

**Senate Select Committee on Supermarket Prices**  
ANSWERS TO WRITTEN QUESTIONS ON NOTICE  
Response to Chair (First Notice), 15 March 2024  
Woolworths Group  
Submitted - 10 April 2024

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**Reference:** Response to Chair, 21 March 2024

**Introduction:**

Woolworths refers to its submissions to the Senate Select Committee, provided on 2 February 2024. In the responses below, reference is made to long-life products, fruit & vegetables, meat, dairy and bread. These references should be understood in the context of the matters set out in the Woolworths Submission.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 1**

When your competitor takes a price decrease on an item – have you ever requested that a supplier assists you in matching this price through additional funding or discounts?

**Answer:**

We work hard to ensure that our retail prices are consistently competitive. We do this in several ways.

For most long-life products, we have an agreed promotional program with each supplier, planned for around 6 months in advance. In doing so, we discuss and agree with the supplier on any contributions from the supplier to its products' promotional activity in Woolworths stores and online.

Occasionally, where we see that a long-life product's retail price at Woolworths is not competitive, we may discuss with our supplier in good faith whether and how we might promote the product further, to mutual advantage. If action is taken, we may agree on a lower net cost price from the supplier, or to jointly fund a promotion with the supplier, or we may fund a promotion without contribution from the supplier.

In meat and fruit & vegetable products, we do not have longer term planned promotional programs involving suppliers. We determine the retail price of these products but in limited circumstances engage with our suppliers in good faith to work together in promoting these products.

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**Question No.: 2**

Do you index the retail price of goods you retail against your grocery competitors?

**Answer:**

We maintain a running analysis of our retail pricing across a consumer shopping basket, as compared to the publicly available retail pricing of a number of competing retailers, including competitors other than supermarkets. This provides us with a running index of our retail pricing generally, against that of all of those competing retailers.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 3**

What percentage of price increases are initiated by the supplier?

**Answer:**

All cost price increases in long-life products are initiated by suppliers.

In meat, our cost prices are predominantly determined (and move up and down) by the contractual arrangements with our suppliers.

In fruit & vegetable products, our cost prices are determined in supply/demand driven markets, by weekly negotiation and agreement with our suppliers.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 4**

Over the last 5 years, have you ever increased your price even though the supplier has not initiated a price increase?

**Answer:**

Many factors are taken into account in setting our retail prices, with a heavy focus on being competitive on price. This means that we rarely increase our retail prices on long-life products unless we have received an increased cost price from the supplier.

In managing our retail prices within categories of products (particularly long-life products), we have regard to the supplier's Recommended Retail Prices. Also, we sometimes adjust retail prices for products within a category, with retail prices for some of those products being increased, and/or others decreased, so as to promote a sensible Category Pricing Hierarchy across the products in the category to our customers.

More broadly, where we experience increases in our costs - other than the cost price paid to the supplier for the product concerned - our retail prices may also be adjusted. One example is in bulky products, such as toilet paper and nappies, which have been disproportionately exposed to higher transport costs. These sorts of cost increases sometimes drive increases in retail prices.

In meat and fruit & vegetable products, our retail prices fluctuate (up and down), due to increasing/decreasing supplier cost prices and other input costs. Similarly, in dairy and bakery products, our prices are driven mainly by changes in input prices, including processor farm gate prices, and grain prices as well as other costs.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 5**

Are category managers required (or encouraged) to increase their margin percentage year on year?

**Answer:**

Category managers are not required to increase their margin percentage year on year.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 6**

What are the KPIs for category managers?

**Answer:**

All category managers are encouraged to perform against a balanced scorecard of individual performance, customer, supplier and financial parameters, and to contribute to the performance of the Woolworths Group, as explained below.

The individual performance of our category managers is determined by reference to a range of parameters each year, including: “Voice of Team” outcomes, “Voice of Supplier” outcomes, compliance with rules and policies, effective forecasting, sales and competitiveness of the category, basket participation of products in the category, new product development, sustainability, category profitability against budget expectations, effective promotions and pricing across the category, and behaving in accordance with Woolworths’ values and purpose.

All category managers at Woolworths are eligible for a Woolworths Group-wide short term incentive (STI), in addition to their fixed remuneration. The STI is determined by the following measures:

- An assessment of individual performance of the category manager, by reference to the parameters set out above; and
- Performance of the Woolworths Group against five parameters (with performance hurdles set by the Board): Group Sales, Group EBIT, Group Working Capital, Group customer satisfaction scores and Group safety performance.

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**Reference:** Response to Chair, 15 March 2024

**Question No.:** 7

What are the KPIs for executives?

**Answer:**

The “KPIs” for senior leaders at Woolworths Group (whose role is at a career level 5 or higher - “executives”), are provided for and set out in the remuneration arrangements for those executives.

Executives are paid a fixed remuneration, as well as a Woolworths Group-wide short term incentive (STI) and long term incentive (LTI).

In relation to the STI, the individual performance of each executive is assessed against individual business, strategic and ways of working parameters, and their adherence to core values.

The LTI arrangements promote executives to create value over the long term and contribute to overall Woolworths Group performance through three measures:

- Relative total shareholder return;
- Return on funds employed; and
- Reputation.

For further detail on such parameters and the incentive arrangements for executives, please see the Woolworths Group Annual Report FY23, from page 78.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 8**

Do category managers receive bonuses? a. If so, what are the conditions for receiving bonuses?

**Answer:**

Yes.

Please see the information provided in response to question 6.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 9**

Do executives receive bonuses? a. If so, what are the conditions for receiving bonuses?

**Answer:**

Yes.

Please see the information provided in response to question 7.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 10**

With new suppliers who are in perishable categories such as fresh, dairy, meat etc. do you request they contribute to waste as part of terms set up?

**Answer:**

No.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 11**

With new suppliers who are in perishable categories such as fresh, dairy, meat etc. do you request they contribute to markdowns as part of terms set up?

**Answer:**

No.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 12**

Are there instances when a supplier wishes to price discount their items that you expect to make more margin % by only reflecting the discount amount from the retail price?

**Answer:**

Where a supplier contributes to reducing the retail price of a product in a promotion, we reduce the retail price of the product by at least the amount of the supplier's contribution.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 13**

Do range agreements with large suppliers exist in any of your categories? For example, where a supplier pays you money in exchange for space and potential exclusion of other suppliers or competitors?

**Answer:**

No. Our retail businesses make their own space and range decisions.

For completeness, for some products we seek tender proposals from suppliers - an example of this is fresh flowers. Where one supplier is awarded a supply contract for a period, the supplier will be our sole supplier of that product for that period.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 14**

When category managers range new products, is part of the acceptance criteria that the new product provides category average or above average category margin?

**Answer:**

The expected financial performance of a new product is a relevant factor.

