

People

Embracing diversity

The commitments in our People pillar exemplify our Purpose and Core Values. In partnership with our more than 190,000 team members, we are building an inclusive culture that celebrates diversity in all its forms. It is this diversity that enables us to engage, innovate and create better experiences for our teams and customers.



Team members

196,000+

▼ 2.5% from F18



Voice of Team
engagement score

80%

Remained steady
in F18



Total recordable
injury frequency rate
(TRIFR)

14.99

▼ 5.72% from F18



Proud @ Woolworths

2,200+
members

▲ 29% from F18





Amelia Fogavini, Lisa Hohoi, Arjun Singh,
Nuengruthai Nualphaka — Woolworths Supermarket Conder.



Promoting gender equality

Woolworths Group is committed to creating a culture and workplace that provides all of our team members with access to the same benefits, opportunities and resources. We take our responsibilities to our people seriously, and regularly review our systems so that all obligations are being met. Where issues are identified we commit to rectification.

IMPACT:

Commitment **1**

Commitment **2**

Sustainable Development Goal



WOOLWORTHS GROUP

Updated Parental Leave Policy

Making things better for families is a core part of what we do at Woolworths Group – and this includes supporting our team members who are at the start of their parenting journey.

Woolworths is proud to have increased paid parental leave for primary caregivers to 12 weeks (from six weeks) and introduced secondary caregivers' leave of one week. Additionally, team members who have primary caregiver responsibilities for a new child may also qualify for up to 24 months' unpaid parental leave.

All team members have access to our online parental leave platform containing information and resources for those seeking to better manage their career and parenting duties.

WOOLWORTHS GROUP

Superannuation payments on paid parental leave

We are pleased to become the first Australian retailer to introduce superannuation contributions when eligible team members take 12 months of parental leave.

"We know Australian women are retiring with a lot less super than men. As one of the country's largest private employers, we want to play our part in closing the gap. We hope this new initiative will help to create an even more inclusive workplace at Woolworths, where our goal is that all team members can enjoy the same rewards, resources and opportunities, regardless of gender."

Group Chief People Officer, Caryn Katsikogianis.

34%

of executive and senior manager positions held by women



Women in BIG W

BIG W has exceeded expectations in gender diversity in leadership positions, with more than 50% of leadership positions held by women.



Teresa Rendo – General Manager Commercial with 19 years in the business.



Woolworths Group is Australia's top company in Thomson Reuters' 2018 Diversity and Inclusion Index and 14th across the globe.



Women in leadership

In our Countdown business, over the last financial year the number of women at General Manager level or above has increased from 50% in F18 to 63%. The number of senior roles held by women in our business has also increased from 33% to 35% in F19. We're working to provide women within our business the support they need to take on leadership roles, including through targeted training and opportunities. In F19 we introduced a Women in Leadership program, which has already helped 300 women from across our stores and supply chain to develop their leadership capabilities and confidence. We are committed to attracting and retaining female talent at all levels, from graduates through to our female store team members and our executive or senior leadership team.



Jacqueline Jones,
Countdown Store Manager

WOOLWORTHS GROUP

Flexibility Policy

We care deeply about ensuring that each of our team members has the flexibility necessary to balance their work and life priorities. As we work together to achieve our business outcomes, offering greater flexibility will enable us to attract and retain a diverse, committed workforce, and to improve wellbeing, engagement, productivity, innovation and effectiveness. Offering greater flexibility also empowers us to adapt to an ever-evolving workplace, and to changing customer needs and community expectations.

As a large retail organisation, there are many opportunities for flexibility across the Woolworths Group. We recognise that flexibility means different things to different people and our new Flexibility Policy includes:

- Allowing team members to work hours that better suit family, study and other commitments
- Flexible career opportunities
- Flexible leave options
- Opportunities to work at flexible or diverse locations.

Woolworths Group is ranked

#29

globally in Equileap's 2018 Gender Equality Global Report and Ranking, the only Australian retailer in the top 200.

WOOLWORTHS GROUP

Pay Parity

Our Pay Parity Review methodology compares salaries of like-for-like roles of our team members across the Woolworths Group. This analysis helps identify gender pay gaps between our male and female team members by grouping our positions and career streams, also taking into consideration team member movements that can result in fluctuations in our gap. Our target is to remain below a statistically insignificant 1% gap and to report this annually after our annual remuneration review cycle.



