serious matter that may result in disciplinary action, up to and including the termination of employment or engagement (as relevant).

Confidential and private information

Team members may come into contact with confidential or private information that belongs to Metcash, other team members, our retailers, customers or suppliers. We trust and rely on our team members to do the right thing when it comes to confidential information, making sure it is only used for its intended purpose and doing our best to keep it safe.

There are severe monetary penalties for the improper disclosure of confidential information and anyone who becomes aware of a possible breach of privacy should immediately report this to their leader.

Confidential information includes, but isn't limited to:

- Information that a team member knows, or should reasonably expect, to be confidential, personal or sensitive in nature – whether it is in writing, disclosed through a discussion, on M-Portal or otherwise
- Company documents, policies, procedures or communications in any form which are prepared or distributed for internal use
- Information relating to our services, plans or promotions, merchandising, retailer or supplier lists, pricing, strategies, margins or sales techniques
- Personnel records and information regarding our internal procedures, processes, systems
- Our intellectual property
- Confidential or financial information on customers, retailers or suppliers .

Information that is publicly available or is in the public domain is not confidential information.

Taking care with confidential information is essential. Unauthorised access to or disclosure of confidential information can have serious consequences to our reputation and damage our relationships with our clients, customers, suppliers or retailers. Unauthorised access to or disclosure of confidential information may also be unlawful (for example, in breach of the *Privacy Act 1988*), and expose the team member or Metcash to legal risk.

There is a need for team members to notify Metcash management immediately if they become aware of disclosures of any Metcash private/confidential information outside Metcash. Metcash has a legal requirement to disclose Data Loss Breaches to the Privacy Commission.

Expected behaviours

Team members must:

- Not disclose confidential information without express authorisation from a senior member of the legal team, and err on the side of the caution if they are unsure
- Exercise care to reduce the likelihood of an unauthorised disclosure – including by properly safeguarding any information or records in their care
- Only use confidential information for the purpose it was given to them (particularly any personal or sensitive information) and in the best interests of Metcash
- Not make or retain copies of any confidential information without express prior permission or authorisation to do so from Metcash
- Not keep or disclose any confidential information after their engagement with Metcash ends for any reason
- Let their leader know promptly if they think they may have a legal obligation to disclose Metcash confidential information, and cooperate with any reasonable directions from the business regarding the nature of that disclosure.

For more information, see the [Metcash Privacy Policy](#).

Metcash assets and resources

Team members may have access to various Metcash assets including company property, resources and tools of trade— for example:

- Machinery or equipment
- Vehicles or pool cars
- Stock, samples or merchandise
- Computers, tablets, telephones and mobile phones
- Internet access
- Money or financial transactions, such as cash on delivery or the use of expense accounts.

Team members are expected to exercise care and be accountable for any Metcash assets or resources they use, have access to or have in their possession at any time.

Intellectual property

Team members may also be involved in the development or creation of intellectual property or new inventions. Any intellectual property created by a team member in the course of their employment or engagement (as relevant), and whether during or outside working hours, including any inventions, discoveries, improvements or other forms of intellectual property, is the property of Metcash unless expressly agreed otherwise. If a team member has any questions, they should raise these promptly with their leader.

Team members must respect the intellectual property rights of Metcash's customers, suppliers and

competitors and anyone else who may do business with Metcash. Inappropriate use of intellectual property can have serious consequences to our reputation and damage our relationships with our clients, customers, suppliers or retailers. Inappropriate use of intellectual property may also be unlawful and expose the team member or Metcash to legal risk.

Business records

It is important to ensure that Metcash has accurate and reliable records, both to ensure the integrity of our business dealings and to satisfy any legal obligations.

Team members must keep accurate records within the scope of their duties or role and not destroy any Metcash documents or other records (except in accordance with the approved policy or processes notified to them by Metcash from time to time).

IT Usage

Access to Metcash's corporate IT infrastructure is subject to Metcash's [IT Security Policy](#), and all usage (including information sent via Metcash group systems, and information stored on a Metcash drive) is logged and archived in our IT and security systems. These records can be reviewed and analysed as required by Metcash's IT, P&C teams and as appropriate as part of investigation processes. Any information sent, received or saved via the Metcash network is the property of Metcash and may be viewed or accessed by Metcash at any time.

Personal use of assigned computers, tablets, mobile phones and other Metcash equipment or resources is acceptable within reason (e.g. to make short local calls or undertake necessary personal business), although should be limited during work hours and not otherwise be in breach of any Metcash policy. Users should always exercise caution and not download files from unknown or dubious sources and when sending or receiving confidential information via email.

For more information, see the [IT Security Policy](#) and [Internet and email guidelines](#).

