

People

Our customers expect a consistently great shopping experience with the best range of products at unbeatable prices in a convenient location.

Our employees expect us to provide them with a safe workplace, where they are treated with respect and where they have the potential to grow in their careers.

DIVERSITY

1,953 indigenous employees³

6,725 employees with a disability⁴

39% of management roles are held by women

Woolworths values diversity and aims to create a vibrant and inclusive workplace. We want our employees to feel valued at work, regardless of their gender, age, ethnicity, beliefs, disability, sexual orientation or gender identity.

Representation of women

More than half of our workforce are women, we are committed to improving the representation of women in executive and management roles.

Last year, we reached our target to have 33% of leadership roles (within two levels below our CEO) filled by women, a year ahead of the commitment we made to the Australian Securities Exchange (ASX).

Women hold 39% of management positions in Woolworths, with the majority of these roles based in operations. Increasing female representation at this level of management is important to improving our overall gender equality in the business.

Our CEO, Grant O'Brien, is a member of the Male Champions of Change, a group of 22 CEOs committed to achieving change on gender equality issues in organisations and communities. As part of his commitment, Woolworths has launched new workplace flexibility program, WoWFlex, which currently covers more than 550 employees. This pilot program focuses on encouraging flexible work and is supported by a new flexibility policy and an activity-based working model.

The average gender pay gap at Woolworths is less than the average national gender pay gap. We do have more work to do to improve this and close the gap. Woolworths is reviewing remunerations for a number of levels of employment, to identify gaps and to set appropriate targets for improvement.

Indigenous employees

In keeping with the commitment outlined in our Reconciliation Action Plan, we continue to focus on closing the gap between indigenous and non-indigenous Australians through employment strategies.

To create the best opportunities for employment, we work with external partners on community-based pre-employment programs. Through a combination of soft skills training, in store work experience and ongoing mentoring, 84% of program participants successfully reach 26 weeks of employment. Other pathways to employment include internships and the Graduate program.

Woolworths continued its membership of the Business Indigenous Network, coordinated through the Business Council of Australia. This network creates opportunities for the increased participation of indigenous people in the workplace.

Woolworths continues to work with Supply Nation, a body dedicated to growing diversity within the supply chain. In 2015 we supported two indigenous suppliers, Young Guns Container Crew, a Labour hire company, and Message Stick communications.

Employees with disabilities

Supporting people with a disability to find employment continues to be a priority. For example, we continue to support all of our potential employees by working closely with the Australian Network on Disability to ensure our new recruitment system is disability friendly.

We continue to be a gold member of the Australian Network on Disability and our Group Head of Safety and Health is a member of the board of this organisation.

Woolworths is working to provide employees with training in Auslan (Australian Sign Language), the language of the deaf community in Australia. This will enable co-workers, supervisors and managers to communicate better with hard of hearing colleagues and customers. This work is being championed by Drisana Levitzke-Gray, the Young Australian of the Year and Woolworths Workplace Advocate.

Age diversity

Woolworths provides many young people in Australia and New Zealand with a great start to their careers, with more than 74,000 of our employees under the age of 25. We also value the experience of older workers with more than 18,000 employees over the age of 55.

ENGAGEMENT AND VALUING OUR PEOPLE

Engagement

This year, our employee engagement survey is being conducted in three phases and only the first phase has been completed. We had a participation rate of 80%, and an overall⁵ engagement score of 66%, which decreased by 2% compared to the previous year.

This result falls below industry standards and our leaders continue to work with employees to better understand how we can increase engagement and make Woolworths a great place to work.

³ Employees self-declare if they are indigenous in our engagement survey; this result excludes Woolworths Liquor Group, ALH Group and BIG W

⁴ Employees self-declare whether they have a disability in our employee engagement survey. A rewording of this question to include an example of visual impairment may have skewed the result if employees who wear glasses answered this incorrectly

⁵ Excluding Woolworths Liquor Group, ALH Group and BIG W

People

Parental leave

We continue to offer paid maternity leave to eligible Australian-based employees, which includes six weeks paid maternity leave, two weeks' return-to-work bonus and up to 104 weeks unpaid parental leave. All employees are eligible if they have completed 12 months of continuous service prior to taking the leave or if they qualify as an eligible casual employee.