WOOLWORTHS GROUP

Family Violence Support Policy

Woolworths Group recognises that family violence affects many people in Australia and New Zealand and it can impact our team members and their ability to contribute effectively at work. Building on our work in New Zealand, where Countdown has gained White Ribbon accreditation for its Family Violence Policy, in November 2018 we introduced a new Family Violence Support Policy across our Australian business. The policy formalises support options for anyone in our team experiencing family violence, including free and confidential counselling, as well as five days paid and five days unpaid leave to cover matters such as medical and legal appointments or moving house.



Embracing our diversity

Woolworths' efforts to better reflect the customers and communities we serve exemplify our commitment to maintaining a diverse, engaged and inclusive workforce.

IMPACT:

Commitment **3**

Commitment **4**

Sustainable Development Goal



WOOLWORTHS GROUP

Supporting and upskilling our people

At Woolworths Group, supporting and upskilling our team members is an essential investment in our people and our future growth. Our team members, from the newest through to the most senior, are provided with continued learning and development opportunities to help them achieve personal and career goals. These opportunities include our pathways in stores, formal coaching programs, a Leadership Toolkit and management and leadership training programs for current and future leaders of our business. We understand that life changes and can throw up unexpected situations – we have leave policies in place (covering areas such as parental, carer or compassionate leave) and other programs to support our team members through the challenges they may face. As part of this, we maintain various easily accessible tools and support programs, such as the Retirement Planning Toolkit.

WOOLWORTHS GROUP

Inclusive leadership training

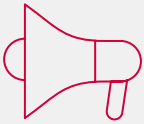
Recognising and harnessing the diversity within our teams is an enabler of business growth, team member engagement, workplace innovation and productivity.

In 2018, over 420 leaders from across the business attended a series of inclusive leadership and unconscious bias face-to-face workshops to develop and practice constructive and inclusive behaviours in the workplace.

Over the last year, our Asia sourcing teams and Countdown business has also rolled out our inclusive leadership program, aimed at addressing the potential for unconscious bias in our hiring team, which is something that we know can impact the diversity of our workforce. Over 360 team members have taken part in the program. While we continue to roll out this training, in the coming year we will also evaluate the impact the program has had on our recruitment process and the resulting diversity of our workforce, and determine our future plans for making the training accessible to more of our team members and embedding inclusive leadership practices and understanding more broadly.