Expected behaviours

Team members must:

- Not take or use Metcash assets or resources, except where this is expressly authorised for the purposes of their employment or engagement
- Exercise due care in using or dealing with any Metcash assets and resources, and always ensure any use is in the best interests of the Metcash
- Ensure any records they keep are accurate (such as file notes, financial records, time-keeping, expense reimbursement requests and leave records) and must not change, alter, destroy or falsify Metcash records
- Not consume or use samples, merchandise or stock (even if it appears damaged or unwanted) without express permission from their leader.
- Pay for any goods in a retail retail environment prior to consuming or removing them from the premises
- Report any suspected misuse or theft of Metcash group assets or resources
- As a leader, monitor and record the use of Metcash assets and resources in their team and in line with any relevant Metcash policies

- Where a team member's employment or engagement with Metcash ends for any reason, make sure any company assets or resources (including any intellectual property or confidential information) are returned in accordance with the [Separation Advice Checklist](#).

Adding Value in our Community

Metcash is committed to being a responsible member of the communities in which we live and work. We encourage our team members to contribute to the community, through professional associations, trade associations, charitable or service organisations and other community activities and operate in an ethical manner.

Such activities will not generally create difficulties, except where an actual or potential conflict arises (see page 9).

All team members also have a role in protecting the environment. We endeavor to conduct ourselves in an environmentally responsible manner and also understand we have a role to play in working within our supply chain to improve our environmental performance.

Expected behaviours

Team members should:

- Consider the impact of their activities on the environment and the local community and aim to fulfil their duties or perform their work in an environmentally sustainable way
- Before engaging in any outside activity, consider whether any actual or potential conflicts arise (see page 9)
- Where any outside activity is likely to involve a substantial commitment of time, ensure it does not impact on their ability to satisfactorily perform their assigned work or fulfil their duties for Metcash, as relevant
- Where the outside activity involves a political activity, ensure there is no specific or implied Metcash endorsement of such activity, or any connection with Metcash
- ensure that if speaking in any public forum or contributing to any publication, it is clear that any opinions expressed are theirs only. No reference should be made to Metcash or their employment or engagement with Metcash, and no Metcash names or logos should appear (unless authorised in writing by the Head of Corporate Affairs).

Legal Compliance

Team members are expected at all times to be familiar with and at all times comply with all laws pertaining to their employment or engagement with Metcash. Team members must notify the Metcash General Manager, Legal and their leader immediately if they became aware of any breach or potential breach of the law.

Fraud, Corruption and Irregular Transactions

Team members must not engage in any unethical or improper payment practices, either to obtain business or for personal gain. In particular they must not:

- Engage in commercial bribery
- Be party to the bribery of public officials

- Establish so-called 'slush funds' to facilitate bribery or other improper or questionable practices.

Team members will not be criticised for the loss of business as a result of resisting a bribe or inducement from a third party. Disciplinary action may be taken, up to and including termination of employment or engagement (as relevant) where a team members knowingly bribes or receives a bribe or induces, or receives an inducement from a third party, even if such a transaction is to further a cause of Metcash.

Team members who believe they know of any fraud, corruption, irregular transactions or breach of ethics have a duty to inform their leader and the General Manager, Legal of that suspicion at the earliest opportunity. As part of its obligations under law, Metcash will fully co-operate with any investigation by law enforcement or regulatory authorities.

Team members are expected to always act within their level of authority including compliance with any delegations of authority.

Metcash requires that team members do not:

- Make any disbursement of company funds or other company property without adequate supporting documentation. This includes ensuring that all appropriate payment authorisations are obtained in accordance with delegated authorities.
- In furtherance of Metcash business, make any direct or indirect personal payments to officials or team members of any government at any level excluding payments of expenses, which are later reimbursed by Metcash;
- Take any action or authorise any action that involves illegal, unethical or otherwise improper payment of money or improper provision of goods and services

Disputed Claims Resolution Policy and Procedure

All disputed supplier claims must be processed in accordance with Metcash's Disputed Claims Resolution Policy & Procedure which can be found on the Metcash intranet under Policies & Procedures.

Gifts, Entertainment and Services

In keeping with our purpose, vision and values, it is important that team members act with professionalism and integrity in all of our business dealings and our relationships. Accepting or being influenced by gifts or benefits from a current or prospective retailer, supplier or someone seeking to do business with the group, is a conflict (see page 9), compromises Metcash's reputation and depending on the context, could also be unlawful.

It is acceptable for team members to participate in appropriate business-related functions, such as a networking lunch with a supplier or competitor, with their leader's prior consent. Such activities should not be too frequent and have an underlying business purpose. During any activity of this nature (that is, where the team member attends in their capacity as a team member, whether during or outside business hours), team members are expected to act consistently with Metcash policies and procedures (including in relation to their behaviour and the consumption of alcohol) and not engage in any behaviour that may reflect negatively, or damage the reputation or standing of Metcash.

Expected behaviours

Team members should:

- Let current or prospective suppliers or retailers know, where appropriate, that as a matter of policy we do not accept gifts. Gratuities that do not create a conflict and are appropriate in the context (for example, a small token of thanks or seasonal greeting) are acceptable if disclosed to

their leader, non-monetary and have a value of less than \$150

- Not participate in business-related functions without the prior consent of their leader and ensure that their participation is not inconsistent with any Metcash policies or procedures.

