

PEOPLE

Encouraging diversity





We embrace diversity because we know that different backgrounds are a source of strength. We want our customers to see in our people a reflection of themselves, so our targets support diversity, tolerance and respect.

PROMOTING GENDER EQUITY

To encourage greater numbers of women in Woolworths Group’s management, by 2020 we aim to have at least 40% of our executive and senior manager positions held by women.

Women in Leadership

Woolworths Group

We are increasing female representation across our whole business, especially in management. This will improve our gender equality, provide aspirational role models, and increase attraction and retention of high performing women. It also helps our team step closer to reflecting our customer base and the Australian community. Currently, women represent 55% of our total workforce, with 39% at manager level and 29% at senior leadership and executive levels.




Store Leadership Pathway – class of March 2017.

COMMITMENT

1

At least 40 per cent of executive and senior manager positions to be held by women.

BOARD DIVERSITY



Female

Male

50%

50%



EMBRACING CHANGE

We are proud to say that BIG W has already embraced the push for women to fill senior positions. Women now fill 50% of executive and senior manager positions, and 67% of the BIG W Executive Committee are women.

WOOLWORTHS GROUP

Closing the gap

A key enabler to gender equity is equal pay for equal work. In December 2016 we completed phase one of the Pay Parity Project in Australia. Over 17,600 salaries were reviewed and the pay gap between male and female team members carrying out like-for-like roles was reduced to 0.5%. A further review is now underway for all remaining managers and senior leaders, which will be completed by September 2017. Our commitment is that gender is not a factor in the decisions we make in regards to how we reward our team members.

COMMITMENT

2

No salary wage gap between male and female employees of equivalent positions on a per-hour rate at all levels of the company, with a step change improvement in closing any gaps by the end of FY17.



EQUAL OPPORTUNITIES

Over the past year, Countdown has been reviewing our people strategies and goals, so that our team enjoys the same rewards, resources, and opportunities, regardless of gender. We've recently completed a gender pay equity review of our salaried team members. As a result, we awarded salary increases to both men and women where gender-based pay gaps were identified. So far, a total of 83 roles and 818 salaried team members have received a parity adjustment. We will continue our work on this important initiative.



EMBRACING OUR DIVERSITY

Having a workforce that understands our customers is critical to providing the best shopping experience - our customers should see in Woolworths Group's people a reflection of themselves. We are building a workforce that supports and encourages diverse perspectives and contributions.

COMMITMENT

3

100 per cent of those responsible for hiring new team members to have completed unconscious bias training.

COMMITMENT

4

Continue the focus on encouraging cultural diversity, with a commitment that by 2020 the Woolworths Group team will truly reflect the communities we serve.

Reflecting the communities we serve

WOOLWORTHS GROUP

Employing more than 202,000 people from all walks of life, we strive to be as diverse as the communities we serve. We are building a culture of inclusion and participation, with proportionate representation of women, and people of different cultural and Indigenous groups.

During FY17 we continued to recognise and celebrate our diversity through supporting key cultural events including Harmony Day, NAIDOC Week, Reconciliation Week, International Women's Day and Wear it Purple Day.

We are working to determine how to effectively capture and map ethnicity data to show that store team members reflect the communities they are serving. This includes at point of recruitment and through internal team engagement surveys. We are currently piloting an approach within one of our brands with a view to leveraging a successful model across the group by FY19.

We are a signatory to the Friendly Nation initiative with the NSW Government. This program is designed to provide employment opportunities for displaced refugees from Syria and Iraq to contribute to successful settlement. A successful program has been run in Western Sydney and in Logan in Queensland. We will continue to work with the Department to provide ongoing support and employment.



WOOLWORTHS GROUP

SUSTAINABLE ENGAGEMENT

Woolworths Group understands the importance of having an engaged workforce and that this is a lead indicator of customer satisfaction. We run two team engagement surveys each year with team members to hear their voice and provide managers an opportunity to respond. In January 2017 we achieved a Voice of Team engagement score of 82% – representing an increase of 5% since the previous survey in June 2016. We are working on further positive initiatives so we can match national and international industry engagement standards.

WOOLWORTHS GROUP

RECRUITMENT, TRAINING AND RESEARCH

Our ambition is to recruit and develop a team that reflects the Australian community. To do this, we will equip our managers and executives with gender, cultural and unconscious bias training. A pilot training program has been completed in FY17 with a view to developing this further for senior leaders and all managers with responsibility for hiring decisions. We are working with external providers to identify a scalable approach for rollout in FY18.