Voice of Team engagement score

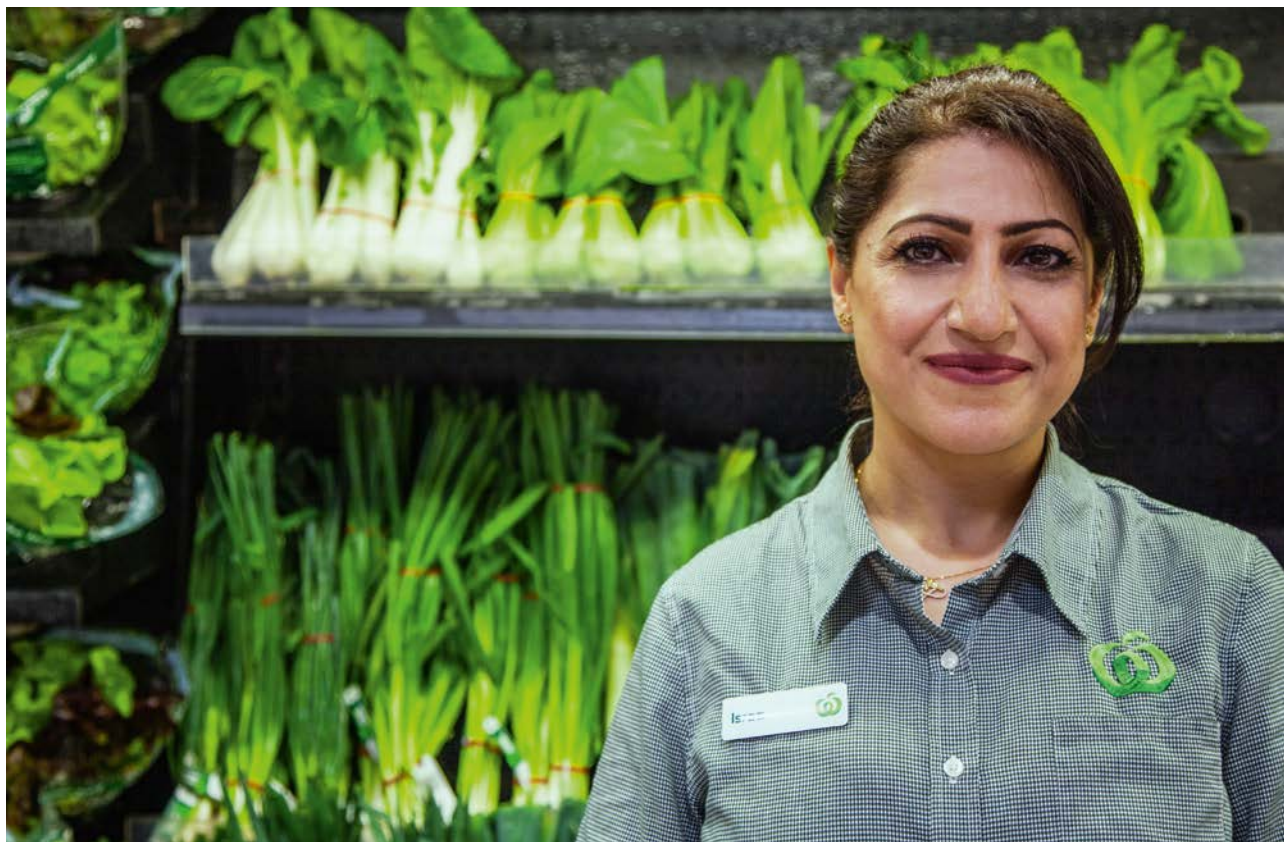
80%



Refugee Employment Program

In order to better reflect the culturally diverse communities we serve, in F18 we implemented a program in partnership with Community Corporate to provide employment opportunities for displaced refugees from Syria and the Middle East, to aid them in successful resettlement. We are proud to report that through this program in F19, 55 refugees commenced employment in our New South Wales and Victorian Metro stores. Our program is now set to expand into Queensland, South Australia and WooliesX.





Israa Alfarasi

Woolworths Supermarket, Liverpool, NSW

Israa, a 42-year-old woman from Iraq, sought asylum in Australia with her mother in 2012. Before fleeing the conflict that destroyed her home, Israa studied accounting and worked as a primary school teacher. She has always been her mother's sole carer.

As an asylum seeker, she was not permitted to work and only had access to six weeks of English courses. Language was a major hurdle for Israa, who desperately wanted to give back to the community which had taken her in.

In 2017, Israa was granted temporary protection, enabling her to start studying and working. Swiftly making up for lost time, she immersed herself in study by enrolling in the Adult Migrant English Program, obtaining a security licence, studying aged care and completing a food handling and barista course. She also obtained a first aid certificate, a construction industry 'white card' and certificates in 'Responsible Service of Alcohol' and 'Responsible Conduct of Gambling'. While Israa completed unpaid work experience at a local supermarket and café, she was unable to obtain paid employment.

Israa's brother successfully completed the Woolworths Refugee Program at the end of 2018 and, through him, Israa applied for the 2019 Easter intake.

Successfully completing a work experience placement at Woolworths' Liverpool store, Israa commenced as a permanent part-time team member in mid-April 2019. When asked what her job means to her, Israa responds, "It means everything for my life, to improve my life and my English. I can mix with other people, do something useful for me and for others in my family, and help other people at work who need help."



Supporting Aboriginal and Torres Strait Islander employment

IMPACT:

Commitment **5**

Commitment **6**

Sustainable
Development Goal



We are proud to have continued to recruit, engage and retain more Aboriginal and Torres Strait Islander team members this year.

WOOLWORTHS GROUP

Reconciliation Action Plan

On 5 July 2019, Woolworths Group proudly launched our second Reconciliation Action Plan (RAP) in Coffs Harbour, NSW. Our RAP outlines our continued commitment to taking actions that build relationships, respect and opportunities between Aboriginal and Torres Strait Islander and non-Indigenous Australians.

