



19 December 2022

Woolworths Group Response to Questions on Notice Senate Select Committee into Work & Care

Dear Committee Secretariat,

Thank you for the opportunity to provide Questions on Notice to the Senate Select Committee on Work and Care, ahead of Woolworths Group's appearance on Tuesday 20 December 2022.

As the information provided in Attachments 1-3 is commercially sensitive, we request this is not published on the Committee's website or other channels.

Provided below are our answers to the requests put forward by the Committee.

- 1. Full time, part-time and casual - breakdown of workforce at each level / grade of employee in each store including department manager, assistant store manager and store manager (by gender and age)**

Attachment 1 provides the requested breakdown of Woolworths' operational workforce (as at 30 November 2022). In the first tab, this workforce breakdown by age, gender and level is provided as an aggregate. In subsequent tabs, we have provided the workforce breakdown for the individual operating businesses.

- 2. Part-timers, for each level of store employee (as per the above) - number of contract hours and the number of hours worked each fortnight, over a 12-month period (by gender and age)**

Attachment 2 provides the requested breakdown of average in-store part-time contract hours and number of hours worked on a weekly basis for the period 1 December 2021 - 30 November 2022. Reflecting payroll timings and systems, this information is provided on a weekly, rather than fortnightly basis.

- 3. Length of shift, for each level of store employee (by gender and age, to determine most common shift length)**

Attachment 3 sets out the most common shift lengths for each level of team member by gender and age across the Group. This is based on hours worked data from 1 December 2021 to 30 November 2022. The most common shift length for full-time team members is 8

hours, while for part-time and casual team members it is 5 hours (including appropriate breaks).

4. What flexible work options are available for each level of store employee?

Answer is outlined below in Q5.

5. How many requests for flexible work have been made in the last 12 months, by each level of store employee, and how many have been granted?

Responses to Questions 4 and 5 are outlined below.

We work with team members to create arrangements that make sense for individuals and business needs. This includes considering flexibility of work location, changes to hours, job share or additional leave. We have the benefit of a wide store network and can leverage this where possible to make flexibility work for our team and our customers. Our multi-skilling program opens up more avenues for team members to work hours that suit their responsibilities outside of work.

Our Retail Enterprise Agreements require our permanent (full and part time team members) to be provided with an agreed standard roster, which specifies ordinary hours ('contracted hours') to be worked each week, the days of week that work is performed and start and finish times.

The starting point for flexibility is for our team to advise their availability at the outset of employment. We then ask the team to confirm their availability twice a year, with more regular updates able to be made through our digital 'WorkJam' tool, used for time and attendance capture. For permanent team members, changes can be requested at any time based on our roster principles and roster change process.

Permanent team members have fixed rosters and additional hours can be allocated through 'flex-up' options, which does not constitute a change in their contracted hours. Our Retail Enterprise Agreements require part-time team members to be offered extra hours through flex up, before casual team members.

Team members employed under the Retail Enterprise Agreement are able to request a Individual Flexibility Arrangement pursuant to the terms in the EA. The Arrangement must be genuinely agreed and be in the interest of both Woolworths and the team member. Such an arrangement can be made for any reason, e.g. carers, study or anything else, but the result must be that the team member will be better off overall.

If a team member requests flexibility that falls within their contracted hours - for example starting later one day or working on a different day. Team members are also able to swap shifts, provided this is also agreed with their line manager.

If a flexibility request is made that would change a team members' contracted hours, this would require a roster adjustment or individual flexibility agreement. In some cases, short term contract changes for a two or four week period are made. If a permanent change, a new contract would be made. These requests are made, considered and resolved at the store level, guided by mandatory training for store managers. As these requests are made in the course of ordinary operations, records of requests and approvals are not maintained unless the team member escalates the matter because agreement is not able to be reached.

6. Parental leave return to work - for each level of store employee - how many returned from a period of Parental leave to their previous hours of work, roster and role?