ENGLISH LANGUAGE SUPPORT

Countdown's English as a Second Language program is designed to help strengthen English language, numeracy and literacy. The lack of these communication skills is often a significant but hidden problem, and while our people may have a strong work ethic, language can be seen as a barrier to their success. The training focuses on language related tasks which workers with limited English find challenging in their regular work environment. We aim to assist 100 team members per year with their English language learning needs.

VOICE
OF TEAM
ENGAGEMENT
SCORE



82%

SUPPORTING ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYMENT

We are committed to increasing Indigenous employment opportunities in our business. In partnership with the Federal Government and Diversity Dimensions, Woolworths Group has committed to recruit 1,600 additional Indigenous team members by 2019. Our 2020 target is for Indigenous people to make up at least 2% of our store team and graduates.

COMMITMENT

5

Proportion of Indigenous team members to equal Federal Government Employment Parity contract. Once achieved, 2 per cent of our Store Operations team members will be Indigenous.

COMMITMENT

6

Proportion of Indigenous Graduates to equal Federal Government Employment Parity contract. Once achieved, 2 per cent of our Graduates will be Indigenous.

Resourcing the future

WOOLWORTHS GROUP

Our Indigenous employment program has continued to help us focus on 'Resourcing the Future'. With steady growth in applications and job placements, we are proud of our achievements to date. However, we are determined to continue this growth and stay ahead of our Federal Government 2020 parity target.

Since launching in 2015, we have implemented the program in 328 stores and seen an additional 952 Indigenous Australian job seekers placed into permanent part-time employment, with the majority of these positions in regional and remote Australia. This has also led to a significant increase in the number of direct job applications - resulting in an additional 1,082 Indigenous team members joining our Woolworths Group family in the last year alone.

Diversity Dimensions General Manager, Mimi Kind, said: "Woolworths has embraced this program with a level of commitment that inspires us. This is why we are seeing such great results in this program, with a retention rate of over 80% of Indigenous employees that we place. We've seen first-hand the positive impact it has had on the lives of individuals, families and their community."

Key to this success has been the strong senior leadership support and the continued rollout of targeted recruitment directly linked to our workforce plans, as well as the delivery of cultural awareness training by Indigenous mentors to all teams participating in the program.



WOOLWORTHS GROUP

INDIGENOUS TALENT DEVELOPMENT STRATEGY

During the year we commenced development of an Indigenous talent development strategy that is based on the success of our Indigenous employment 'Resourcing the Future' Program. For our FY19 Graduate Program, we will proactively work with external partners on a targeted approach to attract and develop Indigenous graduates.

ENDEAVOUR DRINKS GROUP

JAWUN INDIGENOUS COMMUNITY SECONDMENT PROGRAM

We have continued the partnership between Endeavour Drinks and Jawun – a not-for-profit organisation that supports innovative programs of change in Indigenous communities.

By providing skilled employees, we were able to help in areas such as marketing and business planning – giving much needed help over two separate staff trips to regional areas.

These initiatives added a FY17 contribution of approximately \$42,000, as well as our annual \$75,000 operating-cost contribution to the program.

Woolworths Group Head of Diversity and Inclusion, Tony Backshall, and the Tribal Warriors Cultural Dancers during National Reconciliation week, 30 May 2017.

CREATING OPPORTUNITIES FOR ALL

Our vision is to become one of the safest places to work and shop. We are committed to maintaining a workplace that safeguards the health and wellbeing of our people, customers and visitors. Our aspiration is 'Destination ZERO': a place where people go home every day free from injuries or illness.

COMMITMENT

7

We are committed to maintaining a workplace that safeguards the health and wellbeing of our team members, customers and visitors.



Focusing on mental health

WOOLWORTHS GROUP

Mental distress or illness impacts one in four Australians, which is why we have identified it as our number one safety and health risk. To protect and nurture our team members with mental health issues, we have worked with several industry experts to introduce a range of appropriate risk prevention and safety response options.

To combat the stigma that goes with mental health issues, we have created a positive workplace that encourages early intervention and an open platform for conversation regarding mental health. Partnering with leading mental health groups such as Lifeline, beyondblue, and R U OK, we support mental health on a larger scale outside of our team member network.