There are many criteria for ranging a new product. These include:

- Primarily, whether there is customer demand for the product (including whether it is a “must have” brand);
- Whether there is available space on shelf and in the category;
- Existing depth of range in the category;
- Responding to competition; and
- The product’s likely financial performance, including against average category margin and the financial performance of any product being replaced.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 15**

When considering a price drop campaign or EDLP (everyday low price) – do you decrease your blended margin in order to do this?

a. Do you have suppliers fund the price decrease to increase your absolute blended margin as a result?

**Answer:**

When a product's retail price is reduced upon inclusion in a "Prices Dropped" program or a "Low Price" everyday low price program, we reduce the retail price of the product by the amount of any supplier contribution, or in some instances reduce it further. As a result, our margin for that product remains the same or is reduced, respectively.

The impact on our category blended margin depends upon other factors such as what happens to sales when on the Prices Dropped or Low Price program, and any changes in the mix of sales in the category.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 16**

Do you have a policy or guidelines to guide price increases? If so, please provide a copy of the policy to the committee.

**Answer:**

Yes, we have internal training material in relation to responding to supplier cost price increase requests. More broadly, we conduct ourselves in accordance with the requirements of the Food and Grocery Code of Conduct.

Please find **attached**:

- Appendix - Grocery Code - Summary of Key Obligations (training material)

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**Reference:** Response to Chair, 15 March 2024

**Question No.:** 17

What processes do you have to manage price increase requests? What due diligence do you undertake?

**Answer:**

Our processes are guided by the requirements of the Food and Grocery Code of Conduct and involve the following steps, in brief:

- The supplier will provide a cost price increase request in writing.
- Our team must respond to the supplier within 30 days. In that period, our team will review the cost price increase request and its context, in good faith.
- We may ask for further information from the supplier, particularly as to the increasing costs faced by the supplier in supplying products to Woolworths. It is clear to our team however, that we cannot require that information to be provided.

If the cost price increase request is not accepted by Woolworths or agreed within 30 days, the supplier and our team may have further discussions in good faith - working towards a resolution as soon as possible. Data on the period in which cost price increase requests are resolved are published by the Code Arbiter.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 18**

Who is ultimately responsible in your business for approving price increases?

**Answer:**

Category managers are responsible for, and make decisions on, ranging and retail pricing for products within the relevant category in each case. In some cases, category managers may consult with their line leaders.

Our category managers ultimately report into Paul Harker, Chief Commercial Officer - Woolworths Supermarkets & Metro.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 19**

In the last 5 years, have you ever requested suppliers supply goods on consignment? If yes, for which categories?

**Answer:**

In the last 5 years, we have requested supply of goods on consignment in the bulk (“scoop and weigh”) foods category and toys category only.

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**Reference:** Response to Chair, 15 March 2024

**Question No.:** 20

In the last 5 years, have you ever taken price increases on suppliers' items even when they have not requested a price increase on that item? If so, for what reason?

**Answer:**

We have not increased the price paid to a supplier, unless requested to do so by the supplier and agreed to by us.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 21**

In the last 5 years, when you agree to a manufacturer/supplier price increase request, have you increased your gross margin % on the product?

**Answer:**

As explained in response to question 4, we determine all of our retail prices.

In setting our retail prices, there is a heavy focus on being competitive on price. This means that we rarely increase our retail prices more than is required to respond to an increased cost price received from a manufacturer/supplier.

This may happen where we have adopted a higher Recommended Retail Price from the supplier, or where we have adjusted retail prices for products within a category, with retail prices for some of those products being increased, and/or others decreased, so as to promote a sensible Category Pricing Hierarchy across the products in the category to our customers.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 22**

In the last 5 years, when you agree to a manufacturer/supplier price increase request, have you maintained your gross margin % on the product?

**Answer:**

See the response to question 21 above.

In some cases, by agreement with the supplier, we have contributed to a retail price reduction or promotion requested by the supplier after a cost price increase, which has reduced our gross margin on the product.

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**Reference:** Response to Chair, 15 March 2024

**Question No.:** 23

When you introduce a standard or premium private label sku into a category – is this done based on your average category margin to date or a higher margin?

**Answer:**

No. Our Own Brand products are introduced in response to perceived customer need - for example: in relation to a need for an affordable, everyday low price on a family essential product, or in relation to a perceived gap in our overall category range.

In many cases, those Own Brand products may perform at or below prevailing category margins.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 24**

Over the past 10 years, by year: a. What was your overall value sales growth compared to total units sold? b. What was your margin dollar growth percentage?

**Answer:**

The segment of Woolworths Group which reports publicly in relation to its sales and earnings before interest and tax, and which includes the Woolworths Supermarket business is Australian Food.

The following table sets out Sales and sales growth, and EBIT and EBIT growth data as reported each financial year, for the Australian Food segment of Woolworths Group. Included in this segment is the Supermarkets business, WooliesX, and various other businesses, including Digital & Media and Loyalty & Fintech operations. In FY16, petrol sales were also included. Prior to FY16, data for Food, Liquor and Petrol sales and EBIT were all reported together and are not reproduced here. Units sold data has not been publicly reported by Woolworths Group.

**Woolworths Australian Food segment reported data**

Year	FY14	FY15	FY16 (inc petrol)	FY17	FY18 (restated )	FY19 53 wks (restated )	FY20	FY21 (restated )	FY22 (restated )	FY23
			<b>Pre-AASB 16</b>				<b>Post-AASB 16</b>			
Sales \$			34,798	35,836	37,589	39,635	42,151	43,509	45,740	48,047
Sales growth %			(0.2%)	3.0%	4.9%	5.4%	6.4%	3.2%	5.1%	5.0%
EBIT before significant items \$			1,642	1,603	1,757	1,827 on a pre-AASB 16 basis-2,099 on a post AASB 16 basis	2,232	2,413	2,406	2,865
EBIT growth %			-42.8%	-2.4%	9.6%	4.0%	6.3% post AASB16	8.1%	-0.3%	19.1%

Answer continued .../2

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Notes:

FY22 restated to include Woolies@Work. FY21 restated on establishment of B2B segment. FY20, FY21 and FY22 EBIT includes COVID costs. FY19 restated for Summergate business transfer from Endeavour to Australian Food. FY18 restated to include other “operating revenue” within total revenue as well as changes to international procurement. FY17 restated to include other “operating revenue” and exclude petrol.

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**Reference:** Response to Chair, 15 March 2024

**Question No.:** 25

Provide the average and highest % profit margins for each category per year for the past 10 years, noting that I understand there are approximately 200 categories.

**Answer:**

These data are highly competitively sensitive and disclosure of this information through the Senate Select Committee process to competitors gives rise to competition law concerns.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 26**

Provide the net profit margin by year for the last 10 years for the supermarket segment of your business.