	2014		2015	
	Accessed Parental Leave	Returned from Parental Leave	Accessed Parental Leave	Returned from Parental Leave
Female	2,179	1,958	2,023	1,775
Male	21	20	14	15
Total	2,200	1,978	2,037	1,790

TRAINING

780,000 hours of training
2,000+ courses
\$28.2 million invested
2,480 trainees and apprentices⁶

Woolworths provides a great opportunity for our employees to build a career. We use a mix of learning opportunities, including formal training (in 'classrooms' or online), on-the-job experience, mentoring and coaching.

Retail Edge

Retail Edge is an innovative retail program providing employees the opportunity to develop their retail skills. The program is offered to current retail operations team members and is completed as part of a traineeship that combines both on-the-job and off-the-job training.

With a flexible online approach, employees can complete learning at a time that is most suited to them. The program has a high focus on recognising the trainee's current skills and abilities.

On completion of the traineeship, participants gain a nationally recognised qualification in Retail Operations or Retail Management. Since the program started in 2013 we have had 2,008 employees participate in Retail Edge.

Frontline Leadership Program

In 2014, we launched a Frontline Leadership Program within the Logistics division to invest in our leaders, support engagement and build a high performance culture. We partner with an external provider to provide participants with a Certificate IV in Frontline Leadership and an experience that is engaging, challenging, thought provoking and fun.

We have two program streams to achieve our vision of creating confident and professional frontline leaders. The first stream is a state-based program launched last October for our existing Team Leaders. Our plan is to up-skill all of our Team Leaders and have the program become a pre-requisite to any frontline leadership position.

The second stream is a pipeline program for future leaders launched this year. The outcome is that we now have a pool of diverse, mobile talent who are equipped to step into a leadership role and perform. To date, 67 current and future leaders have completed the program.

Graduate Program

The Woolworths Graduate Program offers recently graduated university students the opportunity to participate on a structured development program with our business. Graduates are recruited both internally and externally for programs in their chosen field and rotate through various business units and functions. They are supported by both on and off-the-job development over the two or three year program.

The program welcomed 67 new graduates who started in February 2015, with a total of 116 graduates currently participating in the programs.

The 2016 Graduate Recruitment Campaign has seen an increase in Graduate and Internship opportunities across our business with 100 roles available. New streams have been introduced including Data, Business Consulting and Procurement.

SAFETY AND HEALTH

Destination ZERO is our vision for safety and health in Woolworths. It means a journey towards becoming one of the world's safest places to work and shop.

At the time of preparing this report, Woolworths has reported a Lost Time Injury Frequency Rate (LTIFR) of 10.51, which is a reduction compared to the restated LTIFR for 2014⁷. Of note, more than 1,200 of our sites did not have a lost time injury during the year.

Employees report incidents, injuries and near misses through our incident reporting systems.

Next year, Woolworths will be reporting Total Recordable Injury Frequency Rate (TRIFR), this will replace the New Claims Frequency Rate (NCFR). The TRIFR for 2015 was 20.19.

⁶ Excludes New Zealand Supermarkets and ALH Group

⁷ LTIFR continues to update after the reporting period to capture any delays in reporting

People

Health and wellbeing

All Good

Woolworths continues its commitment to encourage and support our employees to make healthier decisions by providing information and a culture that promotes healthy behaviours.

The key strategies of the program are to:

- Encourage employees to understand their health status through either face-to-face or online health assessments
- Educate employees on the impact of their health status and provide options of how that might be different
- Support an employee when they choose to take a journey through access to programs

As part of the program development, Woolworths undertook a research project in the Victorian regional city of Ballarat. The 'Positive Change Project' was conducted over 12 weeks to determine the primary drivers in taking up and maintaining a healthy lifestyle. Involving 120 employees split into high and low touch groups, the program provided various levels of support and information to examine the impact on key physical and mental health measures, staff engagement, biological age and ongoing commitment to change.

Results were very encouraging with all members of the 'high touch' program, who had access to one-on-one support, achieving significant benefits whilst moderate change was achieved in the 'low touch' group, who relied on online tools. Learnings from the program are being assessed as part of the broader commitment to employee wellness.

Employee Assistance Program

Employees experience stressors at work and at home that can impact their wellbeing. Woolworths provides access for all staff to our Employee Assistance Program, where they can connect with a confidential counselling service through Converge Australia for both personal and work-related issues.