We have implemented a Mental Health First Aid Program that equips all levels of team members with the skills and knowledge to help peers showing signs of mental health issues. They can then use our confidential employee assistance program to help get back on their feet.





CONFINED SPACES TRAINING

Our studies showed that the biggest risk to working in confined spaces is an inability to rescue workers should something go wrong. In line with world best practice, Endeavour Drinks have commissioned new rescue equipment for each of their manufacturing sites and all team members who work in confined spaces have completed Emergency Rescue Simulation training using this equipment.



NATURAL DISASTER PREPARATION

To prevent a major incident in the face of an earthquake in New Zealand, we have collaborated with specialist engineers to dramatically improve the design of our warehouses. These will keep our workers safe and enable us to continue to serve the broader community should disaster strike.

WOOLWORTHS GROUP

PREVENTING PEDESTRIAN ACCIDENTS

To reduce the risk of people being hit by moving vehicles in areas where machinery is at work, we have invested in physical barriers and suspended walkways. We are also trialling proximity sensors in our MeatCo and Supply Chain businesses to further protect workers.

WOOLWORTHS GROUP

TRUCK BRAKE ALERT

Our warehouses see over one million trucks pass through each year, and one of the risks is vehicles rolling from parked positions. Our Supply Chain business is working with our transport providers to install park brake alarms on vehicles so drivers remember to apply the brake before leaving their truck.



LIGHTENING THE LOAD

To reduce risk of injury when handling heavy loads, we use Rotatruck – a non-traditional trolley system that can reduce the physical effort required to move a load by up to 78%. A breakthrough in ergonomic design, it improves both productivity and safety and is being used across BWS stores nationwide.

TOTAL
RECORDABLE
INJURY
FREQUENCY
RATE (TRIFR)



12.97 TRIFR

LOST TIME
INJURY
FREQUENCY
RATE (LTIFR)

6.76 LTIFR

CREATING OPPORTUNITIES FOR ALL

We want all our team members to feel valued and respected at work, regardless of their gender, age, ethnicity, beliefs, disability, sexual orientation or gender identity. To address LGBTI issues and equality in the workplace, we have implemented a range of initiatives to demonstrate our commitment to the LGBTI community.

COMMITMENT

8

Achieve Gold Tier employer status in Australian Workplace Equality Index (AWEI) for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) inclusion.

LGBTI community support

WOOLWORTHS GROUP

Woolworths Group are members of Pride in Diversity, Australia's national not-for-profit organisation which provides support and advice across all aspects of Lesbian, Gay, Bisexual, Transgender, and/or Intersex (LGBTI) inclusion. Our 2020 target is to achieve Gold Tier employer status in the Australian Workplace Equality Index (AWEI) for LGBTI inclusion. During FY17, Woolworths Group received Participating Employer status for our first AWEI submission. We received positive feedback and support for our current initiatives. We will continue our partnership with Pride in Diversity, who will assist us with key projects for our FY18 submission to help on our pathway to Gold status by 2020.



LGBTIQ WINNERS

This year two of our team members, Chelsea McPhail-Rosenberg and Kate McLaren, were awarded co-winners of the 2017 LGBTIQ Young Professional Role Models of the Year award, hosted by Out for Australia. The duo were recognised for co-founding the 'Proud @ Woolworths' initiative and were praised for their commitment and passion to the project, which resulted in Woolworths Group formalising our commitment to LGBTI diversity.



BWS AND MARDI GRAS PARTNERSHIP

In celebration of the Sydney Gay and Lesbian Mardi Gras Festival, BWS showcased its support for equality and the local LGBTI community by painting its inner-city Sydney stores in rainbow colours, and creating a BWS Pride radio station on Pandora, our in-store radio network. It's the first time Australia's largest drinks retailer has partnered at this scale in the celebration of Mardi Gras.



COUNTDOWN'S TRANSGENDER POLICY

Countdown launched a transgender transitioning policy aimed at supporting transitioning team members across New Zealand. It not only outlines our responsibilities as an employer and commitment to providing an inclusive environment, but also offers practical assistance to team members who are transitioning genders.



'LETS TALK GENDER'

So that BIG W is a workplace where our team members can truly bring their full selves to work, we have launched 'Let's Talk Gender' sessions in partnership with Pride in Diversity. Our aim is that all of the BIG W Support Office team members will have attended one of these sessions by the end of 2017.