**Answer:**

The segment of Woolworths Group which reports publicly in relation to its earnings before interest and tax, and which includes the Woolworths Supermarket business is Australian Food.

The following table sets out EBIT/Sales as reported each financial year, for the Australian Food segment of Woolworths Group. Included in this segment is the Supermarkets business, WooliesX, and various other businesses, including Digital & Media and Loyalty & Fintech operations.

**Australian Food segment: EBIT/Sales% published annually (EBIT before significant items).**

Year	Pre-AASB 16						Post-AASB 16			
	FY14 (inc petrol & liquor)	FY15 (inc petrol & liquor)	FY16 (inc petrol)	FY17	FY18	FY19 53 wks	FY20	FY21	FY22	FY23
EBIT/Net Sales %	7.0%	7.3%	4.7%	4.5%	4.7%	4.6% pre-AASB 16 - 5.3% post AASB 16	5.3%	5.5%	5.3%	6.0%

**Notes:**

The Group reports Earnings before interest and tax (EBIT) at a segment level. The above EBIT margins quoted do not consider the cost of Group functions not allocated to operating segments (in this case Australian Food), or the cost of Interest and tax which are both managed at a Woolworths Group level, which would typically be considered when calculating the net profit margin. FY22 restated to include Woolies@Work. FY21 restated on establishment of B2B segment. FY20, FY21 and FY22 EBIT includes COVID costs. FY19 restated for Summergate business transfer from Endeavour to Australian Food. FY18 restated to include other “operating revenue” within total revenue, and changes to international procurement. FY17 restated to include other “operating revenue” within total revenue and exclude petrol.

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**Reference:** Response to Chair, 15 March 2024

**Question No.:** 27

Over the past 10 years, per year, what percentage of products were sold on promotion?

**Answer:**

The percentage of products sold on promotion in our Supermarkets over the last 4 years is set out in the table below. This data is held on a 4 year rolling period.

FY23	33.0 %
FY22	34.1 %
FY21	35.4 %
FY20(H2)	30.5 %

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 28**

Provide the amount of money your business has spent on surveillance technology per year for the past 10 years.

**Answer:**

We have had CCTV cameras operating in our stores and other sites for many years, principally for security surveillance.

Over the last five years, we have invested significantly in upgrading our CCTV platform and equipment. This includes around \$20m recently invested in FY23 in CCTV capability and new “body worn” cameras for our team, to respond to further increases in violence and crime in our stores across Australia.

Around \$8m is spent each year in monitoring and maintaining that CCTV infrastructure and supporting software.

In our stores, we have invested in technology since FY22 to assist customers in the accuracy of scanning in our self checkouts - called “ScanAssist”. This technology does not record customer or team member faces, and it has no facial recognition capability. We spend less than \$10m each year on this technology.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 29**

Provide the amount of money your business has provided to customers as part of your loyalty program per year for the past 5 years.

**Answer:**

The “amount of money ... provided to customers” through the Everyday Rewards program is set out below, in terms of the dollar value of points redeemed across Woolworths:

FY23	\$451.2m
FY22	\$401.5m
FY21	\$316.1m
FY20	\$268.6m
FY19	\$267.4m

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**Reference:** Response to Chair, 15 March 2024

**Question No.:** 30

Provide the total revenue from sale of customers loyalty program data per year for the past 5 years.

**Answer:**

Nil. Woolworths does not sell customers' loyalty program data.

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 31**

Provide the number of executives in your business per year for the past 5 years.

**Answer:**

Consistently with the response to question 7 above, the number of senior leaders or executives at Woolworths Group has been as follows:.

FY23	167
FY22	158
FY21	138
FY20	137
FY19	106

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 32**

Provide the range, median and average executive pay per year for the past 5 years, excluding the CEO.

**Answer:**

The range, median and average fixed remuneration of the senior leaders at Woolworths Group is very confidential, not disclosed, and highly commercially and competitively sensitive.

However, detailed information in relation to the remuneration of our Key Management Personnel (**KMP**) - the most senior executives at Woolworths - is set out in the Woolworths Group Remuneration Report, as is required each year. We have extracted the requested data from the last 5 Remuneration Reports in relation to those KMP.

The range of the fixed remuneration for those KMP, excluding the CEO, is as follows:

FY23	\$0.97m to \$1.06m
FY22	\$0.90m to \$0.97m
FY21	\$0.33m to \$0.96m
FY20	\$0.82m to \$1.30m
FY19	\$0.85m to \$1.30m

The median and average fixed remuneration for those KMP, excluding the CEO, are as follows:

FY23	median \$1.06m; average \$1.03m
FY22	median \$0.97m; average \$0.94m
FY21	median \$0.81m; average \$0.73m
FY20	median \$0.89m; average \$0.80m
FY19	median \$1.10m; average \$1.09m

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 33**

Provide the range, median and average bonuses paid to executives per year for the past 5 years.

**Answer:**

The range, median and average “bonuses” paid to the senior leaders at Woolworths Group is very confidential, not disclosed, and highly commercially and competitively sensitive.

However, detailed information in relation to the remuneration of our Key Management Personnel (**KMP**) - the most senior executives in the Group - is set out in the Woolworths Group Remuneration Report, as is required each year. We have extracted the requested data from the last 5 Remuneration Reports in relation to those KMP. For simplicity, the “bonus” is derived from the total remuneration minus the fixed remuneration each year for those KMP, excluding the CEO.

The range of the bonuses for those KMP, excluding the CEO, is as follows:

FY23	\$2.02m to \$2.16m
FY22	\$1.91m to \$2.01m
FY21	\$1.08m to \$3.03m
FY20	\$0.66m to \$4.66m
FY19	\$2.35m to \$4.31m

The median and average bonuses for those KMP, excluding the CEO, are as follows:

FY23	median \$2.09m; average \$2.09m
FY22	median \$2.01m; average \$1.98m
FY21	median \$2.26m; average \$2.16m
FY20	median \$2.05m; average \$2.35m
FY19	median \$3.23m; average \$3.28m

**Senate Select Committee on Supermarket Prices**  
**ANSWERS TO WRITTEN QUESTIONS ON NOTICE**  
Response to Chair (First Notice), 15 March 2024  
Woolworths Group  
Submitted - 10 April 2024

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**Reference:** Response to Chair, 15 March 2024

**Question No.: 34**

Provide the CEOs salary and bonuses and any other compensation per year for the past 5 years.

**Answer:**

This data is extracted from the relevant Woolworths Group Remuneration Reports, with “bonuses and any other compensation” (together “other”) derived from total remuneration minus fixed remuneration for the year:

FY23	Fixed remuneration \$2.6m; other \$6.05m
FY22	Fixed remuneration \$2.6m; other \$4.79m
FY21	Fixed remuneration \$2.6m; other \$8.22m
FY20	Fixed remuneration \$2.6m; other \$6.85m
FY19	Fixed remuneration \$2.59m; other \$10.02m

**Senate Select Committee on Supermarket Prices**  
ANSWERS TO WRITTEN QUESTIONS ON NOTICE  
Response to Chair (First Notice), 15 March 2024  
Woolworths Group  
Submitted - 10 April 2024

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**Reference:** Response to Chair, 15 March 2024

**Question No.:** 35

How much food is discarded per year for the past 5 years?