See also: Conflict of Interest on page 9.

Shares and Investments

Insider Trading

Team members who may consider themselves to be in possession of share price sensitive information concerning publicly listed companies, including Metcash, must make themselves familiar with the law governing 'insider trading' and related issues.

In relation to Metcash shares, team members who are aware of the results or of reportable transactions must not trade in those shares during the relevant reporting date periods. Directors and senior team members are prohibited from buying or selling Metcash shares in the periods each year between 1 October and the next trading day after publication of the preliminary half year results and 1 April and the day following publication of preliminary final results. In exceptional circumstances, application may be made to the Chairman for a waiver of this prohibition.

Investments

Team members may own shares or other interests in any public or private company. In most cases these interests will not present a problem. However, team members should carefully assess the potential for a conflict of interest where they, their partners, or other relatives own shares or other interests in a company or firm that is a trade customer of, supplier to, or competitor of Metcash. If a potential conflict of interest appears to exist, the facts of the matter should be disclosed to the team member's leader.

Media

Under no circumstances is any team member to speak to the media on behalf of Metcash, offer personal opinion or provide background to any media unless expressly authorised to do so by the Head of Corporate Affairs. Any media enquiries should be referred to the Corporate Affairs Department on (02) 9741 3415 regardless of the business or Pillar in which the team member works.

Any media representatives including journalists, producers, camera persons and photographers that appear at a Metcash workplace should be kept at the security gate, or at reception, while Corporate Affairs is contacted for instruction.

Only the Pillar Marketing Team, Corporate Affairs and Talent Acquisition team are able to use Social Media for business purposes. In the same way team members are not permitted to speak to the media about Metcash or as a representative of Metcash, nor are they able to do so on or via social media.

Metcash recognises that team members may wish to use social media in their personal life. It is essential that team members understand that comments they make via social media are as public as if they were making them to the media or at a public forum. Metcash does not intend to discourage nor unduly limit a team member's personal expression or online activities. However, team members should recognise the potential for damage to the business when they are able to be identified as a team member.

Team members are responsible for the content they publish in a personal capacity on any form of social media platform. Use of social media during business hours for personal use is permitted within reason, however this should not be excessive so as to negatively affect work performance. Team members should consult with their leader if they are uncertain.

Expected behaviours

Team members must:

- Not publish or post, in any form, anything in their capacity as a team member, or with reference to or on behalf of Metcash, without the prior permission of the Head of Corporate Affairs. Team members can list their employment with Metcash and share applicable and approved Metcash publications.
- Not post or publish inappropriate or potentially offensive comments about Metcash, other team members, or our customers, retailers or suppliers

Online behavior that breaches the above, whether occurring during or outside working hours, and that poses a risk to the safety, health and well-being of others or threatens to bring Metcash into disrepute, may result in disciplinary action up to and including termination of employment or engagement (as relevant).

See also: [Metcash Media Policy](#).

How we dress

At Metcash, we put our best foot forward by dressing in an appropriate, professional manner at all times and in a way that ensures we can meet the requirements of our role or duties. How our team members dress and appear when performing work can also impact on our reputation.

We “dress for our day”, within the scope of the dress requirements in the environment or site we work in, and take extra care if we are in a retailer or externally facing environment.

Expected behaviours

Team members should:

- If in an office environment, be dressed appropriately. Smart-casual dress is acceptable so long as it is in a neat, clean and presentable condition.
- Ensure their manner of dress means they can perform work safely. Open toed sandals e.g. flip flop shoes and very high or unstable heels should be avoided.
- If in a role or environment in which a uniform must be worn, ensure their uniform is always neat, clean and presentable

Special requirements may apply in our warehouses, distribution centres and retail environments, such as the requirement to wear PPE (personal protective equipment) designated the role.

Team member’s should refer to their leader and any site-specific requirements for additional guidance.

How to raise concerns

If a team member has questions or concerns in relation to the Code, the best thing to do is ask. There are a number of avenues for team members to use in order to raise a concern or query:

1. Speak to their leader for clarification. The vast majority of concerns can be resolved in this way. Leaders are also encouraged to contact the People Advice Centre for additional support, on 02 9741 7555 or peopleadvice@metcash.com
2. If a team member has a complaint or concern involving potential discrimination, bullying, harassment or sexual harassment, please refer to the grievance procedure in the EEO Policy, which is available on [M-Portal](#). Team members can also obtain a copy by contacting the People Advice Centre, on 02 9741 7555 or peopleadvice@metcash.com
3. If a team member wants to make an anonymous complaint about a serious matter (for example, suspected fraud – see the [Business Conduct and Ethics Policy](#)), they can use our whistleblower hotline on 1800 835 587 / <http://www.talkintegrity.com/metcash/>