



McDonald's Australia Limited

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SENATE SELECT COMMITTEE ON WORK AND CARE

MCDONALD'S AUSTRALIA QUESTIONS ON NOTICE – ADDITIONAL INFORMATION

Dear Committee Secretariat,

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

Regards,

McDonald's Australia

- 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 Australia Limited 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.

- 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 Australia's employees are covered by the *Fast Food Industry Award (2020)* (*Award*), which sets the requirements for minimum and maximum hours of work. Under the *Award*, a part-time employee will work less than 38 hours per week, according to a regular pattern of work agreed with the employer.

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

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

4. Of those people who've indicated their maximum hours, what percentage actually receive their request for a work pattern and a maximum number of hours that they want to work?

We do not have specific data to answer this question. During the onboarding process, casual, part-time and full-time employees will submit their availabilities.

For part-time and full-time employees, these are formalised as agreed hours in their employment contract and the rostering system. Once these agreed hours are set, employees must be rostered and/or paid their contracted hours, unless they submit a leave request.

Casual employees are rostered based on their availabilities, which they can update at any time.

Each roster is built around employees' agreed hours and availabilities. Each roster needs to balance out the experience of our team, while meeting people practices, maintaining a work life balance for managers and crew, and ensuring that we have the right number of people to deliver on our service promise to customers.

5. Average tenure of McDonald's Australia employees, by employment type

Average tenure of restaurant employees (as of October 2022):

Crew	1-2 years
Shift Manager	4 years
Assistant Restaurant Manager	6 years
Restaurant Manager	8 years
Combined average tenure	5 years

6. Employee Relations Hotline and Employee Assistance Program

As part of our commitment to safe, inclusive and respectful workplaces, McDonald's Australia offers wellbeing programs to employees, including access to McDonald's Employee Assistance Program (EAP), Employee Relations Hotline and, from 2023, the Sonder platform.

Administered by Drake Workwise, McDonald's EAP provides free and confidential counselling for any work or personal issues to all employees and their immediate family members.

In 2022, there were 419 calls made to the McDonald's Australia EAP. Of these, 404 were from employees, and 15 from immediate family members, which included parents and caregivers. Some of the most common reasons for contacting the EAP included for support with personal anxiety, returning to work post personal trauma, support for family issues and personal relationships and support for dealing with management.

Employees can also reach out via a dedicated Employee Relations hotline, to access advice and information, or to report issues and incidents.

In 2022, McDonald's Employee Relations Hotline received approximately 12,000 calls. Some of the most common reasons for contacting the ER Hotline included for support with visa compliance, advice on recruitment and the hiring process, information about employee entitlements and support for performance management.

7. Training materials provided to Restaurant Managers, regarding rostering practices

McDonald's Australia has in place policies, training and values that prioritise employee wellbeing and access to flexible working arrangements for all employees, regardless of a person's, age, availability or individual circumstances, which may include carer's responsibilities.

Each roster is built around employees' agreed hours and availabilities and will balance out the experience of our team while ensuring that we have the right number of people to deliver on our service promise to customers.

Managers are trained in rostering practices and the importance of achieving a healthy work-life balance for restaurant employees.

An 'average' restaurant may employ:

- Approximately 120 crew people, including around 12 crew coaches
- Approximately 8-10 managers

8. Casual conversion and wages

Under the *Fair Work Amendment (Supporting Australia's Jobs and Economic Recovery) Bill 2021*, McDonald's implemented an internal process to assess and engage all casual employees eligible for conversion to permanent part-time or full-time work.

Approximately 47,000 employees were eligible for conversion and were provided with information and resources to support an informed choice. Less than 1% (around 13 employees) opted to convert, with the majority preferring to remain casual.

The main reasons cited were retention of the benefits of casual loading, and access to greater flexibility in working arrangements.

McDonald's employees are covered by the *Fast Food Industry Award 2020 (Award)*, which sets pay rates for casual, part-time and full-time employees.

Under the *Award*, casual workers are paid a casual loading entitlement of 25% of the minimum hourly rate, for each ordinary hour worked. Part-time and full-time workers are not paid a loading entitlement, and instead are able to accrue leave entitlements.

For example, an 18-year-old crew member employed at the Level 1 rate:

Part-time and full-time	Casual
\$16.37 per hour	\$20.46 per hour (\$16.37 per hour + 25% casual loading)

9. Paid parental leave arrangements for restaurant employees, with a focus on casual employees.

McDonald's Australia recognises the importance of providing flexibility to achieve a healthy balance between work and family.

In accordance with the *Fair Work Act*, casual employees are eligible for up to 12 months unpaid Parental Leave. Casual employees are also able to request an extension on unpaid parental leave by a further continuous 12 months.

Flexibility is prioritised for doctor's appointments, or if pregnant employees are unable to perform their ordinary work in a manner that is safe.

At a corporate level and in our company-operated restaurants, we work with returning parents to accommodate flexibility in hours, work patterns or coming back on a part-time basis.

McDonald's Australia Limited's Paid Parental Leave Scheme applies to permanent full time and part time employees and works alongside the Government Paid Parental Leave to provide employees' a maximum of 18 weeks 'top up' pay at the rate equivalent to the employee's ordinary wages.

Our Franchisees have their own Parental Leave Policies, and at a minimum comply with the National Employment Standards.

10. McDonald's overall investment in training and development, including Government funding accessed

Since 2010, McDonald's Australia Limited has invested more than \$707 million into the training and development of both restaurant and corporate employees. This includes on-

the-job learning and upskilling for crew, courses for Restaurant Managers, formal skill sets and qualifications and corporate employee development programs.

Since 2013, McDonald's Australia Limited has been eligible to receive approximately \$57 million in government funding to support its operations as a leading enterprise RTO, offering qualifications and skill sets including Certificate II in Retail, Certificate III in Retail and Retail Food Safety Practices.