Our vision for reconciliation is a better future in which all Australians have an equal voice and access to opportunities for prosperity. Our role in contributing to reconciliation includes:

- Advocating for, and actively supporting, the Uluru Statement from the Heart by encouraging constitutional change and structural reform to empower First Nations peoples with constitutional recognition and a guaranteed voice

- Listening to and learning from the knowledge and experience of Aboriginal and Torres Strait Islander peoples past and present, especially in matters affecting Country and First Nations communities and networks
- Building strong and lasting relationships with Aboriginal and Torres Strait Islander peoples, based on principles of equal partnership, social justice and respect for their cultures and histories in order to make a positive impact where it is needed most
- Building recognition, understanding and respect for the value of Aboriginal and Torres Strait Islander cultures, histories and achievements
- A renewed focus on building business opportunities with Aboriginal and Torres Strait Islander

partners, while ensuring access to sustainable jobs and opportunities for individuals that have the potential to create lasting and multi-generational benefits for families and communities.



Reconciliation Action Plan
July 2019 - July 2021





WOOLWORTHS GROUP

Resourcing the Future Indigenous Employment Program

We have continued our partnership with the Federal Government and Diversity Dimensions through our Resourcing the Future Indigenous Employment Program. In total, 2,279 Indigenous team members have joined us since the program's inception. Retention rates remain high at 71%.

This year, we again achieved our commitment that at least 2% of our graduates be Indigenous by refining our recruitment processes to identify and remove systemic barriers to successful recruitment, and further strengthening our graduate engagement strategy. We are continuing to develop other opportunities for increasing Indigenous youth employment at Woolworths Group, including paid apprenticeships and internships.

Lisa Hohoi

Woolworths Supermarket, Conder, ACT

Lisa Hohoi is a proud Murray Island woman from the Torres Strait, and is part of the Komet Clan. She joined Woolworths through the Resourcing the Future Indigenous Employment Program in 2016 as a Team Member in the Deli department in the Conder, ACT, store and has since been promoted to the position of Deli Team Support.

Prior to starting at Woolworths, life was difficult for Lisa, who struggled to get back into the workforce after having her children and escaping a domestic violence situation.

Lisa seized the opportunity to provide a new life for her children when she saw an opening to join the Program. For Lisa, being promoted to the position of Team Support has been "a really rewarding experience - it helped me grow my confidence as a woman within the workplace. I'm very happy to have really good people around me that genuinely believe in me, see that I have potential, and recognise that I'm hard working. This has opened up so many opportunities for me, and for that I want to say, thank you, Woolies".

Lisa is a role model for her children. Seeing their mum in a Woolworths uniform, working hard and excelling in her role, has inspired her children to be strong, resilient and self-sufficient, just like their mum. Lisa adds, "Working for Woolworths has taught my kids to reach for opportunities and to go further in life. They know that they can achieve anything as long as they work hard and have the right attitude".



Supporting Aboriginal and Torres Strait Islander employment

IMPACT:

Commitment **5**

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Sustainable
Development Goal



WOOLWORTHS GROUP

Welcome to Country and Acknowledgment of Country at Woolworths Group

Woolworths Group is working hard to ensure that we acknowledge the traditional custodians of this land and pay our respects to Aboriginal and Torres Strait Islander elders, both past and present.

Across all businesses we are encouraging our team members to either have an Acknowledgement

of Country or Welcome to Country performed at meetings and forums. This year we are talking with our team members about why it is important to do an Acknowledgment of Country when our people gather together. At our Norwest support office we began Reconciliation Week with a didgeridoo performance from Tom Saunders, a Welcome

to Country from Aunty Millie Ingram and the unveiling of an Acknowledgement of Country plaque that will be proudly displayed at the entrance of our building. Acknowledgement of Country plaques are currently being installed in many of our stores, support offices and distribution centres.



Our vision for reconciliation is for a better tomorrow where all Australians have an equitable voice and opportunities for prosperity.



Photo: Trevour Veale / News Corp



Jawun Indigenous Community Program

Steve Davies, Online Fulfilment Manager, Dan Murphy's

Steve is one of many team members to have taken part in a secondment under Endeavour Drinks' partnership with Jawun, which has been in place since 2013. Secondtees are placed into six-week programs across Australia to share their skills and experience to help Indigenous organisations with local community projects. Steve was seconded to the Lirrwi Yolngu Tourism Aboriginal Corporation in the North East Arnhem Land Region to provide an end to end solution for food logistics for their tourism business.