**Answer:**

We do not have accurate data prior to FY23.

In FY23, we diverted 44,078 tonnes (or 80.3% of a total of 54,892 tonnes) of food waste from our supermarkets which would otherwise have gone to landfill: 12,074 tonnes was diverted to food rescue charities (approximately 34 million meals) and 32,004 was diverted to farmers (ie animal feed) and to composting or energy.

**Senate Select Committee on Supermarket Prices**  
**ANSWERS TO WRITTEN QUESTIONS ON NOTICE**  
Response to Chair (First Notice), 15 March 2024  
Woolworths Group  
Submitted - 10 April 2024

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**Reference:** Response to Chair, 15 March 2024

**Question No.:** 36

Over the past 10 years, per year, what percentage of sales are private label or home brand?

**Answer:**

Across our Supermarkets business, the following data is available in relation to our Own Brand products sales:

<b>Year</b>	<b>OB sales/sales % (ex fruit &amp; vegetables, cigarettes, meat, poultry and seafood)</b>
FY2020 (H2)	20.4%
FY2021	20.5%
FY2022	20.2%
FY2023	20.7%
FY2024 (ytd)	21.4%

## Grocery Code - summary of key obligations

April 2022

This document sets out the key obligations under the [Food and Grocery Code](#) (**Grocery Code**). The Grocery Code is a voluntary industry code to which Woolworths Group Limited is a signatory as a **retailer**.

Do's	Don'ts
<b>Good faith</b>	
✓ <b>DO</b> ensure that Woolworths deals with suppliers lawfully and in good faith.	✗ <b>DO NOT</b> enter into a GSA that contains a provision that limits or excludes Woolworths' obligation to act in good faith. If there is such a provision, it will have no effect.
<b>Grocery Supply Agreements (GSAs)</b>	
✓ <b>DO</b> ensure the original of each GSA that Woolworths is a party to is kept during the term of the agreement and for 6 years after the agreement ends.	✗ <b>DO NOT</b> enter into a GSA: unless it is in writing and includes: <ul style="list-style-type: none"> <li>○ Delivery requirements;</li> <li>○ Circumstances where the groceries can be rejected;</li> <li>○ Payment periods;</li> <li>○ Term of the agreement;</li> <li>○ Quantity and quality requirements; and</li> <li>○ Termination requirements.</li> </ul> ✗ <b>DO NOT</b> vary a GSA without the consent of the supplier concerned, unless: <ul style="list-style-type: none"> <li>○ The GSA expressly allows Woolworths make the variation;</li> <li>○ The GSA sets out variation requirements;</li> <li>○ The GSA sets out methodology for any quantitative adjustments to the terms of supply;</li> <li>○ The variation is reasonable in the circumstances; and</li> <li>○ The supplier is given reasonable notice of the variation, its terms and the reasons.</li> </ul> ✗ <b>DO NOT</b> vary a GSA retrospectively.
<b>Paying suppliers</b>	
✓ <b>DO</b> ensure suppliers are paid for all grocery products delivered and accepted in accordance with a GSA within the timeframe set out in the GSA, and within a reasonable time after receiving the supplier's invoice.	✗ <b>DO NOT</b> set off or require that a supplier set off any amount against a supplier's invoice unless: <ul style="list-style-type: none"> <li>○ The supplier has consented in writing;</li> </ul>

	<ul style="list-style-type: none"> <li>○ If the GSA provides for the amount to be set off; and</li> <li>○ Set-off is reasonable in the circumstances.</li> </ul>
<b>Requiring payments from suppliers</b>	
<p>✓ <b>DO</b> raise or discuss proposals and procedures with suppliers in order to mitigate the risk and occurrence of shrinkage. This does not allow Woolworths to require suppliers to make payments as compensation for shrinkage.</p>	<ul style="list-style-type: none"> <li>✗ <b>DO NOT</b> require or enter into a GSA which requires suppliers to make payments as compensation for shrinkage.</li> <li>✗ <b>DO NOT</b> directly or indirectly require a supplier to make any payment to cover any wastage of groceries incurred at any of Woolworths', its contractors' or its agents' premises, unless: <ul style="list-style-type: none"> <li>○ The GSA sets out circumstances in which the supplier will be required to make such payments;</li> <li>○ The GSA sets out the basis of the payments;</li> <li>○ The payment is reasonable given the Woolworths' costs incurred by the wastage; and</li> <li>○ Woolworths takes reasonable steps to mitigate the costs.</li> </ul> </li> <li>✗ <b>DO NOT</b> seek to negotiate other unrelated variations of the GSA if the GSA provides for the supplier to make wastage payment and the supplier is seeking to negotiate a variation of the GSA relating to wastage payments.</li> <li>✗ <b>DO NOT</b> require a supplier to make any payment as a condition of stocking or listing grocery products, unless the payment is: <ul style="list-style-type: none"> <li>○ Made in relation to a promotion; or (all of the below)</li> <li>○ Required under a relevant GSA;</li> <li>○ Made in respect of groceries not stocked, displayed or listed by WOW during the preceding 365 days in 25% or more of Woolworths stores; and</li> <li>○ Reasonable having regard to the costs and risks Woolworths has in stocking, displaying or listing the products.</li> </ul> </li> <li>✗ <b>DO NOT</b> require a supplier to make any payment to secure either better positioning or an increase in shelf space allocation for a grocery product, unless</li> </ul>