In total, across Supermarkets, BIG W, Metro and Customer Fulfilment Centres, 2,364 team members returned from parental leave in the period 1 December 2021 to 30 November 2022. Of these, 2,266 team members returned to the same role (95.85%) and 2,049 (90.42%) worked the same hours or within a margin of 5 hours fewer or additional hours following the period of parental leave.

A direct comparison of rosters before and after the period of parental leave is not available, however we have provided actual hours. In the time period afforded, we have not been in a position to provide this by level of employee, however it is provided by each business unit.

Attachment 4 provides a summary.

7. Rostering systems and practices

a. Has the company undertaken a WHS risk assessment of the impact of rostering practices on employees at store level? (psychosocial hazard)

Responses to 7a and 7b are provided below.

b. Has the company undertaken a WHS risk assessment on electronic/digital platform rostering systems to determine any potential impacts on Employees?

Responses to 7a and 7b are provided below.

A Woolworths Group risk analysis has been completed on psychosocial health risks from work related factors or events, including rostering.

This analysis has identified psychosocial risks across the organisation through understanding work, how tasks are completed and the work environment; feedback from team engagement surveys and listening sessions; and workplace data on incidents, turnover and absenteeism.

Specifically in relation to rosters, the following has been considered:

- Flexibility - rostering around availability and needs;

- Consistency of shifts and sufficient hours;
- Meaningful work;
- Fairness in allocation of shifts;
- Tolerable job demands.

Work health and safety considerations are built into our rostering tool and as part of our regular management processes, including monitoring workload impacts. Our team members have flexibility at the time of recruitment and during their employment to nominate and revisit the hours/days they are available to work.

Our rostering principles specify the requirements for working patterns and breaks, while our rostering systems are designed to allocate team members to the work to meet customer needs at the time it is required.

Electronic rostering systems have been analysed as part of this process. We believe these systems actually reduce the potential risks outlined above, as they more accurately match areas of work demand with availability provided by team members. The system considers the work that needs to be completed and assigns the right number of people to complete the task. They also remove any potential bias of managers when allocating shifts.

Our wellbeing strategy and workplace health and safety approach is informed by external experts on our Wellbeing Advisory Council, comprising representatives from academia (specialising in work design), psychologists, executive and leadership coaching and our Chief Medical Officer.

**c. What are the rostering policies that apply to all management levels in stores?
e.g., Are they required to work full time, or a certain number of hours, nights, weekends etc.**

Store management roles can be undertaken either on a full time or part time basis and our management team comprises both EA and salaried roles. Management in stores does involve a pattern of work that may combine day, evening and weekend hours, to ensure smooth running of store operations and support for team and customers.

For our EA management team, all rostering protocols are set out in the EA, including rostering principles, roster changes (where flexibility is considered) and flexibility requests. For our salaried management team, this is set by specific rostering guidelines and the Woolworths Group Flexibility Policy.

Depending on employment type, hours are capped each week and the expectation is our management team does not exceed these. Where additional hours are worked, this is paid as overtime or time off in lieu is afforded. Salaries are set above award rates. For full time and part time management team, every six months, a review process is completed to check if salaries have been sufficient to cover any additional hours worked and, if required, a top-up payment is made.



8. Woolworths is an WGEA Employer of Choice - as part of this they have committed to training of all people managers on gender equality and flexibility. Has this been done? Who conducts the training? What are the metrics to demonstrate success?

Woolworths Group has provided mandatory training through our online Code of Conduct module, which includes scenario based gender equality questions, including how to manage potential resistance or concerns. As at December 2022, the Code of Conduct training has been completed by 172,491 team members, a completion rate of 99.46%.

In relation to flexibility, live coaching is made available, facilitated by our expert partner, Grace Papers. Grace Papers provides Woolworths Group team members with training that covers topics including empowering flexibility in operations, aimed at working parents and carers, as well as training in leadership for flexible and hybrid teams.

This flexibility training is not mandatory and participation is not currently tracked. Improved data to better understand participation and outcomes is expected to be completed in 2023, to be provided by an external third party.