"I gained a more thorough understanding of Australian history and the challenges confronting Indigenous Australians, and a greater appreciation of their diversity."



Caring for the safety and wellbeing of our teams and customers

IMPACT:

Commitment

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Sustainable Development Goal



Safety



We care about the physical and psychological safety and health of our customers, team and communities. We are committed to creating a safe work environment, where people arrive home from work and shopping free from injuries and illness.

WOOLWORTHS GROUP

Our continued focus on mental health

The mental health of our team members continues to be our number one safety, health and wellbeing priority. We aim to establish a culture where psychological safety is seen as just as important as physical safety, and we have implemented programs to assist our teams and their families, including:

- Team Assist (a free and confidential psychological support service)
- The deployment of over 1,000 trained mental health first aiders across our business
- Our Woolworths Wellbeing Portal (providing online health and wellbeing resources to our team)
- Our Woolworths Financial Wellbeing program (offering interest free loans of up to \$2,000 for team members experiencing unexpected financial stress).

This year we focussed on achieving a culture where **'it's ok not to feel ok, and it's absolutely ok to ask for help'** by implementing the **'I am here'** program. The program is designed to help us look out for ourselves, and others, in order to create a supportive work environment for every team member, every day. We consider that these three little words can make a difference.

We understand that checking in with people is important, but that it can be difficult to know what to do when someone tells you that they need help. 'I am here' uses a combination of team members' personal stories and online learning to demonstrate what a difference a small gesture like having a cup of tea with a colleague, and being there for them, can make.

'I am here' was launched in February 2019 with over 1,000 team members completing the training in the first 24 hours. Since then, over 17,000 team members have completed the

course and participation continues to grow. The launch coincided with the final of the Woolworths' Singer/Songwriter competition, which centred on the theme of being there for someone. All proceeds from the competition were donated to Lifeline, an invaluable resource Woolworths continues to support and invest in.

We continue to encourage our team to participate in the program and are exploring how we can share the program with the broader community.



Three little words that can make a difference.



Defibrillators in store

The Australian heart Foundation reports there are around 57,000 heart attacks each year in Australia¹ – the equivalent to one heart attack every 10 minutes.

We know that for every minute without CPR, or treatment with a defibrillator to restart the heart, your chances of surviving a cardiac arrest go down by 10%. After 10 minutes without CPR or treatment, there is little chance of survival at all.

This is why Woolworths has begun installing Automated External Defibrillators (AED) nationally at our stores, starting with those where medical services may not be immediately accessible. We have AED available in 500 stores as at June 2019, designed for use by anyone as they are equipped with step-by-step voice instructions.



Electrical safety

Electricity is critical in how we get our work done and serve our customers, but it can also pose a serious risk to our people if not properly managed. We have identified key areas of improvement for electrical safety, and in March 2019 we started a program to implement reinforced electrical cables and water resistant power sockets in all of our supermarket production departments. The program has been implemented in all Australian Supermarkets.



Safety innovation

Hazard detection

When we launched our Gregory Hills 'Smart Store' in April 2019, we were excited to launch our first safety robot. The robot patrols the store floor and detects safety hazards like spills and trip hazards, alerting a store team member where cleaning is required. The robot also watches over the hazard until addressed, to prevent injuries to team members and customers.



Wearable manual handling sensor

Our Supply Chain division piloted a wearable 'coaching' device to reduce manual handling injuries this year in our Victorian Distribution Centre. The device monitors the wearer and provides them with instant feedback (via vibration and an audible alert) when they make high-risk movements that could lead to injury. The device also communicates with the team member's phone or tablet to provide coaching to improve manual handling techniques.

Team members who participated in the pilot achieved a greater than 50% reduction in high-risk movements on average, and provided positive feedback about the device. The pilot was extended to include team members at two more distribution centres in the first half of 2019 and, if successful at those centres, will lead to a wider implementation plan across the business for 2020.



¹ www.heartfoundation.org.au/about-us/what-we-do/heart-disease-in-australia



Creating opportunities for all

We are proud to have achieved Gold Tier Employer status in the Australian Workplace Equality Index (AWEI) for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) inclusion for the second year running.