	<ul style="list-style-type: none"> <li>○ The payment is required under the relevant GSA; and</li> <li>○ The GSA sets out the particular circumstances in which the payment may be required; and</li> <li>○ The payment is reasonable having regard to any additional payments to the supplier and/or the costs and risks to Woolworths of allocating additional or different shelf space.</li> </ul> <p>✗ <b>DO NOT</b> directly or indirectly require a supplier to may any payment towards WOW's costs of business activity unless:</p> <ul style="list-style-type: none"> <li>○ The relevant GSA provides for the payment; and</li> <li>○ The payment is reasonable in the circumstances (17(3)).</li> </ul> <p>Business activity includes:</p> <ul style="list-style-type: none"> <li>● A buyers visit to the supplier;</li> <li>● Artwork of packaging design;</li> <li>● Consumer or market research;</li> <li>● The opening or refurbishing of a store; or</li> <li>● Hospitality for Woolworths staff.</li> </ul>
<b>Funded promotions</b>	
<ul style="list-style-type: none"> <li>✓ <b>DO</b> ensure that if a supplier agrees to make a payment in support of a funded promotion, the promotion is only held after giving the supplier reasonable written notice.</li> <li>✓ <b>DO</b> ensure that the following is followed if WOW orders a grocery product from a supplier in connection with the funded promotion at a promotional price: <ul style="list-style-type: none"> <li>○ Ensure that the basis for the quantity is transparent;</li> <li>○ Not over-order; and</li> <li>○ If over-ordered, then pay the supplier for the difference between the promotional price and full price for over-ordered products.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✗ <b>DO NOT</b> directly or indirectly require a supplier to fund part or all of the costs of a promotion unless: <ul style="list-style-type: none"> <li>○ The relevant GSA provides for the fundings; and</li> <li>○ The funding is reasonable in the circumstances (18(3)).</li> </ul> </li> <li>✗ <b>DO NOT</b> cancel an order or reduce the volume of an order by 10%/20% if the order is connected to a funded promotion, unless you provide reasonable written notice or you compensate the supplier for any net loss or cost.</li> </ul>
<b>Delisting products</b>	
<ul style="list-style-type: none"> <li>✓ <b>DO</b> ensure that prior to delisting a supplier's grocery product (which can only be done if in accordance with the relevant GSA and for genuine commercial reasons), reasonable written notice of the provision is provided to the supplier, stating: <ul style="list-style-type: none"> <li>○ Genuine commercial reasons;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✗ <b>DO NOT</b> delist a supplier's grocery product unless it is in accordance with the terms of the relevant GSA and it is for genuine commercial reasons.</li> </ul> <p>Genuine commercial reasons include:</p>

<ul style="list-style-type: none"> <li>○ Informing the supplier of its right to have the decision to delist the product reviewed by WOW's senior buyer for the supplier;</li> <li>○ Informing the supplier of its right to direct a complaint to the Code Arbiter; and</li> <li>○ Contact details of the Code Arbiter.</li> </ul> <p>See 19(6) for circumstances in which notice does not have to be provided.</p> <ul style="list-style-type: none"> <li>✓ <b>DO</b> ensure that WOW's senior buyers promptly comply with any written request from the supplier for a statement of WOW's genuine commercial reasons for a delisting or further information relating to the delisting.</li> <li>✓ <b>DO</b> ensure that if a written request from a supplier is received, any decisions regarding a delisting is promptly reviewed by a senior buyer and the supplier is provided with a written notice of the outcome and basis for decision.</li> </ul>	<ul style="list-style-type: none"> <li>● Supplier failure to meet agreed product quality or quantity requirements;</li> <li>● Supplier's product failure to meet Woolworths commercial sales or profitability targets as notified to the supplier or under the GSA; and</li> <li>● Persistent failure to meet Woolworths delivery requirements as notified to the supplier under the GSA.</li> </ul> <p>✗ <b>DO NOT</b> delist a supplier's grocery product as punishment for complaint, concern or dispute. This will not be deemed a genuine commercial decision.</p>
<b>Fresh produce standards and quality specifications (applies to fresh fruits and vegetables only)</b>	
<ul style="list-style-type: none"> <li>✓ <b>DO</b> provide any fresh produce standards or quality specifications to suppliers in clear, unambiguous and concise written terms.</li> <li>✓ <b>DO</b> accept all fresh produce delivered in accordance with relevant fresh produce standards or quality specifications.</li> <li>✓ <b>DO</b> provide written reasons within 48 hours if any fresh produce is being rejected.</li> <li>✓ <b>DO</b> communicate any labelling, packaging or preparation requirements to suppliers in clear, unambiguous and concise written terms.</li> <li>✓ <b>DO</b> provide reasonable written notice of any changes to packaging, labelling or preparation standards and take into account suppliers' existing stock and any stock coverage in the relevant GSA.</li> <li>✓ <b>DO</b> make claims for damaged products or shortfalls within a reasonable time and no later than 30 days of delivery.</li> </ul>	<p>✗ <b>DO NOT</b> reject fresh produce unless it fails to meet relevant fresh produce standards and quality specifications, the produce is rejected within 24 hours of delivery to WOW, and the produce is not rejected after being accepted.</p>
<b>Changes to supply chain procedures</b>	
<ul style="list-style-type: none"> <li>✓ <b>DO</b> provide reasonable notice to any material changes to the suppliers.</li> <li>✓ <b>DO</b> provide the supplier with compensation for any net resulting costs, losses or expenses</li> </ul>	<p>✗ <b>DO NOT</b> directly or indirectly require a supplier to make material changes to its supply chain procedures during the GSA period without reasonable notice or compensation for any net resulting costs.</p>

<p>incurred or suffered as a direct result of failing to give reasonable notice of the change.</p>	
<p><b>Business disruption</b></p>	
<p>✓ <b>DO</b> terminate a GSA based on reasonable grounds only.</p>	<p>✗ <b>DO NOT</b> threaten a supplier with business disruption or termination of a GSA without reasonable grounds.</p>
<p><b>Intellectual property rights</b></p>	
<p>✓ <b>DO</b> respect the IP held by the suppliers in relation to products including IP rights in branding, packaging and advertising.</p>	<p>✗ <b>DO NOT</b> infringe the IP rights of the supplier in relation to grocery products during the development of Woolworths own brand products including in branding, packaging designs or advertising.</p>
<p><b>Confidential information</b></p>	
<p>✓ <b>DO</b> ensure that all confidential information is protected and not disclosed outside of the purpose it was disclosed.</p> <p>✓ <b>DO</b> only share confidential information with Woolworths team members who need to have the information in connect with its purpose.</p>	<p>✓ <b>DO NOT</b> use supplier confidential information other than for the purpose it was disclosed.</p> <p>✓ <b>DO NOT</b> share supplier confidential information with Woolworths team members who do not require it in connection with its purpose.</p>
<p><b>Product ranging, shelf space allocation and range reviews</b></p>	
<p>✓ <b>DO</b> publish or supply directly to suppliers the Woolworths produce ranging principles and shelf space allocation principles.</p> <p>✓ <b>DO</b> act in accordance with Woolworths produce ranging principles and shelf space allocation principles at all times and keep them up to date.</p> <p>✓ <b>DO</b> provide the supplier with express writing notice within reasonable time prior:</p> <ul style="list-style-type: none"> <li>○ The purpose of any range review; and</li> <li>○ The key criteria governing ranging decisions.</li> </ul> <p>✓ <b>DO</b> following a range review, provide affected suppliers with reasonable time to discuss the outcome and basis for the decisions.</p> <p>✓ <b>DO</b> apply the Woolworths produce ranging principles or shelf space allocation principles without discrimination.</p>	<p>✗ <b>DO NOT</b> conduct a range review without providing the supplier express written notice of:</p> <ul style="list-style-type: none"> <li>○ The purpose of the range review; and</li> <li>○ The key criteria governing ranging decisions.</li> </ul> <p>✗ <b>DO NOT</b> apply the Woolworths produce ranging principles or shelf space allocation principles with discrimination (including by favouring own brand products).</p>
<p><b>Transfer of intellectual property rights</b></p>	

