

20 February 2023

Woolworths Group
Responses to further Questions on Notice - Senate Select Committee on Work & Care

Dear Committee Secretariat,

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

Below are our answers to the requests put forward by the Committee. This correspondence follows our previous responses to the Committee's Questions on Notice supplied to the Secretariat on Monday 19 December 2022 and 13 January 2023.

If further clarification on any of these matters is required, please email

QoN1: What percentage of your part time employees in the last 12 months had a change to the days of the week or the times of the day that they work their base contracted hours?

For part-time team members in Woolworths Supermarkets, Woolworths Metro and BIG W, across the 12 months of calendar year 2022, just under half did not have any contract changes over the year and approximately 90% had two or less contracted changes in the same timeframe. The following breakdown is provided, in line with the Committee's request:

- no change: 46.1%
- 1 change: 28.7%
- 2 changes: 14.9%
- 3 changes: 6.2%
- 4 changes: 2.5%
- 5 changes: 0.9%
- more than 5 changes: 0.6%

QoN2: If your labour standard calculates a fraction of a person is required to complete a set of tasks (for example you require 2.5 employees to complete the tasks) is your rostering tool programmed to round 0.5 up or down? That is if 2.5 people are needed will the rostering tool roster 2 people on or 3 people?

The number of team members required to complete a set of tasks is based on a granular, 15 minute labour demand calculation. Using the example, if the calculation is 2.5, the rostering tool rounds this up to 3 team members. If the calculation was 2.4, it would be rounded down to 2 team members.

QoN3: Do your labour standards currently make allowance for the rest and meal breaks required for an employee when it calculates how many people are needed to complete tasks (ie. if the task requires a certain number of hours to complete, do your

labour standards take into account the breaks required for those employees to calculate how many employees are needed)?

Yes. Our labour standards are based on International Labour Organisation Guidelines. Raw labour demand is based on volume multiplied by the labour standard, with rest allowances then applied. Standard Time, as indicated on our rosters, reflects actual work plus paid rest breaks.

QoN4: Does Kronos in rostering employees to meet the productivity line, calculate and automatically incorporate breaks in the roster in line with the requirements of the industrial instrument covering the employees?

Our current RT3 system incorporates hours for contracted paid breaks into the roster. It does not, however, automatically allocate hours to cover individual team member breaks. Instead, the team manager schedules team member breaks manually in Kronos for their shifts. This was also the case with our previous system. The next version of RT3 is being developed to include this automatic allocation of break coverage for each team members' shifts.

QoN5: Can Kronos roster an employee outside the availability they have provided in WorkJam?

The starting point for roster development is for our team to manage and update their availability in WorkJam. If a team member is rostered outside of their availability - as a one-off agreed change - the manager can approve this manually in Kronos. If the team member's availability is a permanent change, the manager asks them to update this in WorkJam, which then automatically flows through to Kronos for future rosters.

QoN6: When an additional shift offer is extended in a week to an employee through WorkJam, is it offered on some sort of a rotational basis or is it the first person to click and accept the shift amongst those offered it who gets the shift?

Additional shift offers are sent to team members who have indicated in WorkJam they are available at the required time. This may be an individual or a group of team members, depending on indicated availability. The first team member to accept the shift offer is allocated the shift.

QoN7: Putting aside the normal Contract rostered base hours, what percentage of additional shifts are offered and rostered two weeks out and what percentage of additional shift offers are in the week?

We are not able to provide this information. Following a review of our systems, the data analysis is not possible to produce without placing a significant and unreasonable imposition on Woolworths' internal and external resources.

QoN8: In addition to your labour standards, Kronos and the team availability data, do you also factor in the cost per hour of completing a task when setting the roster?

Team leaders build rosters using a combination of team availability and department demand to align team members to required tasks across the day or week. The team leader then reviews the cost of the roster to ensure it aligns to the department's set budget and makes necessary adjustments.

QoN9: Is the cost per hour allocated for the staff to complete the tasks required by the labour standards always sufficient to roster that number of employees required paid at the full adult wage, or sometimes would the cost per hour allocated require a mix of employees on adult and junior wages to meet the cost per hour?

Our cost per hour target is allocated using historic performance as its baseline and takes into account a mix of team members working - casual, part-time and full-time. It also allows for any EA pay increases during the period and any known initiatives, such as multi-skilling.

QoN10: On a Sunday when penalty rates are paid is there any limitation on who additional shifts would be offered to? For example, if a casual shift on a Sunday was available would it be offered to all available staff or would it first be offered to an employee under the age of 18?

Contracted shifts are rostered first and any additional hours are offered to part time team members who have availability. Where there are unallocated hours, these would then be offered to casuals, based on availability. No other parameters apply aside from the availability of individual team members.