IMPACT:

Commitment

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Sustainable Development Goal



LGBTI Inclusion



Welcome Here Project membership

In 2019, BWS has partnered with ACON to become a registered Welcoming Place, in support of ACON's Welcome Here Project.

The Welcome Here Project supports businesses/organisations throughout Australia to create and promote environments that are visibly welcoming and inclusive of Lesbian, Gay, Bisexual, Transgender, Intersex and Queer/Questioning (LGBTIQ) communities. As a registered Welcoming Place, BWS stores are moving to proudly display a sticker and charter that let people know that LGBTIQ diversity is welcomed and celebrated at BWS.

At BWS, our culture celebrates our people, who are encouraged to be themselves and have fun. This core value extends not just to our team, but also to our customers and our communities. We are proud to say that teams in over 400 of our BWS stores have chosen to participate in this initiative and the numbers are climbing.



Rainbow Tick in New Zealand

Our Countdown business achieved Rainbow Tick accreditation in November 2018 for its hard work in creating and providing a safe and inclusive workplace for its LGBTI team members and allies. Organisations that meet the Rainbow Tick benchmarks are committed to a quality improvement program focused on LGBTI inclusion across the areas of Policies, Team Training, Team Engagement and Support, External Engagement and Monitoring.





BIG W sponsors the Australian LGBTI Awards

BIG W was a proud sponsor of the Australian LGBTI Awards for the third year running. The Australian LGBTI Awards seek to highlight individuals and organisations with an outstanding commitment to the LGBTI community. We are proud to announce that Chelsea McPhail Rosenberg was awarded the title of 2019 Diversity Champion, a well-deserved recognition for the significant impact Chelsea has made on LGBTI inclusion at Woolworths Group.

WOOLWORTHS GROUP

Australian LGBTI Inclusion Awards Gold Tier Employer

Woolworths Group is proud to again be recognised with Gold Tier Employer status at the 2019 Australian LGBTI Inclusion Awards for the second consecutive year.

The Australian LGBTI Inclusion Awards, based on the findings of the AWEI, the national benchmark on LGBTI inclusion, recognise Australia's top organisations for LGBTI inclusion and celebrate leaders, individuals and networks that have made a significant impact on LGBTI inclusion within their workplaces.

Woolworths Group is the only retailer in Australia to have achieved Gold Tier status.

In the past 12 months, Woolworths Group has undertaken initiatives to further progress LGBTI inclusion in the workplace, for example:

- Holding educational LGBTI events and training sessions for team members and leaders
- Hosting a diversity roundtable and networking event
- Growing the Proud @ Woolworths Group network to 2,200+ team members – a 29% increase in membership from the last financial year

- Celebrating Wear it Purple Day (raising awareness of LGBTI inclusion and supporting LGBTI youth) across the Woolworths Group, nationwide
- Again partnering with the Sydney Gay and Lesbian Mardi Gras in 2019, with team members participating in their first Sydney Gay and Lesbian Mardi Gras Parade this year
- Launching LGBTI inclusion training online to improve access for all team members
- Hosting a guest panel event to mark the Transgender Day of Remembrance, to improve transgender awareness and inclusion across the Woolworths Group.

"While we know we still have more work to do, we are fully committed to continuing to support and empower our LGBTI team members. It is a very exciting time to be at Woolworths – as a diverse team, we know we can create better experiences together, for ourselves and for our customers, each and every day."
Rachel Mead, Woolworths Group Head of Diversity and Inclusion.

Creating opportunities for all

IMPACT:

Commitment

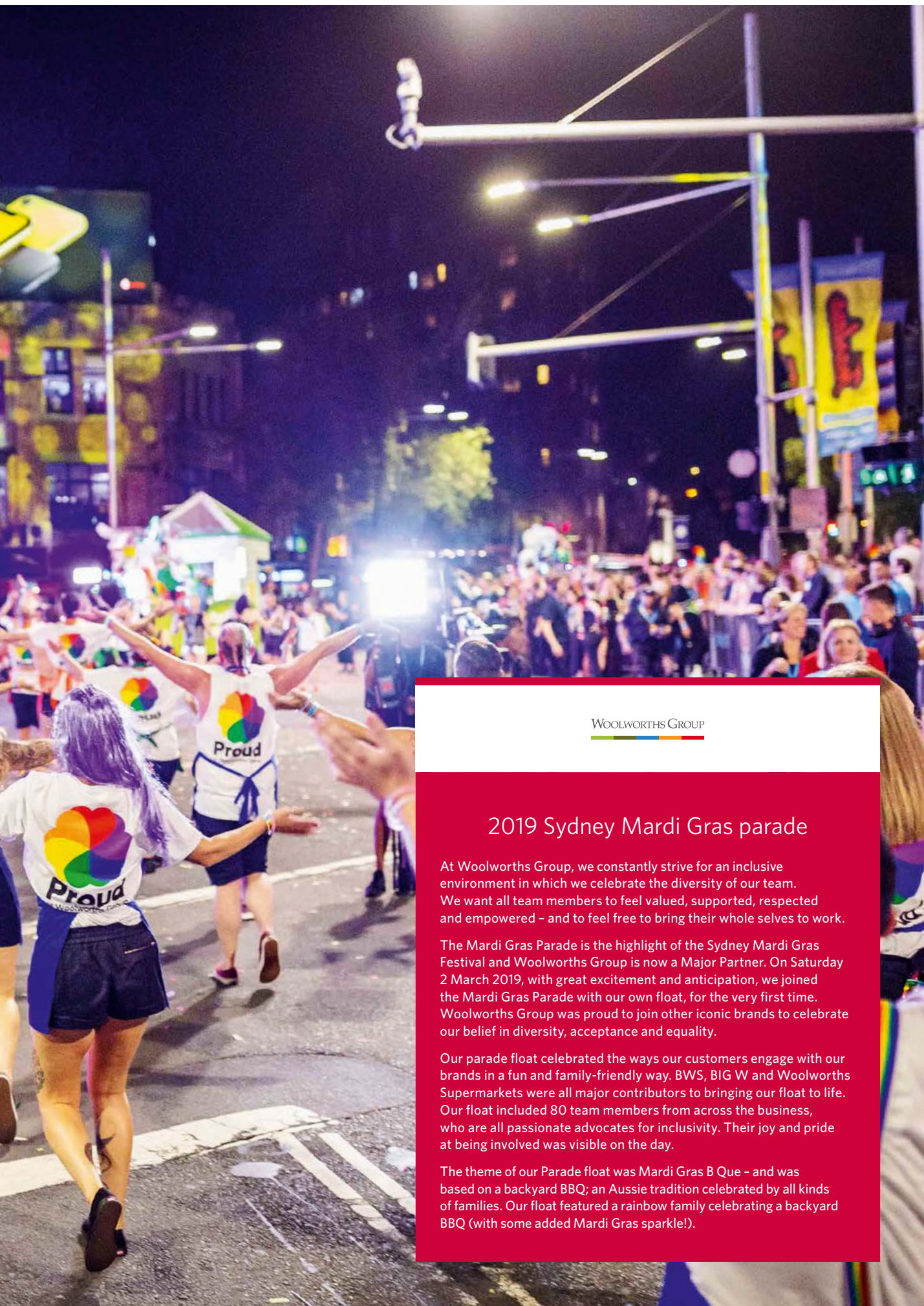
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Sustainable Development Goal



LGBTI Inclusion





WOOLWORTHS GROUP

2019 Sydney Mardi Gras parade

At Woolworths Group, we constantly strive for an inclusive environment in which we celebrate the diversity of our team. We want all team members to feel valued, supported, respected and empowered – and to feel free to bring their whole selves to work.

The Mardi Gras Parade is the highlight of the Sydney Mardi Gras Festival and Woolworths Group is now a Major Partner. On Saturday 2 March 2019, with great excitement and anticipation, we joined the Mardi Gras Parade with our own float, for the very first time. Woolworths Group was proud to join other iconic brands to celebrate our belief in diversity, acceptance and equality.

Our parade float celebrated the ways our customers engage with our brands in a fun and family-friendly way. BWS, BIG W and Woolworths Supermarkets were all major contributors to bringing our float to life. Our float included 80 team members from across the business, who are all passionate advocates for inclusivity. Their joy and pride at being involved was visible on the day.

The theme of our Parade float was Mardi Gras B Que – and was based on a backyard BBQ; an Aussie tradition celebrated by all kinds of families. Our float featured a rainbow family celebrating a backyard BBQ (with some added Mardi Gras sparkle!).