<p>✓ <b>DO</b> if appropriate:</p> <ul style="list-style-type: none"> <li>○ Hold IP rights in Woolworths own brand products; or</li> <li>○ Have exclusive rights in Woolworths own brand products.</li> </ul>	<p>✗ <b>DO NOT</b> directly or indirectly require a supplier to transfer or exclusively licence any IP rights in relation to a grocery product as a condition or term of supply of an equivalent own brand product of Woolworths.</p>
<p><b>Price increase requests</b></p>	
<p>✓ <b>DO</b> follow instructions if negotiations on a supplier price increase in relation to fresh fruit and vegetables is not concluded within 5 business days.</p> <p>✓ <b>DO</b> notify the supplier within 30 days of a receiving a price increase whether Woolworths:</p> <ul style="list-style-type: none"> <li>○ Accepts the price increase; or</li> <li>○ Accepts an increase in price supplied under the GSA but does not accept the amount of the price increase; or</li> <li>○ Does not accept the price increase.</li> </ul> <p>✓ <b>DO</b> enter into price negotiations in good faith.</p> <p>✓ <b>DO</b> take all reasonable steps to determine the Woolworths position on the price negotiations without delay.</p> <p>✓ <b>DO</b> ensure compliance with section 27(B) reporting to Code Arbiter on price increases each financial year.</p>	<p>✗ <b>DO NOT</b> require the supplier to disclose commercially sensitive information in relation to the price increase or related negotiations.</p>
<p><b>Freedom of association</b></p>	
<p>✓ <b>DO</b> allow suppliers to:</p> <ul style="list-style-type: none"> <li>○ Form an association of suppliers; or</li> <li>○ Associate with other suppliers for a lawful purpose.</li> </ul>	<p>✗ <b>DO NOT</b> provide an inducement to prevent a supplier from:</p> <ul style="list-style-type: none"> <li>○ Forming an association of suppliers; or</li> <li>○ Associating with other suppliers for a lawful purpose.</li> </ul> <p>✗ <b>DO NOT</b> discriminate or take any other action against a supplier for:</p> <ul style="list-style-type: none"> <li>○ Forming an association of suppliers; or</li> <li>○ Associating with other suppliers for a lawful purpose.</li> </ul>

**Senate Select Committee on Supermarket Prices**  
**ANSWERS TO WRITTEN QUESTIONS ON NOTICE**  
 Response to Senator Cadell (Third Notice), 26 March 2024  
 Woolworths Group  
 Submitted - 10 April 2024

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**Reference:** Response to Senator Cadell, 26 March 2024

**Question No.: 1**

Provide details (including any supporting documents) on your company's margin growth over the previous 15 to 20 years. In providing the data on margin growth, please also explain:

- Whether any margin growth has resulted from a change in:
  - payments to suppliers;
  - payments from consumers; and/or
  - through other efficiencies (e.g. technology)
- The role of private label products in driving margin growth

**Answer:**

The following table sets out both the Woolworths Group published annual earnings before interest and tax (EBIT) margin as a percentage of sales, and annual Net Profit After Tax (NPAT) margin as a percentage of sales, for each year over a 15 year period.

	Pre-AASB 16											Post-AASB 16			
Year	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
EBIT margin (EBIT/sales %)	5.7%	6.0%	6.2%	6.1%	6.2%	6.2%	6.8%	4.6%	4.2%	4.5%	4.5% pre-AASB 16 - 5.4% post-AASB 16	4.7%	5.0%	4.4%	4.8%
NPAT margin (NPAT/sales %)	3.7%	3.9%	4.0%	4.0%	4.0%	4.0%	4.4%	2.8%	2.6%	2.8%	2.9%	2.0%	2.7%	2.5%	2.7%

**Calculated based on data extracted from Woolworths Group annually published full year profit announcements and analyst presentations**

Notes:

EBIT margin before significant items. NPAT margin before significant items, from continuing operations, attributable to equity holders of the parent.

There has been no sustained EBIT or NPAT margin growth over this period to FY23.

**Senate Select Committee on Supermarket Prices**  
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Response to Chair (Second Notice), 26 March 2024  
Woolworths Group  
Submitted - 10 April 2024

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**Reference:** Response to Chair, 21 March 2024

**Introduction:**

We have been requested to answer each question separately and informed that “in each question, “employees” means “employees in the retail operations of the employer.””

**Senate Select Committee on Supermarket Prices**  
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Submitted - 10 April 2024

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 1**

What was the annual cost to the employer of living penalty rates, casual loading and overtime rates to the minimum Award percentage rates in the first year of operation of the most recently made enterprise agreement?

- A. If unknown, what was the projected annual cost to the employer of living penalty rates, casual loading and overtime rates to the minimum Award percentage rates in the first year of operation of the most recently made enterprise agreement?

**Answer:**

The most recent Enterprise Agreement made at Woolworths Group is the BIG W Enterprise Agreement, which was approved by the Fair Work Commission on 13 March 2024 and will commence on 24 May 2024.

This Enterprise Agreement provides for a wage rate 0.5% above the General Retail Industry Award rates. This higher base rate results in a higher rate for all penalty and overtime rates as well as to casual loading. During the operative period of this Enterprise Agreement, team members will receive increases of an additional 2% above AWR, also increasing the value of penalty and overtime rates as well as casual loading compared to the underpinning Award.

The estimated annual cost of penalty rates, casual loading and overtime rates in the first financial year following commencement of the BIG W Enterprise Agreement is approximately \$60m - assuming a 3.5% Annual Wage Review outcome in 2024.

**Senate Select Committee on Supermarket Prices**  
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Response to Chair (Second Notice), 26 March 2024  
Woolworths Group  
Submitted - 10 April 2024

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 2**

How much does the employer save in direct wages by paying junior rates?

**Answer:**

Nil.

We pay junior rates to qualifying team members under the relevant EAs.

Under our retail EAs, our Junior rates are higher than the underpinning Award.

**Senate Select Committee on Supermarket Prices**  
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Response to Chair (Second Notice), 26 March 2024  
Woolworths Group  
Submitted - 10 April 2024

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 3**

How much does the employer save in direct wages by paying supported wage rates?

**Answer:**

Nil.

We have a small number of qualifying team members engaged under supported wages. This scheme provides valuable ongoing support to these team members in store and also through the agencies that support them.

Often hours are variable dependent on the capacity of individuals and therefore there is a spectrum of hours and remuneration. All team members we engage are monitored by an agency and their remuneration is consistent with the capacity assessment.

