



McDonald's Australia Limited

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## SENATE SELECT COMMITTEE ON WORK AND CARE

### MCDONALD'S AUSTRALIA QUESTIONS ON NOTICE

**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).**

Together with our Franchisees, McDonald's employs more than 110,000 people across more than 1,020 restaurants. Of those employees, approximately 83% are casual, 12% part-time, and 5% full-time.

The average age of our employees varies.

- Crew – approx. 18 years
- Shift Manager – approx. 23 years
- Assistant Restaurant Manager – approx. 26 years
- Restaurant Manager – approx. 30 years

|                              | Casual | P/T    | F/T   | TOTAL   |
|------------------------------|--------|--------|-------|---------|
| Crew                         | 97,126 | 10,483 | 1,573 | 109,182 |
| Shift Manager                | 1,676  | 2,700  | 1,751 | 6,127   |
| Assistant Restaurant Manager | -      | 520    | 1,108 | 1,628   |
| Restaurant Manager           | -      | 45     | 1,061 | 1,106   |
| TOTAL                        | 98,802 | 13,748 | 5,493 | 118,043 |

|                              | Female | Male   |
|------------------------------|--------|--------|
| Crew                         | 48.96% | 50.79% |
| Shift Manager                | 58.47% | 41.51% |
| Assistant Restaurant Manager | 56.77% | 43.23% |
| Restaurant Manager           | 55.70% | 44.30% |

**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).**

McDonald's employs people ranging from 14 years to those over the age of 80 years. Following is an approximate breakdown of the average weekly hours of part-time employees, by role and gender over a 12-month period.

|                    | Male     | Female   |
|--------------------|----------|----------|
| Crew               | 16 hours | 15 hours |
| Shift Manager      | 26 hours | 26 hours |
| Department Manager | 31 hours | 26 hours |
| Restaurant Manager | 22 hours | 20 hours |

The average age of our employees varies across roles.

- Crew – approx. 18 years
- Shift Manager – approx. 23 years
- Assistant Restaurant Manager – approx. 26 years
- Restaurant Manager – approx. 30 years

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

Under the *Fast Food Industry Award*, the minimum number of hours per shift is three hours. This is standard across casual, part-time, and full-time employees.

Following is the breakdown of average shift length for all employees across roles and gender over a 12-month period.

|                    | Male    | Female  |
|--------------------|---------|---------|
| Crew               | 6 hours | 6 hours |
| Shift Manager      | 8 hours | 8 hours |
| Department Manager | 8 hours | 8 hours |
| Restaurant Manager | 8 hours | 8 hours |

McDonald's employs people of all ages, the average age of our employees across roles are:

- Crew – approx. 18 years
- Shift Manager – approx. 23 years
- Assistant Restaurant Manager – approx. 26 years
- Restaurant Manager – approx. 30 years

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

McDonald's creates opportunities for all employees to work flexibly in a way that is meaningful and fulfilling for them, no matter their age, background, abilities, experience levels or individual circumstances.

We know that many of our casual, part-time, and full-time employees value the ability to balance work availabilities around their studies, family, and home commitments, which may include caring for children, people with a disability or elderly relatives.

Approximately 75% of our restaurants operate 24 hours a day, seven days a week, 365 days of the year, meaning McDonald's can offer great flexible working hours.

We offer roles ranging from crew, crew coaches, baristas, maintenance staff, restaurant managers and corporate opportunities. This makes it possible for McDonald's to create jobs that work for our people.

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

McDonald's creates opportunities for all employees to work flexibly in a way that is meaningful and fulfilling for them, no matter their age, background, abilities, experience levels or individual circumstances.

McDonald's doesn't keep a formal record of how often flexibility requests are approved for part-time and full-time employees, this is managed at a restaurant level. Casual employees can readily update their availabilities whenever they need to without providing reasons via an online/mobile portal.

Part-time and full-time employees can update their availabilities in conversation with their restaurant manager or dedicated shift manager.

Our rosters incorporate employees' agreed hours and availabilities, while ensuring we are running great restaurants and providing a great customer experience.

Twice a year, we invite all crew to complete an anonymous engagement survey. The most recent was conducted in October this year, with around 30,000 responses.

The majority agreed that their work schedule fits with their day-to-day life.

#### **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?**

McDonald's recognises the importance of providing flexibility to achieve a healthy balance between work and family and works closely with returning parents to ensure that their new circumstances are accommodated as best we can.

All permanent full time and part time employees of McDonald's Australia Ltd both corporate and our McDonald's run restaurant employees, are eligible for up to 12 months' unpaid Parental Leave.

Government Paid Parental Leave is supplemented by McDonald's Paid Parental Leave Scheme – a maximum of 18 weeks' 'top up' pay at the rate equivalent to ordinary wages.

McDonald's also provides flexibility for doctor's appointments and works with pregnant employees to find solutions should they be unable to perform their ordinary work in a manner that is safe.

Employees are also able to request an extension on unpaid parental leave by a further continuous 12 months.

## **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}**

McDonald's is committed to creating a safe, respectful, and inclusive workplace.

While we have not undertaken a WHS risk assessment of the impact rostering practices, we create opportunities for all employees to work flexibly in a way that is meaningful and fulfilling for them.

Approximately seventy-five per cent of our restaurants operate 24 hours a day, seven days a week and offer a wide variety of roles ranging from crew, to crew coaches, baristas, maintenance staff and restaurant managers.

This means we can offer a range of flexible working hours and arrangements so that our people can fit work around their studies, family, and home commitments.

McDonald's rostering system and practices support flexibility, with processes in place to enable employees to change their availabilities as required.

Rosters incorporate employees' agreed hours and availabilities while also ensuring we are running great restaurants and providing a great customer experience.

Twice a year across our restaurants, we invite all crew to complete an anonymous engagement survey. The most recent was conducted in October this year, with around 30,000 responses. The majority of employees agreed that:

- 'My restaurant provides me with a safe working environment.'
- 'Safety and wellbeing concerns are actioned in my restaurant.'
- 'My work schedule fits with my day-to-day life.'

McDonald's Australia offers wellbeing programs to all employees, including access to McDonald's Employee Assistance Program providing, free and confidential counselling for any work or personal issues, to all employees and their immediate family members.

Employees are also able to access the Employee Relations Hotline.

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

McDonald's is committed to creating a safe, respectful, and inclusive workplace. While we have not undertaken a WHS risk assessment related to electronic/digital rostering systems, we create opportunities for all employees to work flexibly in a way that is meaningful and fulfilling for them.

All casual employees have access to an online/mobile portal which enables them to update their permanent or temporary availabilities whenever they need to.

Rosters incorporate employees' agreed hours and availabilities, while ensuring we are running great restaurants and providing a great customer experience.

If an employee cannot make one of their scheduled shifts, the scheduling manager will be tasked with replacing the shift and will typically call or text employees to offer those additional hours.

We have continued to improve our digital rostering platforms for all crew to allow real time shift swaps and acceptance via the platform, which is common practice.

Twice a year across our restaurants, we invite all crew to complete an anonymous engagement survey. The most recent was conducted in October this year, with around 30,000 responses. The majority of employees agreed that 'My work schedule fits with my day-to-day life.'

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

Under the *Fast Food Industry Award*, the minimum number of hours per shift is three hours. This is standard across casual, part-time, and full-time employees, including managers.

Rosters incorporate employees' agreed hours and availabilities, while ensuring we are running great restaurants and providing a great customer experience.

All employees, including managers, provide their availabilities, based on their individual circumstances. McDonald's can offer an incredible amount of flexibility, with restaurants operating 24/7.