**Senate Select Committee on Supermarket Prices**  
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Response to Chair (Second Notice), 26 March 2024  
Woolworths Group  
Submitted - 10 April 2024

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 4**

How much does the employer save in superannuation by not paying those under 18 who do not work 30 hours a week any superannuation?

**Answer:**

Nil.

We pay superannuation to all qualifying team members, in line with the relevant legislation.

**Senate Select Committee on Supermarket Prices**  
ANSWERS TO WRITTEN QUESTIONS ON NOTICE  
Response to Chair (Second Notice), 26 March 2024  
Woolworths Group  
Submitted - 10 April 2024

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 5**

How many instances of abuse, threats, intimidation, assaults or other workplace violence were perpetrated against employees of the employer in supermarkets each year for the last 10 years?

**Answer:**

We have three available sources of data in relation to “instances of abuse, threats, intimidation, assaults or other workplace violence” involving team members in supermarkets. They are:

1. Data drawn from our safety incident management system in relation to abuse, threats, assaults, violence in stores:

<b>FY</b>	<b>Incident Count</b>
FY14 (from March)	123
FY15	399
FY16	490
FY17	543
FY18	510
FY19	586
FY20	608
FY21	481
FY22	567
FY23	1,110
FY24TD	1,584

2. Incident Management Centre Data from FY21 onwards, on reported incidents from supermarket stores, which are classified as “workplace violence”

FY21	2,794
FY22	3,114
FY23	3,388
FY24 TD	3,561

Answer continued.../2

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3. A Point of Sale Verbal Abuse Tool was launched in Supermarkets in F24. It is a push button tool for point of sale service team to keep a record of low level verbal abuse instances during sales service. Data collocation with this tool commenced on 19 February 2024. Weekly averages to date, since launch are as follows:

Number of verbal abuse Incidents:	693
Number of team members Impacted:	430
Number of stores Impacted:	233

**Senate Select Committee on Supermarket Prices**  
ANSWERS TO WRITTEN QUESTIONS ON NOTICE  
Response to Chair (Second Notice), 26 March 2024  
Woolworths Group  
Submitted - 10 April 2024

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 6**

What steps does the employer take to ensure the safety of workers when the temperature in their work environment is over 30 degrees Celsius?

**Answer:**

Across Woolworths Group, we follow a risk management approach in relation to heat stress for both indoor and outdoor work, and across our retail stores, distribution centres, and customer fulfilment centres. Our risk controls for working above 30 degrees include:

- Engineering controls - building design incorporating insulation, air flow for work areas, use of climate control, industrial fans, localised fans.
- Supply of PPE to our team members relevant to the work environment (i.e. Sun hats, HiVis T shirts, thermal wear, neck coolers, etc). The supply of work uniforms also takes into consideration working in warmer climates.
- Awareness - provision of information to ensure team members know about the importance of hydration, location of water fountains (in DCs and CFCs; bottles of water for stores), taking rest breaks in cooler spaces (e.g. breakroom), along with posters for information on hydration.
- Work processes/standards are designed with consideration of temperature variations and weather.
- Supervision - team leaders engage with their team and monitor for signs of heat stress. In the lead up to warmer weather, supervisors are provided information on controls.
- First aid officers on site.

**Senate Select Committee on Supermarket Prices**  
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Response to Chair (Second Notice), 26 March 2024  
Woolworths Group  
Submitted - 10 April 2024

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 7

What steps does the employer take to ensure the safety of workers when the temperature in their work environment is over 35 degrees Celsius?

**Answer:**

If the temperature is over 35 degrees, in addition to the controls listed for 30 degrees, we will also :

- Activate task rotation to cooler parts (generally every 2-3 hours);
- Activate additional cooling PPE (e.g. neck coolers and replace the hi-vis vest and replace it with a ventilated hi-vis shirt);
- Provide access to ice blocks, cool bottled water, electrolytes;
- activate additional cooling equipment (Fans, Portable Air Conditioning, and or misting units) where appropriate; and
- Process/Standards - Review of work activities to determine if they need to be rescheduled or reorganised, including consultation with team members.

**Senate Select Committee on Supermarket Prices**  
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Response to Chair (Second Notice), 26 March 2024  
Woolworths Group  
Submitted - 10 April 2024

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 8**

What steps does the employer take to ensure the safety of workers when the temperature in their work environment is over 40 degrees Celsius?

**Answer:**

If the temperature is over 40 degrees, in addition the controls listed for 30 & 35 degrees, we also :

- Review high exertion tasks - reschedule/stop activity or reduce time completed with increased rest/recovery time; and
- Increase task rotation and introduce heat breaks for continuing work - additional rest and recovery time for team members in a cool space.

**Senate Select Committee on Supermarket Prices**  
**ANSWERS TO WRITTEN QUESTIONS ON NOTICE**  
Response to Chair (Second Notice), 26 March 2024  
Woolworths Group  
Submitted - 10 April 2024

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 9**

What policy does the employer apply to ensure the safety of workers working in cold, warm or hot work environments?

**Answer:**

We use a standard risk management approach (Identify the hazard, Assess the risks, the risks and review control measures).

As outlined in our responses to questions 6-8, our controls for heat stress have trigger points for introducing additional risk controls working at higher temperatures.

For working in cold environments, the temperatures are static based on the work area. In temperature controlled Distribution Centres, our work areas are at 2, 13 and -20 degrees. In these environments, examples of the controls utilised for cold environments include:

- Thermal clothes - beanies, scarves, jackets, pants, gloves, boots;
- Awareness (leader discussion, posters, training);
- Hydration (warm soups, hot chocolate, non-caffeinated beverages);
- Lunchrooms to warm food;
- Task rotation and rest breaks in warm rooms; and
- First aider officers on-site.

For supermarkets and CFCs, team members have short, time-limited access to fridges and freezers to access products. Appropriate PPE (jackets, gloves) are provided.

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 10**

What is the number and proportion of employees under 18 years of age?

**Answer:**

14,925 - 9.7%

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 11**

What is the number and proportion of employees aged between 18 and 21?

**Answer:**

28,337 - 18.5%

**Senate Select Committee on Supermarket Prices**  
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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 12

What is the number and proportion of employees aged between 22 and 29?

**Answer:**

36,589 - 23.9%

**Senate Select Committee on Supermarket Prices**  
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**Reference:** Response to Chair, 21 March 2024

**Question No.: 13**

What is the number and proportion of employees aged between 30 and 39?

**Answer:**

27,544 - 18.0%

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 14**

What is the number and proportion of employees aged between 40 and 49?

**Answer:**

19,432 - 12.7%

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 15**

What is the number and proportion of employees aged between 50 and 59?

**Answer:**

16,771 - 10.9%

**Senate Select Committee on Supermarket Prices**  
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**Reference:** Response to Chair, 21 March 2024

**Question No.: 16**

What is the number and proportion of employees aged between 60 and 69?

**Answer:**

8,902 - 5.8%

**Senate Select Committee on Supermarket Prices**  
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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 17

What is the number and proportion of employees aged 70 or over?

**Answer:**

818 - 0.5%

**Senate Select Committee on Supermarket Prices**  
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**Reference:** Response to Chair, 21 March 2024

**Question No.: 18**

What is the proportion of employees who work less than 1 year with the employer?

**Answer:**

20.5% - current percentage of team members with less than 12 months tenure with Woolworths.

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 19

What is the number of employees for each of casual, part-time and full-time employees?

**Answer:**

- Casual - 51,939
- Part-Time - 77,205
- Full-Time - 24,214

**Senate Select Committee on Supermarket Prices**  
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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 20

What is the churn rate of employees for each of casual, part-time and full-time employees?

**Answer:**

The rolling 12 month “churn rate” is as follows:

- Casual - 45.7%
- Part-Time - 19.3%
- Full-Time - 9.5%

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 21**

What is the churn rate of employees who identify as women, men or neither men or women?

**Answer:**

The rolling 12 month “churn rate” is as follows:

- Woman identification - 24.94%
- Man identification - 30.43%
- Neither identification - 38.07%

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 22

What is the churn rate of employees who identify as Aboriginal or Torres Strait Islander?

**Answer:**

The rolling 12 month “churn rate” for those team members identifying as Aboriginal or Torres Strait Islander is 39.6%.

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 23

What is the number of employees who have a disability?

**Answer:**

The number of team members who have self-reported as having a disability is 1,465 - but with only one-third of team members choosing to respond on this issue in our records.

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 24

What proportion of employees shopped at the employer in the last week?

**Answer:**

At least 69% of our team members shopped with us in the last week.

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 25**

What proportion of employees shopped at the employer in the last fortnight?

**Answer:**

At least 73% of our team members shopped with us in the last fortnight.

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 26**

What is the number of employees and proportion of employees who work in supermarkets that are employed to work in functions other than an online department?

**Answer:**

In our supermarkets, 82,253 team members (64%) work in roles which do not involve online services, and 45,683 (36%) work either in online roles or between online roles and roles which do not involve online services.

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 27

What is the number of employees and proportion of employees who work in supermarkets that are employed to work in an online department?

**Answer:**

In our supermarkets, of the 45,683 team members (36%) who work either in online roles or between online roles and roles which do not involve online services, 5,792 team members (5%) work only in online roles.

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 28**

Is there a documented agreement or understanding between the employer and SDA? Please provide a copy.

**Answer:**

There are documented agreements between Woolworths and the SDA, such as the Enterprise Agreements to which Woolworths and the SDA are both parties.

However, there is no documented agreement with the SDA in relation to the matters raised in questions 29 and 30.

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 29**

Has the employer provided any names of employees, who were not known by the employer to be members of the SDA, to the SDA in the last 6 years?

- A. If so, did the employer have the express consent of each and every employee to provide their name to the SDA?

**Answer:**

Woolworths has a policy not to provide, nor authorises any of our team members to provide, to the SDA, names of Woolworths employees who were known by Woolworths not to be members of the SDA in the last 6 years.

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 30**

Did the employer have any form of agreement with SDA to provide any names of employees, who were not known by the employer to be members of the SDA, to the SDA in the last 6 years?

**Answer:**

No.

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 31**

Does the employer have the capacity to permit an employee to manage their own payroll deductions from their pay using a pay or similar electronic interface?

**Answer:**

Woolworths team members are permitted and have the ability to both add and edit their personal superannuation deductions via a digital interface.

However, in relation to other deductions, while the Woolworths systems are capable of permitting team members to make/manage their own deductions online, this is not permitted for security and data integrity reasons.

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 32

Does the employer allow an employee to manage their own payroll deductions from their pay using a pay or similar electronic interface?

**Answer:**

Team members may manage their own superannuation deductions, but other deductions must simply be requested of, and implemented by our Payroll team.

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 33**

Does the employer train its managers and payroll officers in freedom of association? If so, please outline the scope, nature and depth of the training.

**Answer:**

Our Respectful Workplace Policy addresses this area under “Our Policy on Discrimination”. This policy is made available to team members.

Woolworths has provided explanatory notes and instructions in relation to freedom of association issues, to Store leaders and all Employee Relations and Workplace Relations team members.

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 34**

What proportion of employees live in households which earn less than \$2000 per week?

**Answer:**

Not known by Woolworths Group - we have no records of household earnings of our team members.

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 35

What proportion of employees live in households which earn less than \$1500 per week?

**Answer:**

Not known by Woolworths Group - we have no records of household earnings of our team members.

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 36**

What proportion of employees live in households which earn less than \$1000 per week?

**Answer:**

Not known by Woolworths Group - we have no records of household earnings of our team members.

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 37

What proportion of employees live in households which earn less than \$500 per week?

**Answer:**

Not known by Woolworths Group - we have no records of household earnings of our team members.

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 38**

What proportion of employees live in households which earn less than \$250 per week?

**Answer:**

Not known by Woolworths Group - we have no records of household earnings of our team members.

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**Reference:** Response to Chair, 21 March 2024

**Question No.: 39**

What proportion of employees earned, in their employment with the employer, less than \$1000 per week on average over the last 3 months?

**Answer:**

78.3% (active team members - full time, part time and casual - with less than \$1,000 in average weekly gross pay).

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 40

What proportion of employees earned, in their employment with the employer, less than \$700 per week on average over the last 3 months?

**Answer:**

57.1% (active team members - full time, part time and casual - with less than \$750 in average weekly gross pay).

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 41

What proportion of employees earned, in their employment with the employer, less than \$500 per week on average over the last 3 months?

**Answer:**

39.6% (active team members with less than \$500 in average weekly gross pay).

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 42

What proportion of employees earned, in their employment with the employer, less than \$400 per week on average over the last 3 months?

**Answer:**

30.7% (active team members with less than \$400 in average weekly gross pay).

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 43

What proportion of employees earned, in their employment with the employer, less than \$300 per week on average over the last 3 months?

**Answer:**

21.6% (active team members with less than \$300 in average weekly gross pay).

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 44

What proportion of employees earned, in their employment with the employer, less than \$200 per week on average over the last 3 months?

**Answer:**

13.2% (active team members with less than \$200 in average weekly gross pay).

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 45

What proportion of employees earned, in their employment with the employer, less than \$100 per week on average over the last 3 months?

**Answer:**

6.1% (active team members with less than \$100 in average weekly gross pay).

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**Reference:** Response to Chair, 21 March 2024

**Question No.:** 46

What proportion of employees earned, in their employment with the employer, less than \$70 per week on average over the last 3 months?

**Answer:**

4.4% (active team members with less than \$70 in average weekly gross pay).